

**POSITIONING BASED ON SATISFACTION ATTRIBUTES  
IN THE CONTEXT OF A DOMESTIC TOURISM DESTINATION:  
THE CASE OF YOR ISLAND, THAILAND**

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## ABSTRAK

Strategi pemposisian destinasi sering dilaksanakan hanya dalam konteks destinasi utama, tetapi tidak dalam konteks destinasi mini atau kecil. Penyelidikan ini bertujuan memecah tradisi dengan merangka dan mencadangkan satu strategi mengenal pasti pemposisian pasaran yang berasaskan suatu destinasi mini atau kecil iaitu Pulau Yor dalam konteks sebuah destinasi yang lebih besar iaitu Songkla. Bagi mengukur daya saing Pulau Yor berbanding pesaing-pesaingnya maka kepuasan pelancong terhadap aspek penawaran pelancongan di Pulau Yor telah dikaji. Para pelancong tempatan telah dibahagikan mengikut asas sosiodemografi bagi mengenal pasti potensi pasaran untuk Pulau Yor. Penyelidik menggunakan pendekatan kaedah penyelidikan secara bercampur. Setelah itu, penilaian telah dibuat dengan memfokuskan kepada kepuasan pelancong. Data kualitatif daripada temu duga dengan lapan orang pakar pelancongan setempat telah menghasilkan maklumat untuk kaedah analisis SWOT. Data kuantitatif daripada 400 pelancong tempatan telah dianalisis menggunakan kaedah analisis *multidimensional scaling* dan *correspondence analysis*. Hasil analisis ini telah memberikan pelbagai maklumat mengenai persamaan, kelebihan serta kehendak pelancong mengenai imej Pulau Yor dan pesaing-pesaingnya. Selain itu, terdapat juga hubung kait antara ciri-ciri sosiodemografi pengunjung ke destinasi-destinasi tersebut. Pendekatan kaedah penyelidikan bercampur ini juga telah mengetengahkan bahawa pengunjung yang berpotensi melawat Pulau Yor yang patut dijadikan sasaran pasaran ialah mereka yang berumur antara 25 hingga 34 tahun, berkelulusan ijazah sarjana muda dan purata pendapatan antara RM 2000.00 hingga RM 3000.00. Tambahan lagi, ciri kemesraan penduduk tempatan telah diketengahkan sebagai satu ciri yang sesuai dijadikan panduan dalam usaha membangunkan strategi mengenal pasti pemposisian pasaran untuk Pulau Yor. Secara keseluruhannya, tesis ini telah berjaya menunjukkan bahawa strategi mengenal pasti pemposisian pasaran berasaskan kajian adalah strategi yang bukan sahaja sesuai untuk destinasi-destinasi besar, malahan sesuai untuk destinasi-destinasi mini atau kecil.

**Kata kunci:** Pemposisian, Ciri-ciri kepuasan, Kaedah-kaedah campuran, Pelancongan domestik

## ABSTRACT

Positioning strategy is often adopted for major destinations, but not for smaller or mini destinations. This research breaks with tradition by attempting to develop and recommend an optimum research-based market-positioning strategy for a mini destination or a small destination i.e. Yor Island, within a larger area i.e. Songkla. Tourists' satisfaction toward product attributes of Yor Island compared to its competitors was measured to investigate the competitiveness of Yor Island. Domestic tourists were divided based on socio-demographic basis before the potential target markets of Yor Island were identified. The evaluation focused on tourists' post-consumption satisfaction using mixed methods approach. Qualitative data from interviews with eight local tourism experts generated information for a SWOT analysis of Yor Island. Quantitative data from the survey of 400 domestic tourists was analysed using multidimensional scaling and correspondence analysis. Results from using these analytical techniques provided a variety of information on destination image similarities, strengths, and ideals between Yor Island and its competitors, as well as the relationships of major socio-demographic characteristics of visitors to the destinations. The mixed method approach has also highlighted the potential target tourists of Yor Island whose age are between 25-34 years old with at least a bachelor's degree, and monthly income of between RM 2,000.00 to RM 3,000.00. Moreover, it also showed that 'friendliness of the people' is an attribute that could be used as leverage in the development of the Yor Island's positioning strategy. Overall, this study has illustrated that research-based market-positioning strategy is applicable not only to major destinations, but to a mini or small destination as well.

**Keywords:** Positioning, Satisfaction attributes, Mixed methods, Domestic tourism

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## TABLE OF CONTENTS

	<b>Page</b>
PERMISSION TO USE.....	I
ABSTRACT.....	II
ABSTRAK.....	III
ACKNOWLEDGMENTS.....	IV
TABLE OF CONTENTS.....	V
LIST OF TABLES.....	IX
LIST OF FIGURES.....	XI
LIST OF ABBREVIATIONS.....	XIV
<b>CHAPTER 1.....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background.....	1
1.2 Problem Statement.....	13
1.3 Purpose of the Study .....	21
1.4 Objectives of the Research .....	21
1.5 The Study Context.....	22
1.6 Significance of the Study.....	33
1.7 Organization of the Study.....	35
1.8 Operational Definition.....	36
1.9 Summary.....	37
<b>CHAPTER 2.....</b>	<b>38</b>
<b>LITERATURE REVIEW.....</b>	<b>38</b>
2.1Introduction.....	38
2.2 The Concept of Positioning in Tourism .....	38
2.3 Satisfaction-Based Positioning.....	50
2.3.1 Image.....	51
2.3.2 Service Quality.....	54
2.3.3 MeasuringSatisfaction.....	57
2.3.3.1 The expectation-disconfirmation paradigm (EDP).....	57
2.3.3.2 The Equity Theory.....	59

	<b>Page</b>
2.3.3.3 Congruity model.....	60
2.4 Past Studies on Positioning in Tourism.....	62
2.5 Techniques Used in Positioning Studies .....	66
2.6 Models Used in Past Positioning Studies.....	73
2.7 The Role and Significance of Domestic Tourism.....	90
2.8 Conceptual Framework.....	107
2.9 Summary.....	109
 <b>CHAPTER 3.....</b>	<b>110</b>
<b>METHODOLOGY.....</b>	<b>110</b>
3.1 Introduction.....	110
3.2 The alternatives (Yor Island and its competitors).....	111
3.3 Research Variables.....	137
3.3.1Tourists' Satisfaction .....	137
3.3.2 Socio-demographic Variables.....	140
3.4Research Design and Methodology .....	142
3.4.1 A Mixed Methods Approach.....	142
3.4.2 Stage 1: Qualitative Research .....	146
3.4.2.1Research Methodology .....	146
3.4.2.2 Data Collection Procedure.....	148
3.4.2.3 Reliability and Validity.....	151
3.4.2.4 Data Analysis and Interpretation.....	152
3.4.3 Stage 2: Quantitative – qualitative Research.....	152
3.4.3.1 Quantitative Method.....	153
A. Data Collection .....	153
- Questionnaire Design.....	153
- Population and Sampling.....	158
- Data Collection Procedure.....	159
B. Data Analysis.....	160
- Validity and Reliability of the Questionnaire.....	164

	<b>Page</b>
3.4.3.2 Qualitative Method.....	166
A. Method.....	166
B. Participants.....	169
C. Procedure.....	171
D. Reliability and Validity.....	173
E. Data Analysis and Interpretation.....	174
3.5 Determination of an Optimum Position of Yor Island.....	174
3.6 Summary.....	176
 <b>CHAPTER 4.....</b>	 <b>177</b>
<b>ANALYSIS AND RESULTS.....</b>	<b>177</b>
4.1 Introduction.....	177
4.2 Stage 1: Qualitative Data Analysis.....	177
4.3 Stage 2: Quantitative and Qualitative Data Analysis.....	184
4.3.1 Quantitative Data Analysis.....	184
4.3.1.1 Demographic Profile of Respondents .....	184
4.3.1.2 Trip Characteristics of Questionnaire Respondents.....	188
4.3.1.3 Overall Perceptions of Yor Island Tourism .....	194
4.3.1.4 Results of the KYST Technique.....	196
4.3.1.5 Results of the PROFIT Technique.....	201
4.3.1.6 Results of the PREFMAP Technique.....	205
4.3.1.7 Results of the Correspondence Analysis.....	207
4.3.2. Qualitative Data Analysis.....	214
- Resultsof Focus Group Interview.....	215
A. Trip Characteristics of Focus Group Interviewees.....	216
B. Overall Perception of Yor Island by the Participant of Focus Group Interview.....	217
C. The Perception of Similarities and Dissimilarities of Image of the seven Destinations.....	219
D. Identifying the Most Appropriate Attributes for Each Destinations.....	227
E. Identifying an Ideal Point .....	237

	<b>Page</b>
F. Identifying Target Tourists of Yor Island.....	240
4.4 Positioning Results of Yor Island .....	244
4.5 Summary.....	253
 <b>CHAPTER 5.....</b>	<b>255</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>255</b>
5.1introduction.....	255
5.2 Summary of the Findings.....	256
5.3 Discussions on the Findings.....	259
5.3.1 Positioning Based on Mixed Methods Approach .....	260
5.3.2 Positioning Based on Tourists' Satisfaction of a Destination's Product Attributes.....	266
5.3.3 Positioning Based on Socio-demographic Segments.....	269
5.4 Implication of the Study .....	274
5.5 Limitations and Suggestions for Future Research.....	276
5.6 Summary.....	278
 <b>REFERENCES.....</b>	<b>279</b>
<b>Appendixes.....</b>	<b>330</b>
Appendix A- Depth Interview Transcript.....	330
Appendix B- Focus Group Interview Transcript.....	398
Appendix C- Questionnaires Used.....	438
Appendix D- Computer Programs.....	461

## LIST OF TABLES

		Page
Table 1.1	Number of International and Domestic Tourists.....	2
1.2	Criteria Used to Identify the Optimum Target Market.....	9
1.3	Major Events and Festivals of Songkhla Province.....	15
1.4	Number of domestic tourists visiting Yor Island.....	17
1.5	Number and income of domestic tourists visiting Songkhla Province.....	18
1.6	General Information and Trip Characteristics of Domestic Tourists Who Visited Songkhla Province.....	26
2.1	Hypothesized Relationship of Functional Evaluative Congruity between Expectation and Perceived Experience.....	60
2.2	A Review of Positioning Studies in Tourism Literature.....	63
2.3	A Summary of Positioning Research Articles Reviewed and Research Techniques Used in Tourism Literature .....	66
2.4	The Popular Techniques Used in Positioning Research in Tourism Field.....	69
2.5	Summary of the Main Reasons for Presenting the Five Models .....	73
2.6	The Four Mistakes in Positioning .....	78
2.7	Global International Arrivals by Region Visited .....	90
2.8	The Direct and Indirect Effects of Foreign and Domestic Tourism.....	102
3.1	Stress and Goodness of Fit .....	165
3.2	Demographic Information of Focus Group Participants .....	171
4.1	Checklist Questions for Yor Island's SWOT Analysis .....	178
4.2	The Strengths and Weaknesses of Yor Island .....	179
4.3	The Opportunities and Threats.....	183
4.4	Demographic Information of the Respondents (Gender and Age).....	185

	Page
4.5 Demographic Information of the Respondents (Residence Area and Marital Status) .....	186
4.6 Demographic Information of the Respondents (Education, Occupation, and Monthly Income).....	187
4.7 Overall perceptions of Yor Island-survey method.....	195
4.8 Overall perceptions of Yor Island-survey method (Continued) .....	196
4.9 Showed Strong Attributes of the Destinations.....	204
4.10 Compare Focus Group Trip Characteristics to Survey .....	216
4.11 Compare the Overall Perception of Yor Island between the Participants in Focus Group Interview and Questionnaire Respondents.....	218
4.12 The Strong Attributes of the 7 Destinations.....	228
4.13 The Best Corresponding Attributes of Each Destination According to the Focus Group Interview as Compared to the PROFIT Method.....	229
4.14 An Ideal Point and Preference Score.....	237
4.15 Target Groups of Yor Island.....	241
4.16 Relationships between Yor Island's Target Tourists and Their Trip Characteristics.....	250
A1 Interviewees' Background.....	331
B1 Personal Data of Nine Participants.....	399
B2 Attribute Rating of Destinations.....	414
B3 Satisfaction Level Ranking on Attributes of Destinations.....	426
B4 Satisfaction Scores on Attributes of Destinations.....	428

## LIST OF FIGURES

	Page
Figure 1.1 Location of Yor Island.....	27
1.2 Map of Yor Island' Resources.....	28
2.1 Three Steps of Positioning Strategy by Kotler, et al.(2003).....	76
2.2 Steps in the Positioning Process by Boyd and Walker (1990).....	80
2.3 Developing a Market Positioning Strategy (Lovelock and Wirtz, 2004).....	83
2.4 Model for Positioning Tourism Destinations by Reich 1999.....	86
2.5 Conceptual Framework for Destination's Positioning.....	107
3.1 Yor Island Homestay.....	112
3.2 Tinsulanond Bridge.....	112
3.3 Yor Island Woven Fabric.....	112
3.4 Yor Island Woven Fabric.....	112
3.5 Integrated Farming .....	113
3.6 Sapodilla Plantation.....	114
3.7 Sapodilla Plantation.....	114
3.8 Snapper Breeding in Floating Net.....	114
3.9 Snapper Breeding in Floating Net.....	114
3.10 Snapper Breeding in Floating Net.....	115
3.11 Viewing Way of Local Fishing Folk Life.....	115
3.12 Viewing Way of Local Fishing Folk Life.....	115
3.13 Jampada-Kanoon.....	116
3.14 Jampada-Kanoon.....	116
3.15 Gracilaria Fisheri Salad.....	116
3.16 The Institute for Southern Thai Studies.....	117
3.17 The Institute for Southern Thai Studies.....	117
3.18 The Institute for Southern Thai Studies.....	118
3.19 The Institute for Southern Thai Studies.....	118
3.20 The Institute for Southern Thai Studies.....	118
3.21 Khao BorTemple.....	119
3.22 Tay Yor Temple.....	120
3.23 Tay Yor Temple.....	120

	Page
3.24 Tai Kong Shrine.....	121
3.25 Somdej Chao Koh Yo.....	121
3.26 Somdej Chao Koh Yo.....	121
3.27 Samila Beach.....	122
3.28 Samila Beach.....	122
3.29 Son On Cape.....	124
3.30 Mouse and Cat Island.....	125
3.31 Mouse and Cat Island.....	125
3.32 Tang Kuan Hill.....	125
3.33 Tang Kuan Hill.....	125
3.34 Ton-ngachang Waterfall.....	126
3.35 Hat Yai Municipal Park.....	128
3.36 Hat Yai Municipal Park.....	128
3.37 Hat Yai Municipal Park.....	128
3.38 Hat Yai Municipal Park.....	128
3.39 Kim Yong Market.....	131
3.40 Kim Yong Market.....	131
3.41 Kim Yong Market.....	132
3.42 Kim Yong Market.....	132
3.43 Sadao Border.....	133
3.44 Duty Free Complex.....	133
3.45 Padang Besar Border.....	135
3.46 Khao Lop Chang Temple.....	136
3.47 Sequential Exploratory Design.....	145
3.48 Market Positioning Steps of Yor Island.....	175
4.1 The Number of Yor Island Experiences.....	188
4.2 The Frequency of Visiting Yor Island.....	188
4.3 Favorite Visiting Time to Yor Island.....	189
4.4 The Purpose of Visiting Yor Island.....	190
4.5 The Traveling Companion.....	190
4.6 The Number of Traveling Companion.....	191
4.7 The Average Expense When Visiting Yor Island.....	191

	<b>Page</b>
4.8 The Information Sources.....	192
4.9 The Duration.....	193
4.10 The Types of Transportation Used.....	193
4.11 Stay Overnight.....	194
4.12 Types of Accommodation.....	194
4.13 Matrix of Mean Similarity Rating.....	197
4.14 Ranking by Degree of Similarity.....	197
4.15 Plot of Stress versus Dimension.....	199
4.16 Configuration for Competitive Destination.....	200
4.17 Final Plots of the Stimulus Points and the Property Vector.....	203
4.18 Perceptual Map of the 7 Destinations and Ideal Point.....	206
4.19 Correspondence Analysis between Destinations and Age.....	209
4.20 Correspondence Analysis between Destinations and Education.....	210
4.21 Correspondence Analysis between Destinations and Occupation.....	211
4.22 Correspondence Analysis between Destinations and Income.....	212
4.23 Correspondence Analysis between Destinations and Marital Status.....	213
4.24 Correspondence Analysis between Destinations and Residence Area.....	214
4.25 Positioning Process of Yor Island.....	245

## **LIST OF ABBREVIATIONS**

NESDP	: National Economic and Social Development Plans
TAT	: Tourism Authority of Thailand
WTO	: World Tourism Organization
WTTC	: World Travel and Tourism Council
UNEP	: United Nations Environment Programme
UNWTO	: United Nations World Organization

# CHAPTER 1

## INTRODUCTION

### 1.1 Background

This study is concerned with understanding the concept of positioning, within the context of domestic tourism in Thailand. Destination positioning is a concept that has been widely discussed and applied within the context of global competition (as will be described in the literature review section). However, little empirical evidence is available in the literature on how the concept can be applied to help a domestic tourism destination compete with its competitors. Domestic tourism is an important area of research because as the World Tourism Organization (WTO, 1999<sup>1</sup>) has predicted domestic tourism of developing countries in Asia, Latin America, Middle East and Africa, will grow faster than tourism worldwide, both in the number of tourists and tourism receipts, estimated at 10 and 3-4 times respectively.

In Thailand, the Thai government has paid constant attention to domestic tourism. The number of domestic tourists and tourism receipts continue to increase since 1999 (see Table1.1). The support for domestic tourism in Thailand can be seen from the campaigns by the Tourism Authority of Thailand (TAT) such as “Thai Tiew Thai” (Thais Travel Thailand) and “Tiew Thai Pai Dai Took Duen” (Travelling Thailand) to encourage Thai people to travel inside the country. The implication of this policy is that each mini destinations in Thailand will now have to compete against each other in order to attract the same market i.e the local tourists. As with any competition, only the strongest, most unique and most innovative in its marketing approach will be able to stand out in the eyes of the market.

Table 1.1  
Number of International and Domestic Tourists

Year	International Tourists		Domestic Tourists		Special Events	Promotion Campaign
	Number (million persons)	Revenue (million baht)	Number (trips)	Revenue (million baht)		
1997	7.22 (0.41%)	220,754 (0.63%)	52.05 (-0.79%)	180,338.25 (14.66%)	Asian Financial Crisis Devaluation of Thai Baht	
1998	7.76 (7.53%)	242,177 (9.70%)	51.68 (-0.72%)	187,897.82 (4.16%)	Asian Financial Crisis Devaluation of Thai Baht Royal Activities honoring His Majesty the King's Birthday	Amazing Thailand
1999	8.58 (10.5%)	253,018 (4.48%)	53.62 (3.02%)	203,179.00 (7.42%)	Asian Financial Crisis Devaluation of Thai Baht Royal Activities honoring His Majesty the King's Birthday	Amazing Thailand Unseen Thailand
2000	9.51 (10.82%)	285,270 (12.75%)	54.74 (2.08%)	210,516.15 (3.61%)	Rise in Oil Prices The weak Thai Baht	Amazing Thailand 2000 Thais Travel Thailand (Domestic Market)
2001	10.06 (5.82%)	299,047 (4.83%)	58.62 (7.09%)	223,732.14 (6.28%)	September 11 Bombing in Hat Yai District The weak Thai Baht	Amazing Thailand Grand Sale Traveling Thailand (Domestic Market)

Table 1.1 (Continued)

Year	International Tourists		Domestic Tourists		Special Events	Promotion Campaign
	Number (million persons)	Revenue (million baht)	Number (trips)	Revenue (million baht)		
2002	10.80	323,484	61.82	235,337.15	Rise in Oil Prices	Amazing Thailand 2002
	(7.33%)	(8.17%)	(5.45%)	(5.19%)		Be My Guest
						Traveling Thailand (Domestic Market)
2003	10.00	309,269	69.36	289,986.81	Asian SARS Epidemic	Amazing Thailand Experience Variety
	(-7.36%)	(-4.39%)	(12.12%)	(23.22%)	US-Iraq War	Unseen Thailand Treasures
					Rise in Oil Prices	Unseen Thailand (Domestic Market)
2004	11.65	384,360	74.80	317,224.62	Outbreak of Bird Flu	Amazing Thailand
	(16.46%)	(24.28%)	(7.84%)	(9.39%)	Tsunami	Unseen Thailand (Domestic Market)
					Rise in Oil Prices	There is Nowhere Ever Happy Like Home
2005	11.52	367,380	79.53	334,716.79	Rise in Oil Prices	Thailand Happiness on Earth
	(-1.15%)	(-4.42%)	(6.33%)	(5.51%)	Unrest in the 3 Southern Border Province	There is Nowhere Ever Happy Like Home
					Outbreak of Bird Flu	(Domestic Market)
2006	13.82	482,319	81.49	356,276.00	Bombing in Bangkok	Thailand Unforgettable
	(20.01%)	(31.29%)	(2.46%)	(9.13%)	Royal Flora Ratchapruk Chiang Mai	Thailand Grand Invitation 2006
					Rise in Oil Prices	There is Nowhere Ever Happy Like Home
					Unrest in the 3 Southern Border Province	(Domestic Market)
					Political Instability in Thailand	

Table 1.1 (Continued)

Year	International Tourists		Domestic Tourists		Special Events	Promotion Campaign
	Number (million persons)	Revenue (million baht)	Number (trips)	Revenue (million baht)		
2007	14.46	547,782	83.23	380,417.00	Subprime	Amazing Thailand
	(4.65%)	(13.57%)	(2.14%)	(4.15%)	Bombing in Songkhla	Enjoy Travelling in Thailand and Fulfill
					Political Instability in Thailand	Your Life with Happiness (Domestic Market)
2008	14.58	547,521	98.99	401,199.36	SARS	Thailand Happiness on Earth
	(0.83%)	(4.88%)	(18.94%)	(5.46%)	Subprime	Amazing Thailand
					Political Instability in Thailand	Enjoy Travelling in Thailand and Fulfill
2009	14.15	510,255	98.00	264,780.93	SARS	Your Life with Happiness (Domestic Market)
	(-2.98%)	(-11.19%)	(-1.00%)	(-51.52%)	Thai Economic Recession	Bustling Thai Tourism, Burgeoning Thai
					Political Instability in Thailand	Economy (Domestic Market)
2010	15.84	585,962	122.52	402,574.00	Thai Economic Recession	Amazing Thailand
	(11.96%)	(14.84%)	(25.02%)	(52.04%)	Political Instability in Thailand	Bustling Thai Tourism, Burgeoning Thai
					The strong Thai Baht	Economy (Domestic Market)

Source: Development Tourism Office and Tourism Authority of Thailand

In the global context, competitiveness is widely recognized among scholars in many fields (Ruhanen, 2007). It is accepted that firms cannot avoid competition in the marketplace. The competitiveness of a firm is a key determinant for well-founded performance in the market place (Crouch & Ritchie, 1999). Effective marketing strategy can assist competitiveness. An effective marketing strategy is one mechanism for driving a firm's success against its competition (Crouch & Ritchie, 1995). Such strategy will help managers to effectively allocate and coordinate marketing resources and activities to achieve a firm's objectives in the area of a specific product-marketing (Powpaka, 1999). Implementing a good marketing strategy entails three actions: market segmentation, targeting and positioning. Positioning is the final process, preceded by understanding the market (segmenting) and deciding which market to attract (targeting).

Understanding the market is an element recognized by many scholars. Perreault and McCarthy (2002) argued that marketing has a broader meaning than merely sales, advertisements, sale campaigns or the traditional four Ps of product, place, price and promotion. They proposed that marketing is about creating, campaigning and delivering products and services to consumers. Therefore, marketers must know and understand customers well in order to provide goods and services to suit the customers. Drucker (1973) stressed that business success is not determined by producers but by the customers. The basic function of marketing is to attract and retain customers (Drucker, 1999). As Jang and Feng (2007) revealed, profit of a destination (a firm) can increase 25-85% from just 5% increase in customer retention.

Clearly, good marketers would be attentive to their consumers because satisfying the customers is a key success factor for a firm in the long term (Morrison, 2002). Existing consumers are already well understood, therefore easier to please and satisfy.

According to Polnikorn (2005), marketers must always satisfy the targeted consumers in order to get more profits. To satisfy, marketers must understand consumers' wants and needs as well as prioritizing those wants and needs. Kotler (2004) proposed that marketers should not only understand the needs and wants of customers in the present but also in the future. Similarly, Armstrong and Kotler (2003) indicated that marketers have to study the requirements of consumers continually because the current market place is dynamic and customer's satisfaction is often short-lived even with the most effective solution.

Understanding consumers and catering for their needs and wants also applies in the context of destination marketing. Kotler, Bowen, and Makens (2003 p.13) defined marketing for tourism as a management and social process which persons and groups of people will experience in creating and exchanging products to fulfill their needs and wants. Morgan (1996) stressed that tourism marketing is not only confined to advertisement and public relation or selling, but it is a process which must change the buying power of customers into realistic demand and must convert the services and goods that are not necessary in life into a indispensable part of customer's lifestyle.

In a competitive circumstance, as what usually happens when multiple destinations are trying to attract the same market, considering only consumer's satisfaction is not enough. Marketers have to create product differentiation in the mind of consumers too. To achieve this purpose, marketers have to develop a specific marketing mix. Kotler (1984) defined the marketing mix as the mixture of controllable marketing variables that a business uses to increase attractiveness in the target market. The controllable marketing variables are product, price, promotion, and place, (or called in brief "four Ps"), (Cooper, Fletcher, Fyall, Gilbert, & Wanhill, 2005; Hudson, 2005).

In the context of tourism, elements of four Ps can be applied as follows: how a service is presented, how much it costs, how it is presented in all communications, and where it is held and distributed.

Booms and Bitner (1981) added three more Ps for tourism i.e. People, Physical evidence, and Process. Cowell (1984) proposed a marketing mix of seven Ps. They are Product, Price, Promotion, Place, People (numbers, training, attitudes), Physical evidence (furnishings, color, lighting, noise), and Process (customer involvement, procedures in service delivery). Morrison (2002) proposed eight Ps by adding People, Packaging, Programming and Partnership to the original mix. In practice, marketing will succeed when customers are ready to buy when the goods and services are ready to be sold. Therefore, the main task of tourism marketers is to have an understanding of the characteristics of the products that they plan, control, and manage (Cooper et al., 2005). Simultaneously, marketing strategy must be focused on people because marketing is an activity that concerns people.

Focusing on People entails market segmentation to better understand the differing needs and wants of consumers (Sollner & Rese, 2001). In modern marketing, marketing managers cannot avoid using market segmentation as an instrument in planning appropriate marketing strategies (Park & Yoon, 2009). It is widely accepted that the need of customers today cannot be satisfied by the mass marketing approach (Tsai & Chiu, 2004). As current market is not homogeneous, market fragmentation or market segmentation is one of the mentioned-trends in the world of marketing (Temporal, 1999). Based on this idea, market segmentation is a technique used to subdivide a heterogeneous market into homogeneous subgroups (Mok & Iverson, 2000; Park & Yoon, 2009). Accordingly, Middleton (2001) proposed that segmentation can be

defined as the process of dividing all people into subgroups based on the purpose of marketing management.

Market segmentation concept is a realization that consumers are different in taste, need, attitude, motive, behavior, income level, spending pattern, life style, family size and composition (Koc & Altinay, 2007). Market segmentation is a management strategy (Smith, 1956) that assists the marketers to portion heterogeneous markets into smaller segments (Kotler, 1980). Based on segmentation theory, the groups of customers with similar needs and purchasing behaviors are likely to demonstrate a homogeneous response to marketing program that target specific consumer groups (Tsai & Chiu, 2004). Therefore, the more differences there are among people, the more the importance of market segmentation towards business success (Middleton, 1988).

To meet effective market segmentation, researchers should attempt to classify customers in different ways because there is no one correct way to segment a market (Kotler, 1980). Similarly, Tkaczynski and Rundle-Thiele (2010) insisted that different approaches can be used to satisfy the requirements of researchers. Hence, different approaches can be used within a single tourism destination.

One notable way is to segment based on satisfaction. Tourists' satisfaction has a positive influence on post-purchase behavior (Alexandris, Kouthouris, & Meligdis, 2006; Cronin, Brady, & Hult, 2000; Fornell, 1992; Hallowell, 1996; Keaveney, 1995; Pritchard & Howard, 1997; Taylor & Baker, 1994). Satisfied tourists are repeat tourists who are also more likely to recommend the destination to others (Beeho & Prentice, 1997; Bramwell, 1998; Juaneda, 1996; Kozak, 2001b; Kozak & Rimmington, 2000; Oppermann, 2000; Ross, 1993; Valle, Silva, Mendes, & Guerreiro, 2006; Yau & Chan, 1990). This makes satisfaction to be a very important way to segment the tourist market.

Once market segmentation is completed, marketers must select target markets to develop the right positioning. Target market selection is an important step for creating a marketing strategy (Park & Yoon, 2009). This idea can be further explained by Mohsin (2005). He proposed that the successful marketing of a product is closely related to an effective advertising campaign which considers the characteristics of its target customers.

In practice, the selection of target market is a complex study and requires critical analysis on the potential segments (Jain, 1985). There are several criteria for selecting target market suggested by many researchers, and these criteria are displayed in Table 1.2 below.

**Table 1.2**  
**Criteria Used to Identify the Optimum Target Market**

Author	Criteria Used
McQueen and Miller (1985)	Profitability Variability Accessibility
Loker and Predue (1992)	Profitability Accessibility Reach ability
Wilkie (1994)	A segment's distinctive identity. A segment's ability to respond uniformly to a specific marketing mix. Product provider's capability to create an efficient marketing mix for the segment.
Smith (1995)	Accessibility Size Measurability Appropriateness

Table 1.2 (Continued)

Author	Criteria Used
Jang, Morrison, and O'Leary (2002)	Profitability
	Risk
	Risk adjusted profitability index
	Relative segment size
Kang, Hsu, and Wolf (2003)	Profitability
	Accessibility
	Reach ability
Kotler, et al. (2003)	Segment size and growth
	Segment structural attractiveness
	Company objectives and resources
Kotler, Bowen, and Makens (2010)	Accessible
	Measurable
	Actionable
	Substantial

Source: Adapted from Hu & Yu (2007)

Based on the table above, it can be concluded that the popular criteria used to reach a decision on the choice of an optimum target market are accessibility, profitability, and segment size. Besides, segment feasibility and attractiveness should be evaluated to assist with target market selection (Hu & Yu, 2007).

Once the target market segment is chosen, the next important step is to correctly consider how to position a destination in the market. The market positioning of a destination should be compatible with attributes that were ascribed by target customers (Dibb & Simkin, 1996). Though positioning is a concept that originates from the economics literature (Myers, 1992), it is well known and widely accepted in marketing management field (Powpaka, 1999). Trout and Ries first introduced this concept as a marketing strategy to the area of advertising in 1969 (Pike, 2004). They proposed that marketers should stop communicating only generic character and benefit of a product,

but focus on promoting a product's uniqueness and build awareness of the product in the mind of the consumers (Hooley, Saunders, & Piercy, 2004). In the initial stage, the concept of product positioning was used as one of the options to stipulate the selling point in advertisement (Belch & Belch, 1998; Shimp, 1997). Later, this concept was widely accepted in marketing theory as one of the basic components of marketing strategy (Botha, Crompton, & Kim, 1999; Crompton, Fakeye, & Lue, 1992). In marketing strategy process, the concept of positioning is used together with the terms of segmentation in the first stage, targeting in the second stage, and positioning in the last stage (Asker, Batra, & Myer, 1992; Hooley et al., 2004; Kotler, 2000; Morrison, 2002).

Until now, positioning concept has become a basic component in the field of modern marketing management (Mullins, Walker, Boyd, & Larreche, 2005). Besides, this concept has become more popular among many scholars, and it has been applied to many fields since 1970s (Jobber, 2004; Kotler et al., 2003; Lewis & Chambers, 2000; Lovelock, 2003; Morrison, 2002; Pike, 2004). Likewise, Ndlovu (2009) pointed out that the process of positioning is applied in many areas such as retail enterprises (Fei, Bu, Gao, & Xiang, 2010), marketing of hotels (Bramwell & Rawding, 1996), marketing of airlines (Surovitskikh & Lubbe, 2008), education (Opoku, Hultman, & Saheli-Sangari, 2008), and in political campaigning (Ries & Trout, 1986).

In tourism field, there is general agreement that positioning is a central process in destination marketing (Ndlovu, 2009). Yet, this is often thought of within the macro context (such as positioning a country to the international market) as opposed to within the micro context (domestically). In the case of Thailand, the Thai government allocates budget to Sub-districts and Provincial Administrative Organizations with the aim to promote local tourism. As a result, the competition of local tourism industry has

increased, especially competition among tourist destinations in each province. Domestic tourism in the province has been used as a mechanism to distribute income to community at grassroots level (TAT news Room – TAT CORPORATE, 2008). Similarly, tourism industry in Songkhla has played an important role in boosting economic growth. It has created income and brought foreign currencies to the province (Thonghor, 2002). Therefore, every tourist destinations in Songkhla have tried to compete with one another to share the same wealth and attention. Each mini destinations within the region has to position itself effectively, in order to be competitive.

Yor Island is one of the mini tourism destinations in Songkhla that has encountered strong competition from other attractions. Currently, Yor Island not only has to compete with existing attractions (i.e. Songkhla zoo), but also new ones that are likely to emerge (i.e. Songkhla Cable). The Thai government has determined that Sub-district Administrative Organizations have to improve the attractions consistently to stimulate tourism in their areas (Ministry of Tourism & Sports, 2009<sup>2</sup>). In this highly competitive situation, Yor Island has faced the challenge of finding ways to sell its products and services to attract tourists. In other words, Yor Island needs to position itself to create its competitive advantage. The purpose of positioning is to attract visitors. The survival of every tourist destination is based on its ability to lure visitors. An essential part of luring visitors is to differentiate the destination and to market the difference to potential tourists (Nworah, 2006).

## 1.2 Problem Statement

In modern society, especially among academics, competitiveness is a widely researched issue (Aguas, Veiga & Reis, 2010). Analysis consistently revealed the harshness of competition in the tourism industry (Lee, Morrison, & O'Leary, 2006). Crouch and Ritchie (1999) claim that prosperity in countries with tourism as major source of income is highly dependent on competitiveness of their tourism destinations. World Travel and Tourism Council (WTTC) anticipates that travel and tourism together will likely grow rapidly and over the next 10 years, account for approximately 10% of world GDP (WTTC, 2010). In Thailand, the Thai government realized the importance of international tourism and took steps to improve the potential of its tourism industry to compete with other countries. The main competitors of Thai tourism in this region are Singapore, Hong Kong and Malaysia (Ministry of Tourism & Sports, 2011<sup>2</sup>).

However, competition does not exist only at international or macro level. It also exists at the micro level. In Thailand, the Thai tourism industry not only has to face fierce competition in the international tourism market, but has to meet the demands of the highly competitive domestic tourism market. Domestic tourism in Thailand, as in many developing countries, has exhibited high rates of growth in the number of tourists and income from tourism (WTO, 1999<sup>2</sup>) (see Table 1.1).

To encourage domestic tourism, the Thai people have been strongly encouraged to travel domestically via various kinds of commercials such as television, radio, billboards and subway ads. To ensure success in promoting domestic tourism, the Thai government has allocated 1% of international tourism income as budget to Sub-district Administrative Organizations, and has decentralized the responsibility on tourism management to administrators at local levels. Based on these policies, the administrators

in each area make plans to promote their old destinations and develop new ones. The Thai government aims to increase the number of new tourist attractions all over the country at a rate not less than 10% per annum (Ministry of Tourism & Sports, 2009<sup>2</sup>). Many new destinations have emerged around the country such as Siam Paragon (Bangkok), Chiang Mai Night Safari (Chiang Mai), Khao Lak (Phang-Nga), Chiang Khan (Loei), Bung Chawak (Suphan Buri), Pai (Mae Hong Son), and Pattaya Floating Market (Chonburi). As destination choices available to tourists have widened, competition among destinations to lure tourist have also increased. Dawes, Romaniuk, and Mansfield (2008) revealed that new competitors have more influence on the competitive environment of tourist attractions.

Songkhla has responded to the policy of developing new destinations. Obviously, one of the measures to promote tourism in Songkhla is to develop new tourist attractions. Many people in Songkhla are pleased to cooperate with government sector to develop new destinations, as they have realized that tourism has brought economic benefits to their community. Since 2005, new tourist attractions regularly emerged in Songkhla. The novelty and positioning of new destinations such as Songkhla Aquarium, Ice Dome and Klong Hae Floating Market have attracted a huge number of tourists.

The existing and new tourist destinations in Songkhla compete with each other. Many existing destinations in Songkhla tried to lure tourists with redesigned landscapes, increased tourist facilities such as public toilets and parking areas, and by controlling price of products sold to tourists and creating good relationship with tour agencies. Events and festivals are organized all year round to attract tourists to Songkhla. Table 1.3 showed that more events and festivals were held in Hat Yai District (16 activities)

and Muang District (10 activities). Clearly, tourism in Songkhla has faced heightened competition, especially in Hat Yai and Muang Districts.

**Table 1.3**  
**Major Events and Festivals of Songkhla Province**

Month	Events/Fest	Venue
January	Thailand Ocean To Ocean Relay Running	Haad Keaw Resort (Singha Nakhorn District)
February	Chinese New Year Festival	Srinakhorn School (Hat Yai District)
	Annual Procession of Buddha Image Festival	The Yard in front of Mitrapap Samakki Foundation (Hat Yai District)
March	Samila Kites Festival	Samila Beach (Muang District)
	Southern Handicraft Fair	Industrial Promotion Center Region 11(Hat Yai District)
April	Worshipping Ceremony to Bodhisattva	Hat Yai Municipal Park
	Kuan Yin	(Hat Yai District)
	Hat Yai Midnight Songkran	Hat Yai Municipal Park and Nipatuthit 2 and 3 Road (Hat Yai District)
	Songkhla Songkran Festival	Samila Beach (Muang District)
	Samila Asian Beach Volleyball Tour	Samila Beach (Muang District)
May	Toddy Palm Fruit Festival	Sathing-Phra District
	Sabayoi Product Fair	Sabayoi District
	Songkhla Seafood Festival	Samila Beach (Muang District)
June	Songkhla Red Cross Fair	Samila Beach (Muang District)
	Amazing Thailand Grand Sale@Hat Yai	Departments stores, shops, restaurants, And hotels (Hat Yai District)
	Kham Island Conversation Day	Sakom Beach (Thepa District)
July	Hat Yai's Fruit and Food Fair	Hat Yai Plaza Market (Hat Yai District)
	Yor Island Fruit and Food Fair	Yor Island (Muang District)
	Hat Yai Nature Run	Prince of Songkhla University (Hat Yai District)

Table 1.3 (Continued)

Month	Events/Fest	Venue
August	Southern Agriculture Fair	Prince of Songkhla University (Hat Yai District)
	Songkhla Rajabhat University Cultural Relation Fair	Songkhla Rajabhat University (Muang District)
	Hat Yai is Your Destination Fair	Sripuwanart Road (Hat Yai District)
	Thai Health Songkhla International Marathon	Samila Beach (Muang District)
	Chana Barred Dove Cooing Contest	Chana District
September	Rugby 7 Championship	Jiranakhorn Stadium (Hat Yai District)
October	Hat Yai Vegetarian Festival	The Yard in front of Mitrapap Samakki Foundation (Hat Yai District)
	Lark Phra & Tak Bard Devo Festival	Tang Kuan hill (Muang District)
November	Traditional Boat Race Festival	Khu Tao Temple (Hat Yai District)
	Bang klam Boat Race Festival	Bangyee Temple (Bangklam District)
	Songkhla Loi Krathong Festival	Samila Beach (Muang District)
	Hat Yai Loi Krathong Festival	Hat Yai Municipal Park (Hat Yai District)
	Singha Nakhorn Loi Krathong Festival	Haad Sai Kaew (Singha Nakhorn District)
December	Lantern Festival...Colors of the South	Hat Yai Municipal Park (Hat Yai District)
	Night Paradise Hat Yai Countdown	Sanehanusirn Road (Hat Yai District)

Source: Tourism Authority Thailand, Hat Yai Office

Yor Island is one of the tourist destinations in Muang District with high potential (Liangponpan, 2004). Yor Island continued to face competition from other destinations, both existing and new ones. It is consistent with findings by Chumsri and Marangkun (2007) that Yor Island not only has to compete with other interesting destinations nearby, but also with the undeveloped and unknown ones.

The number of domestic tourists visiting Yor Island (see Table 1.4) increased by an average rate of 2.06% between 2000 and 2009. In the same period, the number of domestic tourists visiting Songkhla (see Table 1.5) increased at an average rate of 2.95% yearly. Surprisingly, between 2005 and 2009, the number of tourists travelling to Songkhla increased at 4.58%, while the number travelling to Yor Island decreased at 1.77% per year. This data showed that Yor Island has less competitive advantage to attract tourists than other destinations in Songkhla.

Table 1.4  
Number of domestic tourists visiting Yor Island

Year	The number of domestic tourists (persons)	% change
2000	89,993	8.35
2001	81,842	-9.05
2002	77,711	5.04
2003	81,514	4.89
2004	84,679	3.88
2005	79,628	-5.96
2006	88,412	11.03
2007	77,974	-11.80
2008	82,964	6.39
2009	89,485	7.86

Source: Institute for Southern Thai Studies

Table 1.5  
Number and income of domestic tourists visiting Songkhla Province

Year	Number (persons)	% change	Income (million baht)	% change
1990	1,482,363	28.50	6,732.90	141.80
1991	972,263	-34.41	4,260.04	-36.73
1992	837,038	-13.91	5,887.31	38.20
1993	1,076,215	28.57	7,634.25	29.67
1994	1,310,101	21.73	7,941.72	4.03
1995	1,419,618	8.36	8,547.30	7.63
1996	1,389,823	-2.10	9,393.82	9.90
1997	1,338,637	-3.68	9,306.00	-0.93
1998	1,405,477	4.99	10,918.14	17.32
1999	1,436,645	2.22	11,000.35	0.75
2000	1,333,708	-7.17	6,399.64	-41.82
2001	1,289,982	-3.28	6,196.24	-3.18
2002	1,255,008	-2.71	6,112.30	-1.35
2003	1,255,008	3.19	6,338.99	3.71
2004	1,509,409	16.56	7,351.20	15.97
2005	1,628,628	7.90	6,947.19	-5.50
2006	1,760,696	8.11	7,239.56	4.21
2007	1,885,052	7.06	7,581.59	4.72
2008	1,595,586	-15.36	7,828.10	3.25
2009	1,838,353	15.21	7,806.20	-0.27
2010	2,074,368	12.84	9,497.74	21.66

Source: Tourism Authority of Thailand

To survive, Yor Island has to rely on marketing strategy to increase tourist arrival. Previously, Yor Island seldom uses marketing strategy to stimulate tourism (Rattanatrat, 2005). However, more specific approach such as segmenting, targeting and positioning has never been applied within the context of Yor Island, or any other mini domestic destinations in Thailand, to assist those destinations survive the heighten competition. Positioning is one of the most important tools in tourism marketing (Chacko, 1997). Tkacznski, Rundle-Thiele, and Beaumont (2008) confirmed that

positioning is an effective strategic decision to attract tourists, especially in situation complicated by competition. Destination positioning is the process of creating a distinctive image in the mind of target tourists (Chacko, 1997; Gartner, 1989). Positioning concept is basically a philosophy of understanding and discovering unique consumer needs (Pike, 2004). To attain an effective positioning, internal corporate and external competitive environments of tourist destinations have to be analyzed (Pike, 2004).

Porter (1980) suggested that a business (a destination) facing competition should position itself with the highest degree of differentiation from its competitors. Similarly, Kotler et al., (2003) proposed that organization should position itself based on advantage that is different from its competitors. Clearly, competitors and their differing superiority are essential issues to be investigated to develop an effective positioning for destination.

Destinations that compete with each other to attract tourists are competitors. Therefore, if tourists visit A, B and C, then A, B and C are competitors. Yor Island is the 7<sup>th</sup> most popular destination domestic tourists like to visit. The top six destinations in Songkhla visited by domestic tourists ranking from 1<sup>st</sup> – 6<sup>th</sup> are Kim Yong/Santisuk Market, Samila Beach, Hat Yai Municipal Park, Ton-nganchang Waterfall, Padangbesar Border, and Sadao Border (TAT, 2005). Therefore, these six destinations are competitors of Yor Island for this study.

In a competition situation, each destination needs to create a unique identity different from its competitors (Hudson & Ritchie, 2009). Many researchers indicated that a tourism product attribute, which is a key buying criterion, should be used to build difference superior to competitors (Crompton et al., 1992; Lovelock, 1991). Ibrahim and Grill (2005) proposed that tourists' satisfaction of product attributes evaluated from

travelling experience at a destination could be used to position the destination. It means that the product attributes influencing the satisfaction of tourists who visit Yor Island have to be discovered in order to attain an effective positioning of Yor Island.

Based on positioning concept, market structure under competitive environment between Yor Island and its competitors must be revealed. Market structure analysis is greatly important to strategic decision as it leads to the understanding of competitive situation in marketing (Srivastava, Leone, & Allan, 1981). Based on Mackay, Easley and Zinnes (1995), they explained the analysis of market structure is like a process to represent the relationship between groups of products (destinations) that reflects view from consumers' evaluations of the items (tourists' satisfaction) that are characteristics of the product considered (destination product attributes). Moreover, they confirm that market structure can be explained by using an ideal point model. An ideal point model is a spatial model analyzed from the preference and perceived attributes of consumers towards destinations (Hair, Black, Babin, & Anderson, 2010). In estimating an entire market, a single ideal point in the space is assumed as the position preferred the most by consumers (tourists) and this preference will decrease little by little when a product (a destination) is gradually farther from ideal point (Green, Carmone, & Smith 1989). Thus, the perception of domestic tourists towards the relationship between the ideal point and Yor Island and its competitors must be discovered.

Furthermore, many scholars point out that an effective positioning must focus on the perception of target consumers (Chacko, 1997; Gartner, 1989; Tkaczynski et al., 2008). It is because the need of consumers cannot be satisfied by the mass marketing approach (Tsai & Chiu, 2004). Therefore, segmenting market in order to target suitable segments is a necessary process for developing the position of destinations.

Additionally, socio-demographic backgrounds of tourists are different and they affect the satisfaction of tourists towards the product attributes of different destinations (Vall et al., 2006). Hence, socio-demographic variables are suitable variables to help determine potential target tourists for Yor Island.

### **1.3 Purposes of the Study**

It is clear that positioning is a useful concept to help a destination ride the wave of competition. With this in mind, this study aims to explore the application of a positioning strategy within the context of a mini (domestic) tourism destination i.e. Yor Island, Thailand in its primary target market, i.e., domestic tourists. This is accomplished by investigating the satisfaction of domestic tourists towards the tourism product attributes of the destination selected compared to its competitors, and its strengths as well as weaknesses. In addition, the study also aims to identify and suggest potential market segments that can be used in the development of the destination's positioning strategy.

### **1.4 Objectives of the Research**

This study consists of primary and secondary objectives as elaborated below.

#### **1.4.1 Primary Objective**

1. To explore the application of satisfaction-based market positioning concept within the context of a domestic tourism destination using Yor Island, Thailand, as a study context.

### **1.4.2 Secondary Objectives**

1. To investigate internal and external environmental situations of the selected destination.
2. To identify the similarities or differences of the selected destination compared to its competitors in terms of perceived image.
3. To investigate the salient product attributes of the destination and its competitors that may satisfy potential domestic tourists.
4. To determine potential domestic tourists' ideal destination among the competing destinations in question.
5. To identify potential target market segments of the selected destination using socio-demographic variables.

### **1.5 The Study Context**

Yor Isalnd was chosen as a study context because it is a little popular destination in Songkhla. Songkhla is a Southern border province of Thailand. This province is connected to Kedah State of Malaysia. It is an important port and coastal province in the South of Thailand. Songkhla covers 7,393 square kilometer, consisting of 16 districts, which are Muang, Ranot, Krasae Sin, Sathing Phra, Singhanakhorn, Khuan Niang, Rattaphum, Bang Klam, Hat Yai, Na Mom, Chana, Thepha, Na Thawi, Saba Yoi, Sadao and Klong Hoi Khong. Traveling to Songkhla can be done by car, train, plane, or bus.

In Southern Region, Songkhla and five provinces (Phuket, Suratthani, Pang-nga, Kabri and Trang) have been recognised by TAT as tourist destinations with high potential (Chotchung, 2009). The expansion of the tourism industry in Songkhla has been consistently supported by the National Economic and Social Development Plans

(NESDP), which serve as a master plan for providing direction to the economic and social development of Thailand. During Thailand's fourth NESDP (1977-1981), the Thai government planned to distribute economic growth to local areas. Songkhla was chosen to be the hub of economic growth in the South (Office of the Governor of Songkhla Province, 1994<sup>2</sup>). Tourism has been identified as one of the main industries that form the economic base of Songkhla. As a result, attractions and other components concerning tourism have been improved. The Government has invested in infrastructure development in each destination, such as road, electricity, piped water and telephone. Simultaneously, private sectors have invested in tourism related business, such as hotels, tour agencies, souvenir shops, local handicraft products, restaurant businesses and entertainment places.

The resulting expansion of the tourism industry in Songkhla appeared outstanding (see Table1.5), especially during the early stage of Thailand's seventh NESDP (1992-1996). In 1982, the service sector in Songkhla generated an economic income of RM205 millions. This income increased to RM291.8 and RM628.6 millions in 1987 and 1993 respectively (Office of the Governor of Songkhla Province, 1994<sup>2</sup>). The number of hotels in Songkhla increased from 88 in 1985 to 118 in 1993 (TAT, 1994). Similarly, there were 50 tour agencies in Songkhla in 1993 compared to 41 tour agencies in 1985 (Office of the Governor of Songkhla Province, 1994<sup>1</sup>).

In Thailand, the expansion of tourist destinations at local area was supported by Thai Constitution of 1997. In this constitution, or since 1999, the Thai government has designated every Sub-district Administrative Organization to be responsible for tourism planning in their area. The Thai government believes that local tourism planning and development should be carried out on the basis of the readiness of the people in the

community. To support this policy, the Thai government has allocated 1% of international tourism income to Sub-district Administrative Organizations nationwide (there are 77 of them currently). Consequently, the policy has not only stimulated the increasing number of tourist spots but also boosts competition among them (Thailand Development Research Institute, 2001).

The competition among tourist destinations in Songkhla has been influenced by marketing efforts of new competitors. New destinations in Songkhla show up constantly. The old ones were developed and famous among tourists. Besides, the budget allocation to improve and develop the roads to each destination has been carried out continually by local government. Apparently, the number of domestic tourists and incomes from tourism sector of Songkhla has increased.

Songkhla is the tourism hub in the South of Thailand (Chulalongkorn University, 1993). Compared to other Southern provinces, Songkhla has advantages in tourism due to its different characters. Firstly, Muang District is located in a natural attraction. It is the location of an old town built by ancient community. It is also the center of government offices and many interesting places for tourists who want to visit Muang District. Secondly, Hat Yai District is the location of shopping malls, entertainment places and a national conference center. Ministry of Tourism and Sports (2006) indicated that tourism industry in Songkhla has been enhanced by Hat Yai, a hub of many sectors such as transportation, education, finance, banking, commerce, service, conference and export industry in the South. In addition, Songkhla has the advantage that it is connected to the Malaysian Border and the border crossing is convenient. As a result, Sadao and Padangbesar Border are some of the important tourist destinations in Songkhla (Ministry of Tourism & Sports, 2008<sup>1</sup>).

Furthermore, Hong-amata (2006) observed that Songkhla tourism is popular among tourists because it has a complete supply of tourist destinations. Songkhla does not only have the amenity and attraction of tourism products, but travelling to Songkhla is also convenient. In addition, there are plenty of accommodations and restaurants to service a huge number of tourists. The accommodation provided for tourists is rated from 3-5 stars. There are other kinds of accommodation such as lodges, guesthouses, and apartments.

More importantly, the strong co-operation between local government and private sectors in Songkhla province to support tourism industry is one of the main factors pushing the expansion of Songkhla tourism. In Songkhla, events and festivals have been used as tools to promote tourism. Numerous Songkhla events and festivals are celebrated throughout the year (See Table 1.3). As a result, Songkhla have a huge number of tourists and income from tourism. In 2010, Songkhla was included in the top ten provinces preferred by domestic tourists (Ministry of Tourism & Sports, 2011<sup>1</sup>).

Domestic tourists visiting Songkhla, from the past until the present, are mostly from the South. In 1985, 45.4% of domestic tourists who visited Songkhla were from the South (Paiyarat, 1995). After the crisis of high oil price, the number of domestic tourists from the South traveling to Songkhla increased to 70.56% in 2004 (Tourism Authority of Thailand, 2005), and 99% in 2008 (Ministry of Tourism & Sports, 2009<sup>1</sup>).

Many domestic tourists visit Songkhla to relax during public holidays and visit their relatives and friends. For transportation, most of them travel by their own vehicles. As for frequency of travel, it was found that about 40% of tourists travel to Songkhla two times in a year. The favorite activities of Thai tourist traveling to Songkhla are

shopping, food, visiting entertainment places, golf, spa and other traditional activities such as Kratong and Songkran Festivals (Ministry of Tourism & Sports, 2009<sup>1</sup>).

**Table 1.6**  
**General Information and Trip Characteristics of Domestic Tourists Who Visited**  
**Songkhla Province**

Items	Details			
	Male	50%	Female	50%
- Sex				
- Age	15-24 years	49%	25-34 years	24%
	35-44 years	20%	45-54 years	7%
	55-64 years	0.5%		
-Occupation	Business Owners	14%	Government/Private enterprise employee	8.5%
	Private enterprise employee	22%	Housewife	1%
			Student	47%
Income	No income	47.5%	Below RM 1,000	30.5%
	RM 1,000-1,500	22%		
Purpose	Leisure	74.5%	Seminar/Meeting	3%
	Business	0.5%	Visiting Relative/Friend	4%
Frequency	1 time/ year	8%	2 times/ year	41.5%
	3 times/ year	27%	4 times/ year	7%
	Over 5 times/ year	17%		
Relation of Companions	Alone	1.5%	Friends	41.5%
	Family	11%	Relatives	38.5%
	Colleague	1%	Others	5.5%
Number of Companions	Alone	2.5%	2 persons	4.5%
	3 persons	15.5%	4 persons	19%
	5 Persons	33%	6-10 persons	21%
	Over 6 persons	4.5%		

Source: Ministry of Tourism & Sports, 2009<sup>1</sup>

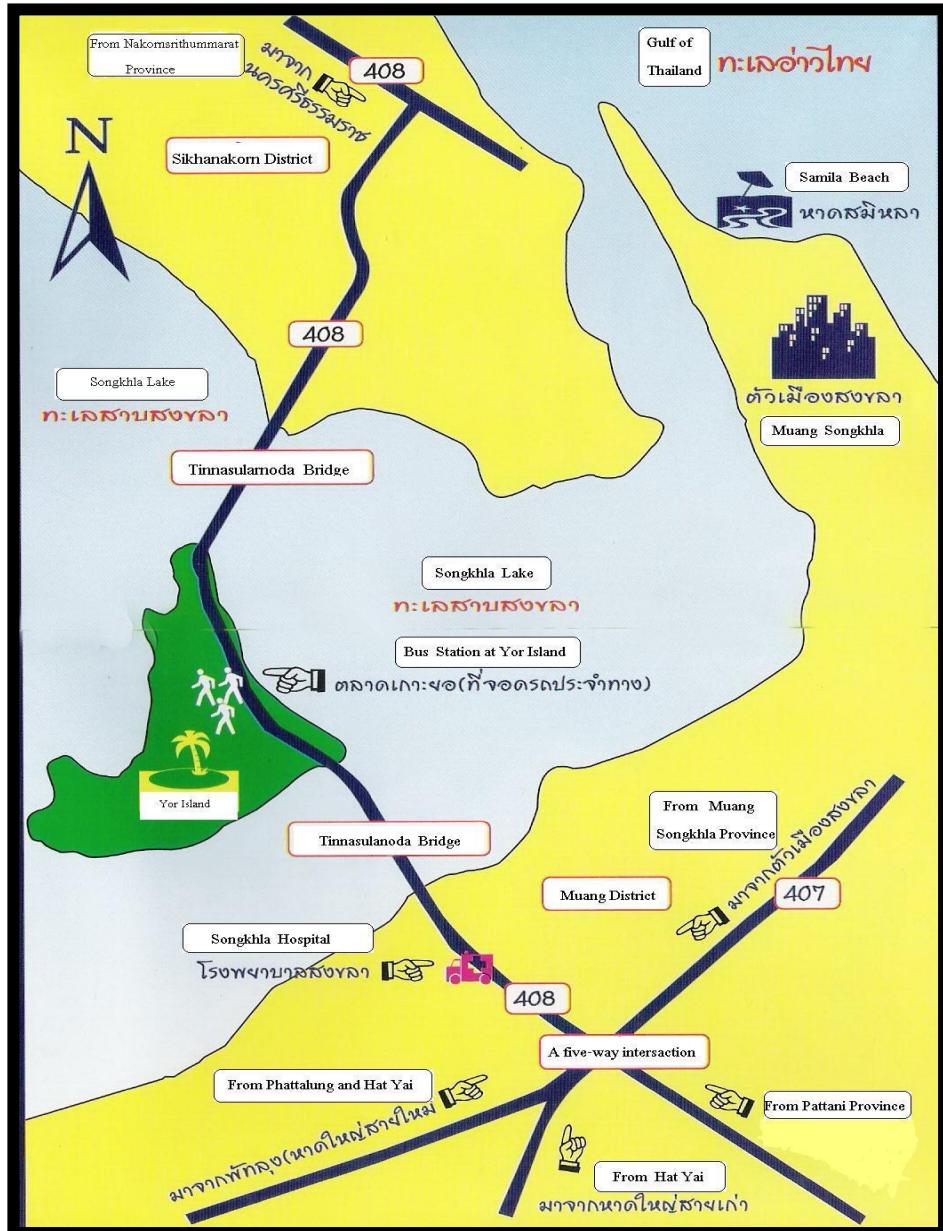


Figure 1.1: Location of Yor Island

Source: Yor Island Sub- district Administrative Organization, n.d.



Figure 1.2: Map of Yor Island' Resources  
Source: Yor Island Sub-district Administrative Organization, n.d.

Yor Island is a sub-district of Muang District in Songkhla Province. Yor Island covers an area of 15 square kilometers. There are approximately 4,000 people living in 1,141 households on the island (Yor Island Sub-district Administrative Organization, n.d.). Most of the people are fruit gardeners, fishermen and local-fabric weavers. Yor Island is an ancient community which still preserves their old way of life. The people on the island are like a close-knit family; they share and help each other. Especially noteworthy is that Yor Island is safe from problems of property, people as well as narcotics crimes.

Yor Island is about 18-20 kilometers from Muang District or Hat Yai District. Before Tinnasulanon Bridge was built, travelling to Yor Island was done by boat only. This bridge connects Muang District, Yor Island and Singha Nakhon District. It is the longest concrete bridge in Thailand (see Figure 1.1), with a length of approximately three kilometers in both sections. After the building of the bridge was completed in 1986, most tourists preferred to travel by car to Yor Island (Ministry of Tourism & Sports, 2009<sup>1</sup>).

As a tourism product, Yor Island is an area rich with natural resources both on the land and in the sea. It is famous for seafood, especially white snappers cultured in brackish water, which are found only here (Limpychart, 2009). On the land, Yor Island is rich with various kinds of sweet fruits. The most popular of them is sapodilla. Local people have confirmed that the sapodilla of Yor Island is more delicious than those planted in other areas of Thailand. Another famous fruit found Yor Island is champedak (jackfruit). It is only found here (“Yor Island”, 2009).

Yor Island is also known as the land of art, culture and history. People in the community still preserve their uniqueness which reflects their social way of life and

local culture which has lasted for more than 200 years, especially the style of the house, temple and fabric weaving. Ratchawat-patterned woven fabric is widely known in the country. Woven fabrics from Yor Island are accepted as an ancient art and craft handed down from the past to the present generation. Tay Yor is the most ancient and famous temple on Yor Island. Thai Panya-styled monk houses, some which are more than 200 years are found here only. Furthermore, people on Yor Island still live in old Thai-styled houses which hardly found elsewhere presently. Yor Island is the location of The Institute for Southern Thai Studies, one of the top tourist sites in Songkhla. This museum exhibits and houses a great number of information concerning the way of life, cultures and traditions of the local people in the South of Thailand. There are 49,000 objects exhibited in the museum (Putthong, 2009).

Yor Island is a natural attraction located near Muang and Hat Yai Districts. The access to Yor Island is very convenient, especially by car. Undoubtedly, the stunning view of Yor Island has attracted some tourists to stay overnight. On the island, tourists are able to choose accommodation provided by government and private sectors. Homestay and lodges are forms of accommodation provided for tourists. Besides, a conference room is in service and able to fit 300 people. More importantly, Yor Island is famous for seafood. There are more than 10 restaurants lining up around the island to attract more tourists to visit Yor Island (Suwannachote, 2005).

In brief, tourists who visit Yor Island do not only eat fresh seafood and see the beautiful view, but they also have the chance to experience the way of life of the community. The way of life of the local people is a mix between the life of gardeners and fishermen who were originally Southern and Chinese people. Tourists will be touched by the charm of Tinnasulanon Bridge, and take pictures with it. Tourists will

also be able to experience the retrieving of bamboo fish trap, laying of fish trap and fishing in local style of Yor Island.

The tourism management of Yor Island, since 1999 until now, has been under Yor Island Sub-district Administrative Organization. The administrators of Yor Island of every term have supported tourism by allocating budget to consistently promote tourism. Every year, approximately 60% of the budget is allocated to develop tourist attractions such as to make directional signs and to build pavilions and public toilets for tourists. The remaining 40% of the budget is used to organize tourism activities on Yor Island.

The Thai government has focused on the co-operation of local people to promote tourism. Hence, the participation of the community has been the main concept of tourism management on Yor Island. Interestingly, more leaders of Yor Island understand and realize the important role of tourism, and local people are glad as well as willing to participate in promoting Yor Island's tourism.

In the past, the administrator of Yor Island Sub-district Administrative Organization and the community leaders planned together to promote tourism of Yor Island. Tour programs and tourism products were being implemented. The tourism products being sold were the oldness of ancient sites and local cultures, the beautiful views, the way of life of the people in the community, the integrated farming, local foods and local fabric weaving. To attract tourists, many tourist destinations were cleaned up. In addition, many groups of local people were organized especially to support tourism such as groups of agriculturists who raise snappers, groups of women who weave Yor Island fabric, groups of long-tailed boat, Yor Island bio-agriculture groups, fruit groups and Gracilaria fisheri groups.

Many domestic tourists from Songkhla and nearby provinces were happy to visit Yor Island. That was until the unrest situations in three southern border provinces negatively affected tourism industry in Songkhla. The tourism of Yor Island changed in the opposite direction especially after the bombings in Muang and Hat Yai Districts. Realising the seriousness of this problem, Yor Island Sub-district Administrative Organization improved the scenery of the existing attractions and built new ones. Saitem Beach is a new sight-seeing and shopping area on Yor Island. Many good festivals of Yor Island were promoted as tourism attractions. Katanyu Day (the way to show appreciation to guardians such as parents or elderly relatives), Raft-floating Festival (to get rid of bad luck by floating a little boat), Hae-homrab Festival (to make merit by blanketing Buddha with cloth) and Yor Island Fruit and Food Fair were activities organized by Yor Island Sub-district Administrative Organization and external sectors such as TAT (Hat Yai Office) and Songkhla Provincial Organization.

In general, number of tourists is an important data for managing tourism. This information has not been systematically organized by Yor Island Sub-district Administrative Organization. In practice however, the number of tourists visiting Yor Island can be guided by the number of visitors to the Institute for Southern Thai Studies. It is the most famous tourist attraction on Yor Island (La-ongmanee, 2001; Liangponpan, 2004; Rattanatri, 2005). This destination is managed by the government sector, Thaksin University. It is the only tourist site on Yor Island that systematically files visitor statistics.

As shown in Table 1.4, number of tourists visiting Yor Island increased consistently from 2002 to 2004. In 2005, Yor Island and other tourist destinations in Songkhla were negatively affected by the unrest in the 3 southern border provinces. To

restore confidence in travelling to Songkhla, vigorous measures were taken to address the safety concerns of tourists. Joint efforts between local people and government officers were successful in stopping the bombings in Songkhla Province. Besides efforts to boost confidence in safety, government and private sectors also participated in publicity activities to promote tourism on a grand scale throughout the year. In addition, the local government continued to support tourism by focusing on developing new destinations in Songkhla.

In the period 2005-2011, there were ten new key destinations in Songkhla. Most of them were located in Muang and Hat Yai Districts. In the near future, the biggest aquarium in the South and Songkhla cable cars will be two key tourist attractions in the Songkhla Province.

Clearly, Yor Island has a big potential to be a successful domestic tourism destination. However, before this can be accomplished, it has to stand out compared to the nearby competing destinations. The concept of positioning can be applied here, to see how Yor Island can benefit from the concept to become a distinctive domestic tourism destination.

## **1.6 Significance of the Study**

Tourism industry is widely accepted as an important source of economic benefits. Therefore, many destinations try to lure tourists to their areas. To survive in such competitive environment, destination market positioning is paramount. Creating a competitive market position is vital to long-term success of a destination (Chen & Uysal, 2002). In addition, an explicit positioning strategy is valuable in helping prospective visitors to get a mental fix on a destination (Lovelock, 1991; Moutinho, 2000).

Thus, every destination needs to position themselves. As for this study, it is an attempt to explore how destination positioning can be applied within a domestic tourism destination such as Yor Island. The exploration will be carried out using domestic tourists' satisfaction towards destination product attributes. The findings of this study contribute to the benefits in theoretical and practical contexts. Theoretically, this research may add to the increasing development of positioning knowledge in tourism research of Thailand. It may spark and encourage the way for future studies, in order to get more depth and sophistication in the area of tourism research.

Another contribution is in terms of methodology. Based on the finding of Ballantyne, Packer and Axelsen (2009) they revealed that methodological sophistication used in tourism research has only 6% for mixed methods approach. Quantitative is an approach mostly used by researchers, with the ratio of 59%. Next is qualitative and theoretical, with the ratio of 19% and 16% respectively. For this study, mixed methods approach that focuses on multivariate analysis is used to search for the uniqueness of Yor Island from the view of target tourists. Therefore, this study will serve to increase the proportion of research using the mixed methods approach, and help reduce the lack of application of multivariate statistical analysis. Multivariate analysis is data analysis broadly accepted as highly remarkable in the future (Hair, Anderson, Tatham, & Black 1998).

From practical stand point, this study has revealed an optimum market positioning of Yor Island. Therefore, those who are responsible for tourism of Yor Island would be able to use the findings as a guideline to formulate marketing mix strategy in order to develop the tourism of Yor Island. Moreover, this study should benefit tourism entrepreneurs in Songkhla. Understanding Yor Island's tourism behavior

of target tourists would enable private sector to create tour programs to suit tourism behavior.

## **1.7 Organization of the Study**

There are five chapters in this study. Each chapter consists of details as follows:

Chapter 1: This chapter starts by presenting a background. After that, the importance of destination positioning, which is the topic of this study, is presented. It follows by presenting the phenomenon of tourism of Yor Island and Songkhla Province. Next, problem statement, purpose of the study, research objectives, and significance of the study are presented individually.

Chapter 2: This chapter reviews the literature on concepts related to the research including: (1) tourism marketing on various topics, namely tourism marketing strategy, marketing segmentation, positioning, satisfaction variable used in positioning of destination and model used for studying positioning, (2) an importance role of domestic tourism, and (3) a conceptual framework for the study.

Chapter 3: This chapter focuses on the methodology that is adopted in this thesis. The paradigm of research, and research variables are stated in this chapter. In addition, the approach used in the study is discussed. It is followed by a description of the instrument development process, the population and the sample size of the study, the data collection process and the data analysis undertaken for the study. The issues of reliability and validity of measurement are addressed in this chapter.

Chapter 4: This chapter presents and discusses the analysis, interpretation, and a description of the results relating to the positioning of Yor Island as well as the analysis

of strength, weakness, threat, and opportunity of Yor Island. Furthermore, the analysis of salient product attributes of Yor Island compared to its competitors is discussed.

Chapter 5: This chapter provides a summary of the findings and a discussion of the research findings. In addition, it also portrays the implications as well as the limitations of the study. Finally, the chapter provides recommendation for Yor Island's positioning and for future research.

## **1.8 Operational Definition**

For better understanding of the research, the following terms are defined as used in the study.

### **1.8.1 Communication the optimum position to the target customers.**

It refers to the most suitable product attribute of the selected destination is sent by destination marketers to the domestic tourists who are 25-34 years, has completed bachelor degree and earned between RM2, 000-3,000 per month, for informing and convincing them to visit the selected destination via the right marketing channels i.e. word of mouth, public relation and advertising.

### **1.8.2 Image**

It refers to domestic tourists' perception based on their satisfaction of the product attributes of destinations that they have visited.

### **1.8.3 Segmentation decision**

It refers to destination marketer divided the domestic tourists based on their satisfaction toward the product attributes of the selected destination using socio-demographic.

#### **1.8.4 Selecting product attributes different from its competitors**

It refers to destination marketer ranked order the domestic tourists' satisfaction toward destination product attributes and compared to its competitors in order to identify the unique product attribute of the selected destination.

### **1.9 Summary**

This chapter introduces the direction of the thesis. It begins with providing the background for the study. After that, problem statement, purpose of study, objectives of study, significance of study, and scope of the study are discussed. This chapter closes with an operational definition terms of research. In chapter 2, a review of related literature in tourism positioning topic is presented.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of the literature to support the development of conceptual framework for current study. This chapter is divided into nine sections. The first section is introduction. Next, the literature on target market strategy-market segmentation, targeting, and positioning- in tourism marketing field is discussed. In section 2.3, the concept of tourist's satisfaction is reviewed. Tourist's satisfaction is a variable used in developing destination positioning. Then, some research on tourism positioning areas are reviewed. This is followed by a review of the important role of domestic tourism in section 2.7. Conceptual framework for the study is discussed in section 2.8, and followed but the chapter summary in section 2.9.

#### **2.2 The Concept of Positioning in Tourism**

It is accepted that tourism plays an important role in relieving poverty and encouraging economy, both nationally and regionally. As a result, tourism has expanded to become one of the biggest industries in the world. Along with the growth, the highly-competitive nature of the tourism industry has become a very important topic in tourism marketing strategy. As competition increases in tourism field, more tourism research recognized the important role of this concept (Buhalis, 2000; Lee, Atkins, Kim, & Park, 2006).

This fact is evident when looking at researches concerning positioning and other issues pertaining to the tourism market. These researches not only increased in quantity but also in depth, richness and sophistication (Chandra & Menezes, 2001). Accordingly, Dimanche and Sodja (2007) indicated that researchers on tourism have shown that market development strategies to make tourist attractions stand out in a highly-competitive environment, (or called in brief “positioning”) are very significant issues.

In practice, tourism industry in many countries is a national income generator from tourism-related employment, tax revenue, and foreign exchange earnings. Therefore, the governments of these countries have developed strategies to attract potential tourists in this highly competitive industry. Positioning is a marketing technique to strategically strengthen a destination’s tourism industry. According to Temporal (1999), strategic positioning for destination is a necessity.

The positioning of a destination is the process of establishing a distinctive place of the destination in the minds of potential tourists (Chacko, 1997; Crompton, 1992; Gartner, 1989; Walker, 2004). Positioning is accepted as one of the most essential and efficient tools in tourism marketing (Dimanche & Sodja, 2007; Pike, 2004). It is the most essential factor for business to ensure competitiveness, survival and success (Kasim & Dzakiria, 2001). Effective positioning can be a source of competitive advantage (Porter, 1980) for long-term success in tourism (Chen & Uysal, 2002). A destination that fails to create a distinctive place will have to deal with direct competition from its stronger competitors (Kim, Chun, & Petrick, 2005).

A key aim of destination positioning is to create a unique image that can distinguish and differentiate it from other destinations. For example, Paris can evoke the image of being ‘romantic city’ in tourists’ minds. Similarly, Istanbul can evoke the

image of ‘unique culture’ and Tokyo the image of a ‘hypermodern city’. In other words, an effective positioning effort can embed unique attributes of a destination, thereby highlighting it compared to its competitors. Positioning can also emphasize value-add of a destination to make it a worthy place to visit compared to the others.

As brand positioning is a technique to create perception of value towards a product (Temporal, 1999), the positioning of a destination to satisfy tourists’ needs will encourage tourists to get more value out of the destination (Ibrahim & Grill, 2005). Therefore, an effective destination positioning should be developed for any destination by creating the perception of its product value to satisfy the needs of tourists. Positioning to the perception of tourists that the destination is valuable can boost their desire to visit the place.

Destination positioning that wins tourists’ hearts not only helps distinguish the destination but also helps tourists make quicker buying decision (Pike, 2004). Zeithaml (1990) mentioned that buying decisions of tourists are not always straightforward because consumer perceived greater risks when buying services than buying goods. Compared to physical goods, services are intangible. Intangibility refers to the fact that services are to be experienced at the time of purchase. Thus, positioning is an important mechanism for tourist destination because it can boost tourists’ confidence and help them make the right decision.

Besides, the highly competitive nature of tourism generates a lot of information on a daily basis. Thus, tourists are constantly bombarded with promotional messages of competing destinations everyday (Pike, 2004). As tourists do not have time to consider the value of all available products in a purchase decision, positioning helps destination marketers to cut through tourists’ minds – a strategy considered necessary in an industry

congested with promotional messages of competing destinations and substitute products and services (Pike, 2004). Thus, an effective positioning of destination enables consumers to make decision easily, despite living in an information-overload society.

Due to the highly-competitive nature of tourism, many destinations have to worry about the increasing number of destinations and choices available to consumers (Pike, 2005). Notably, World Travel and Tourism Council (WTTC) predicted that tourism would be expanding at the rate of 4% annually and supporting the employment of more than 300 million jobs by 2020 (WTTC, 2010). If this prediction is true, then destination positioning is increasingly important to survive such situation. Positioning can be used as an effective marketing strategy to stimulate the increase of tourists (Sarma, 2003). Hence, every destination needs to position itself with carefully developed and clearly communicated promotional messages.

In trying to decipher the concept, several researchers have defined positioning as the process of establishing and maintaining a distinctive place of the destination in the minds of target tourists (Chacko, 1997; Crompton et al., 1992; Gartner, 1989; Walker, 2004). Other authors defined positioning as a process of building and maintaining images for a destination (Chacko, 1997; Ries & Trout, 2001; Sarma, 2003; Tkaczynski et al., 2008; Wisner, 1996). This definition is supported by some destination positioning research that focus on tourism destination image studies (Gallarza, Gill, & Calderon, 2002; Gartner, 1989). Furthermore, Blankinson and Kalafatis (2001) proposed that the concept of positioning involves the customers' perception of the similarity or difference between competing destinations. Beyond its relation to competitors, positioning concept was added in the view point of services marketing by Lovelock and Wirtz (2004) when

they proposed that positioning involves developing and communicating key product attributes.

Aaker and Shansby (1982) recommended that effective positioning strategy should be concerned with three components: the segmentation decision, image, and emphasis of a destination's features. The first component i.e. segmentation decision is very crucial (Morrison, 2002; Witt & Moutinho, 1989) because it can help producers to develop suitable products for each target market, and it can adjust the process of selling, selling channel and advertisement to each part of the market, and it can increase marketing opportunity for the sellers because it can help the marketers to concentrate on buyers who have the greatest purchasing interests (Kotler et al., 2003). In brief, effective market segmentation can bring a firm to meet its objective, maximize profit, via increasing total sales and net profit, improving the cost-effectiveness of advertising, and enhancing market share because this tool can assist the marketer to separate the groups of better customers from other customers (Jonker, Piersma, & Poel, 2004).

In tourism field, the important role of market segmentation is widely acknowledged (e.g. Bieger & Laesser, 2002; Kastenholz, Davis, & Paul, 1999; Koc & Altinay, 2007). Market segmentation is used as a technique for segmenting and identifying target market and at a higher level to assist marketing strategist to understand the relationship between a destination and its visitors (Bloom, 2004). In addition, many organizers have used this concept to maximize their financial resources (Perdue, 1996). However, destination that focuses on the whole market (in other words, without segmenting or clustering) is usually met with many problems in wasted resources, unsatisfied customers, and missed strategic marketing opportunities (Bloom, 2004; Koc & Altinay, 2007).

Based on literature review, many alternatives for market segmentation are revealed (Mohsin, 2005). Likewise, research in tourism showed a wealth of studies that have used several segmentation variables with different approaches. Tsai and Chiu (2004) proposed that a critical issue for successful market segmentation is selecting the variables of market segmentation. There are several variables that were used by tourism researchers in their segmenting process, such as expenditure based, benefits sought, and motivations (Park & Yoon, 2009). In short, segmentation variables can be broadly classified into general variables such as demographics and life style, and product specific variables which involve customer purchasing and intentions (Wedel & Kamakura, 1997).

Many researchers have used general variables to segment customers (Backman, Backman, Uysal, & Sunshine, 1995; Beane & Ennis, 1987; Hammond, Ehrenberg, & Goodhardt, 1996; Kim, Wei, & Ruys, 2003). Because market segmentation based on general variables is more intuitive and easier to conduct than product specific variables (Beane & Ennis, 1987), and the study by Chou, Grossman, Gunopoulos, and Kamesam (2000) showed that using demographic variables can provide an intuitive measure to guide in the selection of marketing targets. However, a weak point of using general variables is the purchase patterns of customers are difficult to determine, especially when these variables are used alone. Another weak point is data collection for these variables is difficult and time-consuming (Tsai & Chiu, 2004).

Based on segmentation studies, scholars in the field of tourism proposed that there are plenty of approaches for data collection methods and data analysis techniques (Mohsin, 2005; Tkaczynski & Rundle-Thiele, 2010). Park and Yoon (2009) proposed that many authors used a-priori criterion segmentation or commonsense segmentation in

their studies, and some researchers used a posteriori or post-hoc approach or factor-cluster segmentation in their research. Essentially, these two procedures are common bases for segmentation in the area of tourism.

A-priori segmentation is a procedure in which the researcher selects the basis for defining the segment at the outset. In brief, this approach classifies tourists based on basic knowledge of relevant characteristics (Chandra & Menezes, 2001). These factors (characteristics) include demographics, purchase volume, and geographic region. On the other hand, a posteriori segmentation is conducted if no precise knowledge exists about the typical combinations of characteristics. Hence, this approach requires researchers to choose a segmentation base. In short, segments are determined empirically after the data have been completed (McKercher, 2008). Posteriori segmentation bases include psychographic and behavioral segmentation base. Unlike a-priori segmentation, a posteriori segmentation is dependent on the premise of multivariate data technique (Mazanec, 1992).

In modern marketing, there are many techniques used for segmenting a tourist market, which range from elementary percentiles, quartiles to more complex techniques such as cluster analysis, principle components and factor analysis. Based on review of tourism segmentation papers by Tkaczynski, Rundle-Thiele, and Beaumont (2009) as well as Tkaczynski and Rundle-Thiele (2010), tourist survey is the most frequently used data collection method because it (survey) provides essential information for marketing and evaluation of events. Other methods that have been used to collect data are in-depth interviews and observations.

In part of data analysis technique, descriptive statistics is the most frequently chosen. It was followed by factor analysis, analysis of variance, and *t*-test. Notably,

Mayers and Tauber (1977, cited in Hsieh, O'Leary, & Morrison 1992) proposed that cluster analysis is an effective segmentation technique. However, it was ranked in seventh by Tkaczynski and Rundle-Thiele's review in 2010.

The second component of positioning i.e. image, is also equally important. In general, image is perceived as a position of destination among the target customers (Sarma, 2003). Accordingly, several authors proposed that product image is a key construct in positioning theory (Fei et al., 2010; Pike, 2004). Based on traditional approach to positioning, many destination image studies are based on identifying the specific image attributes (Crompton et al., 1992). However, positioning concept nowadays goes beyond image creation (Ibrahim & Gill, 2005). Clearly, positioning concept requires more than an understanding of a product's image in the mind of visitors (Ibrahim & Gill, 2005; Pike, 2004). The concept also requires an understanding of how to evoke images that could differentiate a destination from its competitors and satisfy the visitors' need (Fei et al., 2010; Ibrahim & Gill, 2005). From this view point, it can be proposed in easy terms that a key aim of destination positioning is to create a unique image that can distinguish and differentiate it from other destinations.

Besides, positioning is a complex process that requires careful analysis on the attributes of a destination (Kasim & Dzakiria, 2001). Accordingly, Kotler et al., (2003 p.283) define positioning as "the way the product is defined by consumers on important attributes". In addition, Crompton et al., (1992) suggested that for effective positioning, the marketer has to research to identify which product attributes of a destination determine the tourism product choice in target tourists' mind. This brings the third important component of positioning that Aaker and Shansby (1982) has determined i.e. selecting attributes that differentiate a destination from competitors influence tourists'

decision (Crompton et al., 1992; Lovelock, 1991). Product attributes that satisfy customers' need can be used in the development of a destination's positioning strategy (Ibrahim & Grill, 2005). As Temporal (1999) pointed out, if the value of a destination product attributes can be perceived to satisfy tourists' needs, it not only makes the tourists feel that the destination is valuable, but it also boosts their desire in their mind to visit the place.

To achieve true positioning, marketers should concentrate on differentiating a destination from its competitors on attributes that are meaningful to target customers. This true position will give a competitive edge to the destination (Chacko, 1997; Kasim & Dzakiria, 2001). Several authors had suggested that to build competitive advantage for a destination, destination marketers should select attributes by considering its resources and capabilities, and by understanding potential customers' demands (Rodriguez-Pinto, Rodriguez-Escudero, & Gutierrez-Cillan, 2008). This same line of thoughts was called by Kasim and Dzakiria (2001) as an outside-in approach.

Furthermore, Pike (2004) stated that the analysis of the internal corporate and external competitive environments provides linkage to the value of positioning. Since positioning is based on the perception of customers, only some parts of it could be controlled by the marketers. Especially, external factors may influence visitors' perceptions and their decisions about a choice such as change in the price of competing destinations, or news reported by the media (Vanzyl, 2005). To avoid these problems, Chandra and Menezes (2001) suggested that a SWOT (Strengths, Weakness, Opportunities, and Threats) analysis is a vital task, and should be done completely before doing the tasks of marketing strategy (segmenting, targeting, and positioning).

Kapferer (1997) emphasized that marketers should concentrate on comparing competitor issues. Blankinson and Kalafatis (2001) also suggested that destination marketer should not consider the destination's position in isolation. Simultaneously, the marketers should be concerned about customer's perception of competing destinations. The perception of customer is central to effective positioning (Ndlovu, 2009). Crompton et al., (1992) accepted this idea and proposed that the concept of positioning involves identifying potential visitors' perceptions of the strong attributes of a destination as compared to its competitors, and selecting the attributes which differentiate a destination from its competitors. Differentiation strategies are costly (Szymanski, Bharadwaj, & Varadarajan, 1993) because to meet the differentiation concept, destination marketers must know how a destination differs from its competitors and how the needs of target tourists could be satisfied (Botha et al., 1999). An effective destination positioning should be able to offer benefits tailored to solve visitors' problems in a way that is different from its competitors (Chacko, 1997; DiMingo, 1988; Hudson & Ritchie, 2009).

In terms of features that can be used in the development of a destination's positioning strategy, Porter (1980) suggested that a competitive strategy must make the most of strengths that differentiated the destination from competitors. Accordingly, Kapferer (1997) suggested that the positioning effort should focus on unique advantages or superior offerings against competitors. Crompton et al., (1992) proposed that a small number of differentiated features be emphasized because a large number of features may result in a less incisive but more nebulous image. Even though using more than one benefit to position a destination is possible, but it may create disbelief and the absence of a clear image (Chandra & Menezes, 2001). Pike (2004) had the same view and emphasized that the design of positioning strategy for a destination must be focused on

one or few attributes, because a multiple attributes strategy may result in trade-off. Fei et al., (2010) agreed with this concept and further suggested that it would be best to possess two positioning, one as the main and the other as the second one. Besides, Witt and Moutinho (1989) indicated that the presentation of product attributes to position a tourist attraction can be presented in two or more ways. They contented that even though many product attributes could lead to complication and risk, but the good point is that it could also help to expand the market.

Once the position of a destination has been chosen, destination marketers must communicate this position to target customers (Kotler et al., 2003 p.290). Accordingly, Shimp (1997) proposed the need to include communication in any positioning effort as communication will get the message about uniqueness and advantages into the mind of the consumers. On this view point, some scholars proposed that positioning is a form of marketing communication (Kasim & Dzakiria, 2001; Pike, 2004) that play an important role in enhancing attractiveness of a tourism destination (Chacko, 1997). Certainly, clearly communicated positioning can contribute to the brand identity and give a product or service a better advantage compared to the competitors (Aaker, 1996).

Destination positioning is an important and necessary marketing strategy for every destination (Chen & Uysal, 2002). In addition, it is widely accepted that effective positioning can be a source of competitive edge, especially in circumstance of close substitutes (Porter, 1980). Moreover, a successful positioning strategy should provide a sustainable competitive advantage to a destination or long term success in organization (Chandra & Menezes, 2001; Penttinien & Palmer, 2007).

Positioning in the context of tourism has been used as a successful marketing strategy in promoting a considerable number of tourist destinations (Sarma, 2003).

“Malaysia Truly Asia” is an example of a successful positioning exercise. Furthermore, positioning is becoming a more important tool for marketers. This is especially so in Asia-Pacific region as more and more countries such as Laos and Cambodia open their countries’ attractions to the global tourists. Thus, positioning is one marketing strategy which can help a destination stands out against existing and emerging competitors.

However, there is yet a documented application of the positioning concept in the context of a mini (domestic) tourism destination. Kim et al., (2005) warned that if a tourist destination fails to create a distinctive place, the consequences may include: increased direct competition from stronger competitive destination, confusion among marketers about the needs and wants of target market, and a fuzzy perception of the opportunities available at the destination. Hence, selecting a positioning strategy is essential in preventing the following pitfalls (Lovelock, 1991):

1. The destination is forced into a position to compete directly with a stronger competitor.
2. The destination’s position is so unclear that its target market does not recognize the message that is being sent to them. This often happens when a destination tries to be all things to all people.
3. The destination has no identity or has a negative image in customers’ mind and does not create customer demand.

Moreover, Aaker (1996) stressed that the advantage of destination positioning is that it reflects the real feeling of the target consumers in the long term. In addition, examining what already exist in the mind of customer can provide good data for developing destination positioning strategy. Further, Temporal (1999) warned that tourism marketers should be careful about the connection between the product price

(destination) and the product quality because generally consumers believe that lower price means lower quality.

### **2.3 Satisfaction-Based Positioning**

It is widely accepted that one of the key elements of successful destination marketing is tourists' satisfaction because it influences the choice of destination, consumption and the decision to return (Kozak & Rimington, 2000; Yoon & Uysal, 2005). Therefore, several researchers suggested that destination marketers should be concerned on increasing customer satisfaction as it is a key function of destination (Pearce, 1997; Seaton, 1997), and it should be a prerequisite task for the development of a strategy leading to a destination's enhanced attractiveness and its competitive positioning (Dmitrovic, Cvelbar, Kolar, & Brencic, 2009). In the context of positioning, Fei et al., (2010) proposed that customers' satisfaction is the most significant factors for successful location because positioning points which are perceived from customers' satisfaction will give a competitive edge to the destination (Li, Liu, & Wu, 2005b).

Previous research have shown that image, (service) quality, value, and re-purchase intention are related to satisfaction (Campo-Martinez, Garau- Vadell, & Martinez- Ruiz, 2010; Chen & Chen, 2010; Gonzalez, Comesana, & Brea, 2007; Kim, Ng, & Kim, 2009). Based on literature review in the field of tourism, a large number of authors have analyzed the antecedent events of consumer satisfaction; in other words, they have studied the issues of image and quality (Petrick, 2002; Zabkar, Brencic, & Dmitrovic, 2010). On the other hand, some authors have analyzed the consequences of satisfaction to forecast re-purchase behavior of tourists (Anderson & Sullivan, 1993; Baker & Crompton, 2000; Williams & Soutar, 2009). From these view points, it can be

interpreted that satisfaction is not only an outcome but also an input variable for customer loyalty such as re-visiting the same destination and recommending the destination to others. Therefore, image, quality, satisfaction, and re-purchase intention need to be analyzed individually in detail in the sections below.

### **2.3.1 Image**

In the field of tourism, it has been recognized that the image tourists have of a destination is necessary to identify its strengths and weaknesses (Chen & Uysal, 2002). Based on literature review, definitions of image are proposed in many perspectives and by many scholars (Alcaniz, Garcia, & Blas, 2009). Example, Phelps (1986) defined image as perception or impression of a place. Moutinho (1987) defined image as the attitudes of tourist towards the destination attributes based on his/her knowledge and feelings. Some researchers proposed that a destination image can be defined as an individual's mental representation of knowledge, feelings and overall perception of a particular destination; in short, a tourist's general impression of a destination (Baloglu & McCleary, 1999a; Coshall, 2000; Fakeye & Crompton, 1991). Furthermore, image is seen as a mental picture formed by a set of attributes that define the destination in its various dimensions (Beerli & Martin, 2004). Besides, Assaker, Vinzi, and O'Connor (2010) proposed destination image as a holistic concept, in other words it is described as an overall impression. Among several image definitions, terms of impression, perception, and mental representation of a destination are widely used in many studies of destination image (San Martin & Rodriguez del Bosque, 2008).

Besides, Gunn (1972) proposed two main dimensions of destination image: organic and induced. Organic images deal with tourists' impression of a destination

without physically having visited the place. The organic image is formulated through exposure to informative information from sources such as newspaper and television. In contrast, an induced image is forged through exposure to promotional materials and modified by actual visit. The induced image is formulated through exposure to persuasive information such as advertisement, campaigns, and news releases. Furthermore, some research classify image into functional and symbolic images (Chon & Olsen, 1991; Echtner & Ritchie, 1993; Sirgy, 1982). The functional image refers physiological activities and characteristics of the destination. Symbolic image refers to an abstract picture, atmosphere, impression, mood and psychological or personality traits of the destination.

In the field of tourism, an image is a dynamic concept, and the changing of it in tourists' mind can occur during the tourists' visit to a destination (Campo-Martinez et al., 2010). Accordingly, image can gradually change during the tourists' visit, depending on the length of stay (Ahmed, 1991; Fakeye & Crompton, 1991). Based on the definition of image, several authors stated that image in tourists' mind is conceived as a subjective concept (Gallarza et al., 2002; Leisen, 2001), and the image of a destination can differ significantly based on the perception of tourists (Gartner, 1993). Therefore, understanding the dimensions that target tourists used to form their destination image is crucial for destination marketer because positive image will lead to an effective positioning of tourist destination (San Martin & Rodriguez del Bosque, 2008).

Furthermore, Baloglu and Mangaloglu (2001) stated that the competition among tourism destinations, especially in a highly competitive situation, was mainly based on the image perceived by their competitors in the market place. Hence, destination marketers need to develop a positive image of tourism destination in target markets to

achieve a real competitive advantage (Gartner, 1993). Destination image can be used to promote a destination efficiently in the market place (Leisen, 2001) to guarantee the destination's success against its competitors (Telisman-Kosuta, 1994)

Generally, it has been accepted in the literature that destination image has influence on tourist behaviors (Bign, Sanchez, & Sanchez, 2001; Lee, Lee, & Lee, 2005). In other words, destination image influences tourists in the process of choosing a destination to visit, and subsequent evaluation of the trip and in their future intentions (Chen & Tsai 2007). As the destination image affects tourists' behavioral intention, a favorable image will lead to greater tourist satisfaction and higher likelihood to return to the same destination (Chi & Qu, 2008). Moreover, a positive image influences perceived quality and satisfaction (Bigne et al., 2001). And a positive image can be derived from a positive travel experience (Chon, 1991; Fakye & Crompton, 1991; Ross, 1993).

Based on above concept, Kotler, Bowen, and Makens (1996) proposed that the following sequence could be established: destination image  $\implies$  quality  $\implies$  tourist's satisfaction  $\implies$  destination loyalty. In this way, destination image is an antecedent of satisfaction, and it affects customers' perceived quality. Perceived quality determines tourist's satisfaction. Eventually, satisfaction provides a positive influence on destination loyalty.

### **2.3.2 Service Quality**

Quality is an important dimension of customer satisfaction. In the context of tourism, quality is created by the processes of service delivery and outcomes of services (Zabkar et al., 2010). In terms of definitions, quality in the field of service sector often refers to service quality which is defined as the overall difference between a consumer's expectations and perceptions of the service experience (Gronroos, 1990). Moreover, service quality refers to service performance at the attribute level where service quality has been defined as the quality of the attributes of a service which are under the control of a supplier (Chen & Chen, 2010). Furthermore, Gronroos (1984) proposed that services have two quality dimensions: technical quality and functional quality. Technical quality refers to the outcomes and functional quality refers to the processes. Thus, service quality is determined primarily after the consumer has experienced the entire sales process (Parasuraman, Zeithaml, & Berry, 1985).

Also in the context of tourism, it is believed that high service quality and resulting satisfaction lead to positive word-of-mouth endorsements, referral, and repeat visits (Zabkar et al., 2010). Baker and Crompton (2000) referred to many past studies and found that service quality and satisfaction variables had been identified as major antecedents affecting tourists' behavioral intentions. Similarly, based on the study of Cronin et al., (2000), they pointed out that service quality influences behavioral intentions through the mediation of satisfaction. However, some models specify satisfaction as an antecedent to service quality (Bolton & Drew, 1991). Besides, Lee, Petrick, and Crompton (2007) noted that perceived service affects tourist's satisfaction, but there is no significant relationship between service quality (as an antecedent) and satisfaction.

Customer satisfaction has become a more interesting topic among researchers in service industry because the retention of customers is more important than the attraction of new ones (Lee, Lee, & Yoou, 2000; Namkung & Jang, 2007; Park, Robertson, & Wu, 2004). In addition, retaining customers can lead to maximizing profits for companies (Reichheld & Sasser, 1990). To meet high customer retention rate, marketer should understand customer satisfaction because it is a critical issue for customer retention (Kim & Lee, 2010). In other words, improvement in the customer retention rate can operate through increase in customer satisfaction (Reichheld & Sasser, 1990).

Based on literature reviews, the concept of satisfaction is interpreted in various ways and its definition is proposed from many view points. Example, Lee et al., (2007) proposed that satisfaction is a psychological outcome derived from experience. Satisfaction is an overall response from using a product or service (Oliver, 1981). Rust and Oliver (1994) stated that satisfaction reflects the degree to which an experience evokes positive feelings. In service marketing research, Zabkar et al., (2010) stated that satisfaction is an emotional response that follows from cognitive responses to service experience such as quality.

Accordingly, Bigne et al., (2001) proposed after their review of literature that there is no consensus among the various tourists' satisfaction definitions. However, these definitions are defined in three dimensions: 1) a response, an emotional or cognitive judgment (Stank, Goldsby, Vickery & Savitskie, 2003); 2) a specific focus (Westbrook & Oliver 1991); and 3) a particular moment (Mano & Oliver, 1993). Giese and Cote (2000) agree with the concept of Bigne et al., (2001) and they stated that the definition of consumer satisfaction should involve above dimensions. Among these three

dimensions, the most popular definition of tourists' satisfaction is in terms of a comparison between expectations and experience.

Another point in the definition of consumer satisfaction is to distinguish overall satisfaction from attribute satisfaction (Bigne et al., 2001). Attribute satisfaction is antecedent to overall satisfaction (Chi & Qu, 2008). Overall satisfaction implied a holistic evaluation after purchase (Fornell, 1992; Gnoth, 1994), not the sum of the individual assessment of each attribute. Many authors stated that consumer satisfaction/dissatisfaction with the attribute of the destination leads to satisfaction/dissatisfaction with the overall satisfaction (Bolton & Drew, 1991; Oliver, 1993; Spreng, Mackenzie & Olshavsky, 1996).

Generally, satisfaction is one of the most popular terms in tourism (William & Soutar, 2009). Several authors stated that tourists' satisfaction can bring out positive behavioral outcomes and understanding in tourists' satisfaction will provide effective methods to industrial management (Danaher & Haddrell, 1996; Kozak, 2001b). The improvement of tourists' satisfaction affects the result of retention or the increase in the number of tourists and ultimately enhances profitability (Baker & Crompton, 2000). Especially in state of uncertainty and high competition, satisfaction is the most important factor to maintain customers (Clow & Vorhies, 1993; Oliver, 1999; Pizam & Ellis, 1999; Szymanski & Henard, 2001; Wirtz, 2003; Yuksel & Rimmington, 1998) and survival (Bloemer & de Ruyter, 1998; Bowen & Shoemaker, 1998; Pizam & Ellis, 1999; Zeitham, Berry & Parasuraman, 1996). Therefore, knowledge and management of customer satisfaction is a crucial topic in a highly competitive market situation.

Satisfaction has a positive influence on post-purchase behavior (Chi & Qu, 2008; Cronin & Taylor, 1992; Keaveney, 1995). In the field of marketing, re-purchasing

behavior was used as the most important manifestation of customer loyalty (Chi & Qu, 2008; Litvin, Goldsmith & Pan, 2008; Yuksel & Yuksel, 2007). Similarly, customer satisfaction has been identified as a major determinant of loyalty (Chi, 2005; Hu, 2003; Yu & Goulden, 2006). Customer loyalty has been defined as repeated purchasing frequency, or an intention or actual behavior to repeatedly buy certain products (Stank, Goldsby, Vickery & Shawnee, 1999). The most valuable benefit of loyalty is repeat customers bringing their friends to purchase from the same company (Chen & Tsai, 2007). Again, satisfaction leads to repeat purchase and positive word-of-mouth recommendation, which are main indicators of loyalty (Chi & Qu, 2008). Recommendation to other people is information popularly sought after by people who are interested in traveling (Chi & Qu, 2008). In brief, customer satisfaction brings positive word-of-mouth recommendations (Baker & Crompton, 2000), increases loyalty (Gallarza & Saura, 2006), assists in maintaining long term customer (Wu, 2007) and enhances market share as well as profitability (Stank et al., 2003).

### **2.3.3 Measuring Satisfaction**

Based on literature review, various perspectives and theories have been used to assess tourist satisfaction (Yoon & Uysal, 2005). The framework and important theories often used to measure consumer satisfaction are: 1) the expectation-disconfirmation, 2) the equity theory, and 3) congruity model.

#### **2.3.3.1 The expectation-disconfirmation paradigm (EDP)**

In the process for measuring tourist satisfaction, Kozak and Rimmington (2000) proposed that the successful assessment of tourist satisfaction in specific tourist

destinations can be done by using different approaches. For current study, the expectation-disconfirmation paradigm (Oliver, 1980) is utilized to evaluate tourist satisfaction because many authors confirmed that it is the most common method used to assess satisfaction (Chon, 1989; Engel, Blackwell & Miniard, 1990; Francken & Van Raaij, 1981; Oliver, 1980). In addition, this paradigm is the best predictor of satisfaction (Bign et al., 2001; Szymanski & Henard, 2001).

Based on this paradigm, expectations and disconfirmation are the two main determinants of satisfaction. The contribution of these determinants to the judgment of satisfaction can be explained via two steps: prior and after purchase (Assaker et al., 2010; Yoon & Uysal, 2005). In the first step, or before purchase, consumers developed expectations about a destination. In the next step, or after purchase, they compared actual performance with these expectations. If the actual performance is judged to be better than or equal to the expectations, these lead to positive disconfirmation, which means that consumers felt highly satisfied and they are willing to re-purchase it again (Engel et al., 1990). In contrast, if the actual performance is judged worse than expectation, it leads to negative disconfirmation, which means that consumers felt dissatisfied and they would switch to other alternative products in the next purchase (Yoon & Uysal, 2005).

Although using the expectation-disconfirmation paradigm to measure tourist satisfaction has been widely practiced in the field of tourism (Petrick, Morais & Norman, 2001), the use of this paradigm has been questioned in tourism literature (Assaker et al., 2010). The first problem is that while expectations have been generally accepted to affect satisfaction, there is no clear evidence to show that satisfaction is directly determined by them (Barsky, 1992). This notion is made more clearly via

explanation using this example: as expectation decreases, the probability of being satisfied increases; in contrast, if tourists expect to receive poor performance, they will be satisfied, which is not the case in reality (LaTour & Peat, 1979). Another problem is that some scholars mentioned that the characteristics of tourism product attributes are ambiguous and, consequently, tourist satisfaction is hard to evaluate (Barsky, 1992; Williams, 1989). Due to these arguments, some scholars have suggested to destination marketers that using a single global measure for tourist satisfaction, especially in measuring intention of future purchase, may be better than using the disconfirmation of expectations (Vaske, Donnelly, Heberlein & Shelby, 1986; Williams, 1989).

### **2.3.3.2 The Equity Theory**

Equity theory was proposed by some researchers such as Oliver and Swan (1989), Tse and Wilton (1988). Equity can be defined as a fair, right, or deserving judgment that consumers make in reference to what others received (Oliver, 1997). Equity represents a normative standard based on implicit relationship between inputs (cost/investment) and outcome (anticipated rewards). The interpretation of this theory: consumers are satisfied when their equity ratio of outcomes to inputs is greater than the benchmarked person or group. In other words, consumers will feel satisfied when they receive more value than what they have spent in terms of price, time and effort (Heskett, Jones, Loveman, Sasser & Schlesinger 1994; Kumar, 2002; Su, 2004). It is consistent with Grewal, Monroe and Krishnan (1998) who indicated that the perception of value is the perception of satisfaction in psychology, acquired from taking advantage of the financial rewards in terms of the price deal.

For measurement of satisfaction, the equity theory suggested that value should be the most suitable evaluation (Heskett et al., 1994; Kumar, 2002; Oliver & Swan, 1989; Su, 2004). Furthermore, Oliver (1997) suggested that equity appears to be more influential predictor of satisfaction in interpersonal service situations (especially healthcare), rather than in traditional products or non-interpersonal services.

### 2.3.3.3 Congruity model

This model evaluates satisfaction using a more comprehensive and systematic approach presented by Sirgy and Tyagi (1986). They explained the theory that relates satisfaction in terms of the inconsistency between perceived and normative outcome levels (Chon & Olsen, 1991). This model predicts the satisfaction level which should happen in the order presented in Table 2.1.

Table 2.1  
Hypothesized Relationship of Functional Evaluative Congruity between Expectation and Perceived Experience

Expectation (E)	Perceived Experience (PE)	Evaluative Congruity	Expected Order of Satisfaction Level
Negative	Positive	Positive Incongruity	3
Positive/ Negative	Positive / Negative	Positive/Negative congruity	2
Positive	Negative	Negative Incongruity	1

Referring to Table 2.1, in a positive incongruity condition, if the tourists' expectation towards a destination is negative but the perception of experience is positive, the tourist is at the highest level of satisfaction. In a positive congruity condition, if the tourists' expectation towards destination is positive and the experience perception is positive too, the tourists will be moderately satisfied. In a negative congruity condition, if the tourists' expectation towards destination is negative and the experience perception

is negative, the level of satisfaction of the tourists will be lower than a positive congruity condition. Lastly, in a negative incongruity condition, where the expectation is positive and outcome is negative, the result is a least satisfied situation.

In tourism studies, satisfaction is largely used to confirm that service quality meets tourist expectation. Besides, Crompton and Wilson (2002) stated that when tourists perceive a high level of service quality, they are more likely to experience higher levels of overall satisfaction with the service. Therefore, satisfaction and service quality are strongly connected to future re-visit intentions. In other words, service quality is usually viewed as satisfaction, which leads to loyalty.

Generally, customer satisfaction has been identified as a major determinant of loyalty (Su, 2004; Yu & Goulden, 2006). Customer satisfaction is often viewed as a key factor of re-purchase behavior because higher satisfaction results in higher customer expectations (Su, 2004). Therefore, it can be concluded that satisfaction is an antecedent of loyalty and it is a key factor in determining loyalty. Likewise, many researchers in tourism have confirmed that higher tourist satisfaction leads to stronger tourist loyalty (Neal, Sirgy & Uysal, 1999). Moreover, many studies reported that customer satisfaction could achieve higher loyalty, positive word-of-mouth recommendations, and increase market and profitability (Heskett, 2002; Oliver, 1997).

Many authors stated that factors like word-of-mouth recommendations and re-purchase intention (visit) are commonly used to measure the level of loyalty (Baker & Crompton, 2000; Luo & Homburg, 2007; Williams & Soutar, 2009; Zabkar et al., 2010). Besides, Baloglu (2002) indicated that re-purchasing behavior can also be affected by other latent factors such as economic incentives or lack of alternatives. Thus, the concept of loyalty goes beyond the total number of re-purchasing behaviors.

Eventually, it can be summarized from the inter-relationship of destination image, quality, satisfaction and loyalty that destination image exercises positive influence on perceived quality and satisfaction. Consequently, perceived quality will determine the satisfaction of consumer. Finally, satisfaction has a positive influence on post-purchase behavior and word-of-mouth recommendation. As a result, customers' satisfaction can be used as a variable for effective positioning strategy.

## **2.4 Past Studies on Positioning in Tourism**

It is generally accepted that marketing plays a significant role in tourism industry. As tourism sector continues to grow, the competitiveness among destinations get more intense (Chandra & Menezes, 2001). Undoubtedly, effective and efficient marketing strategies are important mechanisms for destinations to meet their goals. Consequently, an increase in the quantity tourism related marketing research is evident. In addition, many authors have also improved the depth and sophistication by applying multi-variate statistical analysis and techniques on many issues, especially in positioning issues and others such as demand forecasting, product bundling, and consumer behavior (Chandra & Menezes, 2001).

In positioning studies, it is accepted that positioning is based on consumers' perception (Dibb, Simkin, Pride, & Ferrell, 1997) and comparison of competing offerings in their mind (Surovitskikh & Lubbe, 2008). Hence, there are two distinguished concepts of research on the topic of positioning (Kim et al., 2005). First, research on positioning has been evaluated within the context of destination image studies. In this regard, most image studies have focused on identifying the actual visitors' perception of attributes related to a destination. Second, positioning studies

have focused on comparing the attributes of a destination with the same attributes of its competitors. Thus, a destination positioning was developed from the needs and preferences of tourists based on the weaknesses or strengths of other destinations. Some positioning studies of these types are listed in Table 2.2.

**Table 2.2**  
**A Review of Positioning Studies in Tourism Literature**

Author	Title	Study Aims
Uysal, Chen, and Williams (2000)	Increasing state market share through a regional positioning	Explore the image of Virginia as a tourism destination versus 10 competitive states in America.
Mykletun, Crotts, and Mykletun (2001)	Positioning an island destination in the peripheral area of the Baltics: a flexible approach to market segmentation	Developing an efficient model for identifying the important market segments of a destination.
Chen and Uysal (2002)	Market positioning analysis: A hybrid approach	Analyse market positioning from perceiving destination image of Virginia compared to nine other U.S. states
Sarma (2003)	Towards positioning a tourist destination: A study of North East India	Determine tourists' preference on destination variables
Beerrli and Martin (2004)	Factors influencing destination image	Investigation the influence factors in the process of a destination image formation.
Foley and Fahy (2004)	Incongruity between expression and experience: the role of imagery in supporting the positioning of a tourism destination brand	Evaluate the positioning of Irish tourism product in the context of an increasingly competitive international situation.
Ibrahim and Grill (2005)	A positioning strategy for a tourist destination, based on analysis of customers' perceptions and satisfactions	Measuring the tourists' perception and satisfaction toward the product attributes of a destination, and identify the target segments of the destination.

Table 2.2 (Continued)

Author	Title	Study Aims
Kim and, Agrusa (2005)	The positioning of overseas honeymoon destinations	Investigating an optimum positioning of seven overseas honeymoon destinations among potential Korean tourists.
Hunter and Suh (2007)	Multimethod research on destination perception: Jej Standing Stones	Demonstration an accomplishing of the combination between quantitative and qualitative approach to reveal the tourists' perception toward the image of a destination through visual research.
Tkacznski et al., (2008)	Tourism community views on destination positioning: A case study	Investigate how the tourism community views the positioning of their destination.
Lin and Huang (2009)	Mining tourist imagery to construct destination image position model	Building a position model for evaluating a tourism destination image.
Alcaniz, Garcia, and Blas (2009)	The functional-psychological continuum in the cogenitive image of a destination: A confirmatory analysis	Analysing the cognitive component of a destination's image from its composition and its effect on the image that tourists hold of the destination
Qu, Kim, and Im (2010)	A model of destination branding: Integrating the concepts of the branding and destination image	Developing and testing a theoretical model of destination branding through adopting both destination image studies and traditional branding concepts and practies
Akkucuk (2011)	A study on the competitive positions of countries using cluster analysis and multi-dimensional scaling	Investigating the relative positioning of world economies by applying the two multivariate technique, cluster analysis and multi-dimensional scaling, on macroeconomics data.
Pike (2011)	Destination positioning opportunities using personal values: elicited through the Repertory Test with Laddering Analysis	Applying an efficacy of combining of two qualitative techniques, Repertory Test and Laddering Analysis , to identify potential destination positioning via personal values in the context of short break holidays.

Table 2.2 (Continued)

Author	Title	Study Aims
Lo, Mohamad, Songan and Yeo (2012)	Rural tourism positioning strategy: A community perspective.	Creating a holistic planning of tourism positioning via the perspectives of local communities in Bario.

Adapted from Tkacznki et al., (2008)

Based on reviewing the above studies, it can be concluded that many of researches on positioning topic have emphasized within the context of tourism destination image studies (Alcaniz et al., 2009; Mykletun et al., 2001; Qu et al., 2010). Some image studies have focused on actual tourists' perception toward attributes of a destination (Beerrli & Martin 2004; Pike, 2010; Sarma 2003), and some positioning studies have undertaken within the context of comparing the attributes of a destination with the same attributes of other destinations (Chen & Uysal, 2002; Kim & Agrusa 2005; Uysal et al., 2000). Besides, previous researches have largely concerned on the attributes of a destination such as tourists attraction (Alcaniz et al., 2009; Hunter & Suh, 2007; Ibrahim & Grill, 2005; Mykletun et al., 2001), state (Chen & Uysal, 2002; Kim & Agrusa 2005; Qu et al., 2010; Uysal et al., 2000), region (Sarma, 2003), and country (Akkucuk, 2011; Lin & Huang, 2009).

In terms of data resources, some authors can carry out tourism positioning researches based on only primary data (Alcaniz et al., 2009; Kim & Agrusa 2005; Qu et al., 2010; Sarma, 2003) or secondary data (Akkucuk, 2011; Lin & Huang, 2009; Mykletun et al., 2001), and few researchers used both sources of them (primary and secondary data) in the development of the destination's positioning (Beeli & Martin 2004). Furthermore, a number of destination positioning researches have centred upon

identifying how a destination is perceived only by tourists (Alcaniz et al., 2009; Ibrahim & Grill, 2005; Kim & Agrusa 2005; Qu et al., 2010; Sarma, 2003), only few of them have collected views from diverse groups, especially tourists and stakeholders or tourism community (Lo, 2012; Pike, 2011; Tkacznski et al., 2008).

## 2.5 Techniques Used in Positioning Studies

In terms of techniques used, in positioning studies, the depth and sophistication of research in this area have improved (Chandra & Menezes, 2001), emphasizing on details (Vanzyl, 2005) and the use of multiple methods and techniques (Hooley, Saunder & Piercy, 1998) to understand this complicated field. Summary of techniques used in past tourism research in positioning is presented in Table 2.3 below.

**Table 2.3**  
**A Summary of Positioning Research Articles Reviewed and Research Techniques Used in Tourism Literature**

Year	Author	Topic	Techniques used
2001	Chandra and Menezes	Applications of multivariate analysis in international tourism research: The marketing strategy perspective.	Discriminant analysis Cluster analysis Multi-dimensional scaling
2001	Kasim and Dzakiria	Luring the tourists: A positioning exercise	Cluster analysis
2001	Mykletun et al.,	Positioning an island destination in the peripheral area of the Baltics: A flexible approach to market segmentation	Multiple logistic regression
2002	Chen and Uysal	Market positioning analysis: A hybrid approach	Correspondence analysis Logit modeling
2002	Orth and Tureckova	Positioning the destination product- Southern Moravia	Cluster analysis Factor analysis Multi-dimensional scaling
2003	Sarma	Towards positioning a tourist destination: A study of North East India	Factor analysis

Table 2.3 (Continued)

Year	Author	Topic	Techniques used
2004	Foley and Fahy	Incongruity between expression and experience: The role of imagery in supporting the positioning of a tourism destination brand	Focus groups
2005	Ibrahim and Grill	A positioning strategy for a tourist destination: Based on analysis of customers' perceptions and satisfactions	Factor analysis Multiple regression analysis ANOVA analysis
2005	Kim and, Agrusa	The positioning of overseas honeymoon	Multi-dimensional scaling Correspondence analysis
2005	Kim et al.,	Positioning analysis of overseas golf tour destinations by Korean golf tourists.	Multi-dimensional scaling Correspondence analysis
2007	d'Astous and Boujbel	Positioning countries on personality dimension: Scale development and implications for country marketing	Principal components analysis (PCA)
2007	Hunter and Suh	Multimethod research on destination perception: Jej Standing Stones	Factor analysis ANOVA analysis Content analysis
2008	Chhabra	Positioning museums on an authenticity continuum	Factor analysis Content analysis
2008	Surovitskikh and Lubbe	Positioning of selected Middle Eastern airlines in the South African business and leisure travel environment	Factor analysis Positioning maps
2008	Tkaczynski et al.,	Tourism community views on destination positioning: A case study	Depth interviews
2009	Alcaniz et al.,	The functional-psychological continuum the cognitive image of a destination: A confirmatory analysis	Factor analysis Structural equation modelling analysis (SEM)
2009	Hudson and Ritchie	Branding a memorable destination experience: The case of brand Canada.	Depth interview Content analysis
2010	Qu et al.,	A model of destination branding: integrating the concepts of the branding and destination image	Factor analysis Structural equation modelling analysis (SEM)

Table 2.3 (Continued)

Year	Author	Topic	Techniques used
2011	Akkucuk	A study on the competitive positions of countries using cluster analysis and multi-dimensional scaling	Cluster Analysis Multi-dimensional Scaling
2011	Pike	Destination positioning opportunities using personal values: Elicited through the Repertory Test with Laddering Analysis	Repertory Test Laddering Analysis

As evident from the Table 2.3 above, it appears that both quantitative and qualitative approaches were found in the positioning research articles in the tourism field. Obviously, the quantitative research designs were chosen more than qualitative research designs by researchers. In addition, the combination of both quantitative and qualitative approaches in a single study can be seen in few articles. Prominently, the trend to combine two or more than two techniques in a single study has increased. In other words, hybrid analytical techniques were employed extensively in destination positioning research. Under this trend, it can be implied that several authors attempt to render a new approach that could be applied to market positioning studies. Certainly, the methodologies found in this area will be augmented in the future.

Based on Table 2.3 again, the most popular data analysis techniques for questionnaire design during period of 2000-2010 are factor analysis (Alcaniz et al., 2009; Chhabra, 2008; Hunter & Suh, 2007; Ibrahim & Grill, 2005; Orth & Tureckova, 2002; Qu et al., 2010; Sarma, 2003; and Surovitskikh & Lubbe, 2008), multi-dimensional scaling (Akkucuk, 2011; Chandra & Menezes, 2001; Kim & Agrusa, 2005; Kim et al., 2005; Orth & Tureckova, 2002), cluster analysis (Akkucuk, 2011; Chandra & Menezes, 2001; Kasim & Dzakiria, 2001; Orth & Tureckova, 2002), and correspondence

analysis (Chen & Uysal, 2002; Kim & Agrusa, 2005; Kim et al., 2005). Furthermore, in-depth interview (Tkaczynski et al., 2008) and focus group interview (Foley & Fahy, 2004) are also used in the qualitative research designs.

In addition, Table 2.4 demonstrates that various techniques can be used in the positioning process. Similarly, it is observed by Hair et al., (2010) that multivariate analysis techniques are popular among scholars in marketing field. Multivariate analysis is also notable in tourism positioning research; the most frequently used techniques were factor analysis, cluster analysis, multi-dimensional scaling, correspondence analysis and conjoint measurement. Each technique has its own features and advantages as summarized in Table 2.4 below.

**Table 2.4**  
The Popular Techniques Used in Positioning Research in Tourism Field

Technique	Feature
Factor Analysis	<p>Factor analysis is the technique of grouping or gathering the related factors in the same group. The same factors will be highly relative and the relation can be positive or negative. There will be no relations among different factors or barely relative. Therefore, there are two primary functions in factor analysis for data analysis. The first function is to identify underlying constructs in the data and the second function is to reduce the number of factors by eliminating redundancy (Aaker, Kumar, &amp; Day, 2001).</p> <p>Factor analysis is a popular technique among marketing researchers. It has been applied in several issues of marketing research such as market segmentation, product research, advertising studies and pricing studies (Malhotra, Hall, Shaw, &amp; Oppenheim, 2005).</p> <p>The most important limitation of factor analysis is that the process of this technique is highly subjective. The determination of the factor quantity, the interpretation of the factor and the rotation to select is entirely related to subjective judgment. Besides, the statistical tests which are regularly employed in factor analysis cannot be found (Aaker, 1981).</p>

Table 2.4 (Continued)

Technique	Feature
Cluster Analysis	<p>Cluster analysis can also be called classification analysis or numerical taxonomy (Malhotra, Hall, Shaw, &amp; Oppenheim, 2005). Cluster analysis is a set of techniques used in dividing similar objects or people into same groups based on the set of variables considered (Hair, Bush, &amp; Ortinau, 2000). In other words, cluster analysis shares the same objective of identifying classification with internal homogeneity but external heterogeneity (Churchill, &amp; Iacobucci, 2002).</p> <p>In marketing field, there are several purposes for using cluster analysis: segmenting the market, understanding buyer behaviors, identifying new-product opportunities, selecting test markets, and reducing data (Malhotra et al., 2005 p.730-731). This technique is thought to convey some potential for identifying strategic groups because marketing managers can develop marketing program and tailored to each segment (Aaker, Kumar, &amp; Day, 2001). Thus, it is found that this technique is useful to market segmentation, experimentation and product positioning (Hair, Anderson, Tatham, &amp; Black, 1995).</p> <p>There are two clustering approaches, hierarchical and non-hierarchical (Malhotra et al., 2005). Each approach has its own advantages and disadvantages. Aaker et al., (2001) suggested that these two approaches should be combined in order to get better results. Based on these two approaches, Ward's (1963) method (hierarchical approach) and the K-mean approach (non-hierarchical approach) are superior methods.</p> <p>Cluster analysis, like multi-dimensional scaling (MDS), is not standard statistical test because none of the methods is accepted to be the best under all situations (Aaker et al., 2001).</p>
Multi-dimensional scaling	<p>Multi-dimensional scaling (MDS) is different from the other multivariate methods. MDS is used to show the position of the object in the way of consumers' perception and preference (Malhotra et al., 2005). This technique is able to show the relation between the factors or other characteristics affecting the positions of the objects. Furthermore, it is able to indicate the significant competitor (Aaker, 1981). Thus, MDS is basically related to 2 problems: 1) to identify the dimensions of objects dependent on perception or evaluation by customers, and 2) identify the objects that need to</p>

Table 2.4 (Continued)

Technique	Feature
Multi-dimensional scaling	<p>be positioned with respect to these dimensions (Aaker et al., 2001). Consequently, output of MDS shows positioning objects against dimensions and is termed a perceptual map (Cooper &amp; Schindler, 2006).</p> <p>In terms of input data, there are two major approaches in MDS technique. One set of approach is attributes based and another set is non-attributes based (Churchill, &amp; Iacobucci, 2002). Based on non- attributes based data, it is assumed that the respondents can compare objects in terms of similarity or preference of attributes, in contrast, the relevant and complete attributes list is assumed with the attributes based data (Aaker et al., 2001). Besides, the idea of an object in the space is an important concept in MDS because it displays the object positioning to customers' likes and dislikes. The idea of an object can only be conceptualized in the space but do not actually exist (Aaker et al., 2001).</p> <p>The disadvantage of this technique is that the basic direction of mapping is hard to interpret and the indication of direction is already visible from the current brand (Malhotra et al., 2005). Therefore, this technique is less useful especially in the search for new product idea relating to new characteristics. Besides, this technique is statistically limited to a smaller number of objects. Aaker (1981 p.188) said that "although it is essential that at least seven or eight objects are judged, the approach is easier to illustrate if only four objects are considered".</p>
Correspondence analysis	<p>Correspondence analysis originated from France in 1973. Although, correspondence analysis is very popular in France, it is not very popular outside France (Van der Heijden, De Falguerolles and De Leeuw, 1989). Correspondence analysis is a multivariate method used to identify the relations between the factor of rows and columns of categorical data in the form of a table (Hair et al., 1998). In addition, it is the technique used to reduce the number of factor dimension (Malhotra, 2004).</p> <p>The primary aim of correspondence analysis is to convert data in the form of number in a table to a graphical display to facilitate interpretation of the data. The usage and attitude are the data frequently filed and operated with correspondence analysis to build perceptual maps to show the position of objects and attributes (dimensions) at the same time (Hair et al., 1998).</p>

Table 2.4 (Continued)

Technique	Feature
Correspondence analysis	<p>Correspondence analysis is an exploratory technique designed for scaling qualitative data. It is accepted that the two-way frequency cross-tabulation table is the most commonly used table for correspondence analysis (STATISTICA, 1984-2004). Based on correspondence analysis technique, the rows and columns of the matrix of relative frequencies are called row mass and column mass respectively (Greenacre, 1984). Correspondence analysis technique is developed to emphasize models that fit the data (Greenacre, 1984). Thus, statistical significance tests are not applicable to the results of correspondence analysis (Greenacre, 1984).</p>
Conjoint measurement	<p>Conjoint analysis or conjoint measurement is the measurement technique developed from the fields of mathematical psychology (Luce &amp; Tukey, 1964). After that, it was applied to the problem of research in marketing (Green &amp; Rao, 1971). Conjoint analysis is a method used for classifying the important relations between multi-dimensional attributes of a product (Green &amp; Wind, 1975). The basic concept of this technique is to provide surrounding stimulation to consumers leading to selection. Thus, it is used for the main purpose of determining the feature most preferred by respondents (Churchill &amp; Iacobucci, 2002).</p> <p>Besides, the word “conjoin” showed that it has to do with the concept that the relative values of things considered jointly can be measured, but might not be measurable if taken one at a time (Johnson, 1974). Knowing this technique helps in planning marketing strategy. This is significant because this knowledge is useful for modifying present services and products and helps design new ones for selected buying public.</p> <p>Conjoint analysis carries a lot of assumptions. It is assumed that the respondents can identify the important attributes of a product. Moreover, the alternative choices in terms of the attributes are evaluated by respondents and trade-offs made (Malhotra et al., 2005). The main problem of this method is that the trade-off approach is not realistic (Aaker et al., 2001). Furthermore, the complexity of data collection is also a limitation of this method (Malhotra et al., 2005).</p>

For this study, MDS is the technique used for positioning of Yor Island. The main reason is the ability of this technique to identify the underlying attributes without

prior assumptions (Hair et al., 2010). Moreover, this technique can provide concrete and deep information (De Sarbo, Young, & Rangaswamy, 1997). To evaluate destination positioning, MDS represents the earliest application (De Sarbo, et al., 1997) because it provides a perceptual which reveals the relationship between competitive tourism destinations and preferred attributes (Kim et al., 2005). Perceptual mapping indicates the location of destinations and tourists' perceptions toward the attributes of destinations in terms of similarities and differences on a number of dimensions (Aaker et al., 2001; Chandra & Menezes, 2001; Kim & Agrusa, 2005; Padgett & Mulvey, 2007). Eventually, MDS can assist in determining the attributes of a destination that is the most satisfied by tourists (Chandra & Menezes, 2001). In the next section, this study looks at several models of positioning for inspiration.

## **2.6 Models Used in Past Positioning Studies**

The literature reveals that there are several kinds of models used in positioning research. The following five models however are considered important for reasons explained in Table 2.5.

**Table 2.5**  
**Summary of the Main Reasons for Presenting the Five Models**

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<b>Model 1:</b> Pioneering model by Ries and Trout (2001, 1986)	- Ries and Trout are the pioneers of positioning in the marketing field.
<b>Model 2:</b> Kotler's differentiation and positioning model by Kotler et al., (2003) and Kotler (2000)	- It is considered with interest in marketing and tourism literature. - Kotler is one of the world's foremost authorities on marketing and he is the one who applied marketing to tourism industry. - This model is adapted for this study.

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Table 2.5 (Continued)

<b>Model 3:</b> Market targeting and positioning decision model by Boyd and Walker (1990)	-They have given the meaning of market targeting and positioning and also managed to link the two terms in explaining the process of market targeting and positioning.
<b>Model 4:</b> Lovelock's model for positioning a service in the Market by Lovelock (2003) and Lovelock and Wirtz's (2004)	- Lovelock is the first person who applied positioning to service business in the market place.
<b>Model 5:</b> Model for positioning tourism destinations by Reich's (1999)	<ul style="list-style-type: none"> <li>- Reich is the person who applied positioning to a tourist destination.</li> <li>- He also indicated that positioning could be applied to any hospitality related product.</li> </ul>

Each model is selected according to the above-mentioned reasons and the essential concept and details of each model are described as follows.

### 2.6.1 Pioneering Model by Ries and Trout (2001, 1986)

Ries and Trout are the pioneers of positioning in marketing file. They said that the importance of using positioning in tourism lies in the fact that marketers needed to think in the terms of “differentness” rather than “bitterness”. Also, the essential principle of seeking out a distinctive place was accepted in the market, as it was war in the consumers’ mind (Ries & Trout, 1986). Thus, they presented a positioning theory based on three propositions: 1. The consumers have to live in the over-communicated society and are bombarded each day by unlimited information, 2. The mind of the consumer has developed protection system for the clutter, and 3. The only one way to get to the mind of the consumer is through simplified and focused message (Ries & Trout, 1986).

Later, Ries and Trout (2001) gave the new meaning for positioning as “how you differentiate yourself in the mind of your prospect”. They have realized that positioning is not what is done to the product, but rather what is done to the mind of prospect. In their perspective, the principle of positioning is expressed in the following terms: instead of beginning with yourself, you should begin with the mind of prospect; instead of asking what you are, you ask what position you already own in the mind of the prospect; and to change the minds of the society with communication is the difficult work, it will be easier if you work with what you really are (Ries & Trout, 2001 p.219).

Moreover, Ries and Trout (2001) and other writers have indicated that positioning is seeking for niche in the mind of the consumers and occupy them.

### **2.6.2 Kotler’s Differentiation and Positioning Model by Kotler et al., (2003) and Kotler (2000).**

Differentiation and positioning model presented by Kotler is widely accepted in marketing and tourism literatures (Hooley et al., 1998; Middleton, 2001; Morrison, 2002). Kotler (2000) has defined differentiation and positioning as “Differentiation is the act of designing a set of meaningful difference to distinguish the company’s offering from competitor’s offerings” and “Positioning is the act of designing the company’s offering and image to occupy a distinctive place in the target market’s mind” ( p.298). From the definitions, it can be analyzed that he has perceived the view of differentiation and positioning as a linked pair of planning activities. The first aspect of the planning is the focus and the realization of the difference between one’s own product and that of the competitors, and second aspect is planning how to promote this difference to the target customers and how to make them realize its value.

In choosing and implementing a positioning strategy, Kotler et al., (2003) has presented that the positioning task consists of three steps shown in Figure 2.1 below.

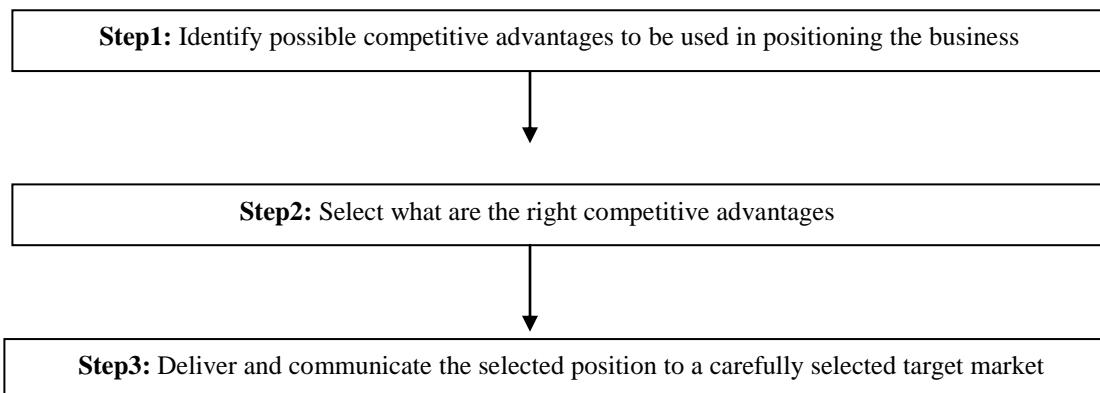


Figure 2.1: Three steps of Positioning Strategy by Kotler et al., (2003)

From the Figure 2.1 above:

Step 1: a company has to try to determine the advantage which can differentiate itself from the competitors such as physical attribute, location and services offered. However, it is impossible that every company is able to develop a significant competitive advantage. Some companies might be able to identify only minor advantage and sometimes none at all. Thus, each company needs to work continually to identify new advantages and use them to differentiate the company from its competitors to build market share.

Step 2: Kotler (1994) viewed that every product and service can be differentiated because buyers have different wants and they can be attracted to different offerings. However, a company needs to find a suitable way to be different from the competitors. The differences must have the following elements: 1) important: the difference presented must be highly beneficial to a sufficiently large group of buyers, 2) distinctive: it must be distinctive that nobody has ever presented it before, 3) superior: it is a difference which is higher than others and it boosts the same basic benefit as other

competitors, 4) communicable: it is a difference which can be communicated to and is visible to buyers, 5) preemptive: it is a difference which is hard to copy, 6) affordable: it is a difference which buyers can afford, and 7) profitable: it is a difference which makes the company gain profit.

For positioning, even though Kotler et al., (2003) agreed with Ries and Trout (1982) that the company should pick one consistent positioning message or a unique selling proposition (USP) and stick to it because the target market tends to remember the number one message better than other especially in a society flooded with communication. Kotler (1994) has added that positioning by using single-benefit might not be the best method. In some cases, the company can efficiently use double-benefit positioning. When many companies have cited the same identical character, it is necessary for the company to look for that special and unique quality to present to the target market. Besides, there are also some successful cases using triple-benefit positioning. The most important thing to realize is that the more the company increases the number of claims, the riskier the company may lose the clear positioning (Chandra & Menezes, 2001; Pike, 2004). Moreover, Kotler et al., (2003) has warned company to try avoiding the four mistakes on positioning.

Table 2.6  
The Four Mistakes in Positioning

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<b>Under-position</b>	Some company found that under-positioning obscures the consumers' view of the company's brand. Buyers do not truly realize the uniqueness and the difference of the brand.
<b>Over-positioning</b>	Over-positioning limits buyers on the brand image, due to the narrow options of the offerings used by the company for positioning.
<b>Confused-positioning</b>	The positioning that confuses buyers of the brand image because the company offers too many options to buyers or change positioning too often.
<b>Doubtful-positioning</b>	The company should avoid positioning that give unclear view of the products, prices and producers.

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Source: Kotler et al., (2003)

Step 3: after selecting positioning characteristics and a positioning statement, a company has to communicate its position with the target customers. Then, it needs to promote its major strength to the target customers to realize the value of this strength. Generally, companies will develop a memorable statement to communicate their desired positions. In addition, the decision of a company's position is determined by competing companies. Therefore, in the step of setting its positioning strategy, a company should reconsider its strong points in competition and select the position that puts the company in higher position than its competitors. In evaluating positioning, Kotler et al., (2003) has suggested perceptual mapping as a research tool, sometimes used to evaluate a brand's position. This technique can be developed by using customers' perception on a number of product attributes. Multiple maps plotting different attributes should be studied to get a good "feel" for the market place. The determination of the right position should be based on the requirements of importance, distinctiveness, superiority, communicableness, preemption, affordability, and profitability (Kotler et al., 2003).

### **2.6.3 Market Targeting and Positioning Decision Model by Boyd and Walker (1990)**

Boyd and Walker (1990) are two authors who clearly presented the concept of positioning research. They proposed that positioning concerned the perceived match between a particular product/ service offering and the target market.

Firstly, they have defined the meaning of market targeting and market positioning as follows. The market targeting means the determination of segment or segment within a market to which a business unit tries to market directly. The market positioning means the design of a marketing program and product that consumer desires. Additionally, the marketing program and product design will help the firm to have an advantage distinctive from the situation and competitors. After that, they linked the above-mentioned two items in the process of market targeting and market positioning.

They contented that evaluating the target market is important because customers' needs and competitors' action change all the time and that calls for adjustments to the change. They proposed that market segmentation be based on homogeneous requirements because it enables the marketer to create a marketing mix specifically designed to attract the chosen segment. At the same time, they contented that after the target segment is selected, there will be the issue of how the firm will present the position in a way that makes consumers perceive that it has benefited the consumer's desire and position the firm to stand out against the competitors. Boyd and Walker (1990) have presented an eight-step process for the perception of and decision on positioning for a new product or re-positioning a current product as depicted in Figure 2.2 below.

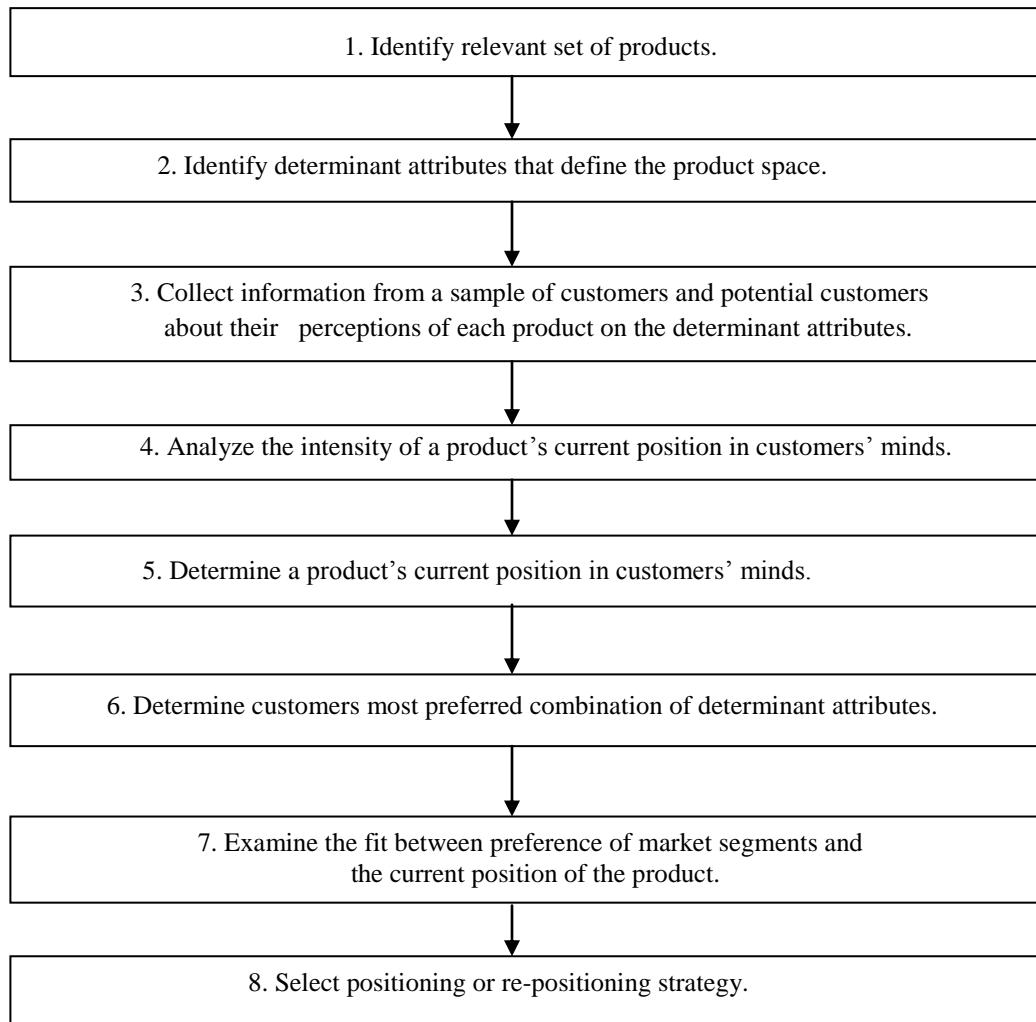


Figure 2.2: Steps in the Positioning Process by Boyd and Walker (1990)

For step 1, identifying a relevant set of competitive products can be done within a group of products, both from direct competitors and products which are considered as substitutes to satisfy the same basic need. For step 2, determining the attributes to be identified to create the positioning map in step 1 based on the analytical technique used by researcher. In step 3, collecting information from a sample of customers and potential customers can be done using plenty of techniques that can help marketers collect and analyze data on the perception of consumers concerning the position of products, and the identification of the determinant attributes based on those perceptions. These techniques include factor analysis, conjoint measurement, and multi-dimensional scaling.

Referring to the argument by Ries and Trout (1982) that marketer must reach the objective of developing a distinctive position, Boyd and Walker (1990) commented that this means being the first brand to be thought of by customers or to be evaluated as the best brand on at least one determinant attribute by ready-to-purchase customers. In step 4, which product brand is first thought of by customers, or having a top-of-mind awareness according to the target market is determined. For this, marketer should not focus on more than one attribute. Rather, it must concentrate on the attribute which is not strongly related to an existing dominant brand.

In step 5, the location of product position which relates to other products in the product space is analyzed. In this process, analysis can be done by using positioning maps with determinant attributes as the axes. The result from the analysis can help marketer to receive information about any gaps which is presently unfulfilled in marketing. Even though product positioning indicates that the product can be positioned in relation to the competitors in the mind of tourists, it is still limited in that it cannot tell the marketer the most appealing position to consumers. In step 6, the most favorite combination of the consumer towards determinant attributes will be done, and then the additional data concerning the desires of consumers towards the product will be collected. The data analysis can be done statistically in various ways such as factor analysis, conjoint analysis, multi-dimensional scaling, regression analysis and t-test.

In step 7, the market-positioning map can be used to indicate market segment by clustering consumers located around the point on positioning map. Doing so shows that there is one segment for the applicable variables. The size of segment can be presented on the map by using different sizes of circle to represent the segments. In step

7, marketer is informed in which position the product should be placed to attain the want and need of each segment and what positioning the competitors have.

In step 8, Boyd and Walker have presented five ways to select the location to position. First is the mono-segment position. It is to focus on market target at a single market segment. Second, multi-segment positioning is to seek a location between two segments which the company can create pleasure in the mind for needs and wants. Third, imitative position is to select in the same position as the formerly successful brand in the hope of attracting some segments of customers due to the advantages over the competitors such as a better-quality product or a larger advertising. Fourth, defensive positioning where business units can protect themselves by presenting similar product for its current market. Finally, anticipatory positioning will be used when the marketers feel that the demand could be higher, even though it is still low.

Overall, Boyd and Walker's model is likely to provide a useful tool for marketer to decide which market segment should be targeted and how to allocate resources and marketing efforts.

#### **2.6.4 Lovelock's Model for Positioning a Service in the Market by Lovelock (2003) and Lovelock and Wirtz's (2004)**

Lovelock is the first person who applies positioning to a service business in the market place. Lovelock starts his model by building difference between goods and services. He has defined this difference as the process of establishing and maintaining a distinctive place in the market for the organization and/or the presentation of its individual product (Lovelock & Wirtz, 2004).

Lovelock and Wirtz (2004) and Lovelock (1991) focus on applying positioning with three essential steps as basic process in developing positioning strategy for a service organization: 1) market analysis, 2) internal analysis and 3) competitive analysis (as shown in Figure 2.3).

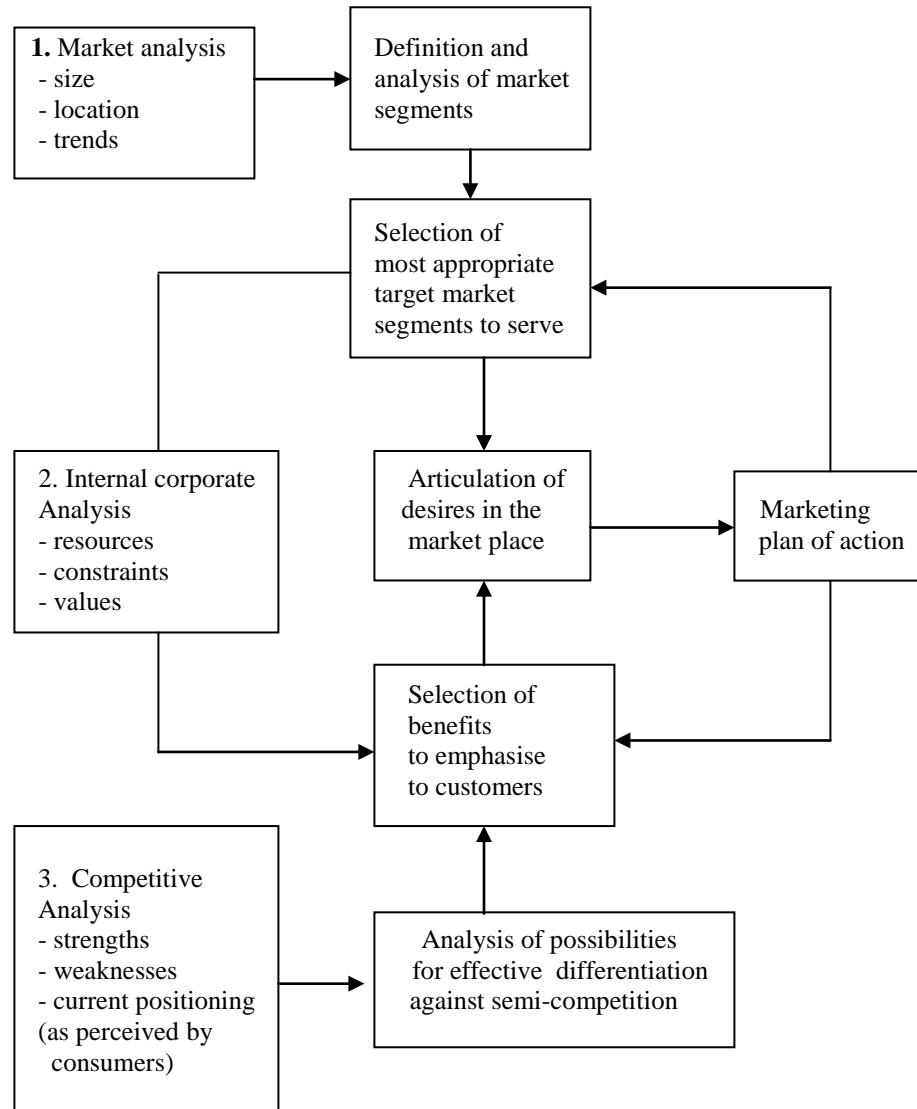


Figure 2.3: Developing a Market Positioning Strategy (Lovelock & Wirtz, 2004).

From the Figure 2.3 above, market analysis is necessary to determine the total factors, the trend of demand and the geographical location of the demand. It is also useful for considering the option to segment the market into parts and for evaluating the

size and the potential of those market segments. Internal analysis is the analysis of the company resources such as capital, labors, property, the company limits or conditions, the management value and target of these resources. The analysis findings will help the company in selecting suitable target market. Competitive analysis is the indication and analysis of the competitors. It helps a company identifies its strategic strong and weak points in order to create a selling point which is different from the competitors.

The results from the three analysis procedures will help in the development of a positioning statement. Besides, in order to build a positioning statement to gain success, the service organization must answer the following questions:

1. What is our product (or service concept)?
2. How does it differ from competitive offerings?
3. How well does it meet the needs of customers in different market segment?

In the process of location determination, Lovelock and Wirtz (2000) has indicated that market segmentation comes before market positioning. Lovelock is one of the marketers who focuses and pays attention to the priority of particular market segment. He stresses that even one consumer has several kinds of desires to buy. There are plenty of factors affecting the consumers' decision namely the objective of buying, time of buying (evening, day, week, season, and so forth), the person who makes the decision, the buying type such as buying on his/her own or buying in group, the position of the group, and the attributes of the product and service which have effects on the decision making. Some attributes are easy to quantify such as price or speed of service. Sometimes qualitative attributes such as atmosphere might be hard to determine. Lovelock and Wirtz (2000) has suggested the use of positioning maps to identify the

perception of consumers in order to compare it with the positioning presented by the company.

Furthermore, in the determination of position, Lovelock (2003) has recommended that as soon as a position is determined, marketer must be ready for the possibility of the same position being selected by competitors. The way to avoid this problem is to perform a detailed competitor analysis and to be aware of the dynamics of the market place. In addition, marketers should reassess their positions, and realize that positioning service is concerned with the development and the communication of the key product attributes.

In summary, Lovelock and Wirtz (2004) have presented the concept of positioning as a further step continuing from market segmentation. The position selected by marketer is important and necessary to the target market and it can make tourists realize that a destination is better in terms of service than its competitors.

### **2.6.5 Model for Positioning Tourism Destinations by Reich (1999, 1997)**

Reich (1999) has presented a positioning process applicable to several kinds of product relating to hospitality. Reich believes that efficient strategies require determining position of hospitality-related products in the market. Additionally, he believes that to determine a perfect positioning strategy, there is more than one processes involved in position determination. Thus, marketers should proceed in the most effective and efficient manner as possible. Based on his expertise and literature review, Reich (1999) has suggested the positioning process shown in the following Figure 2.4.

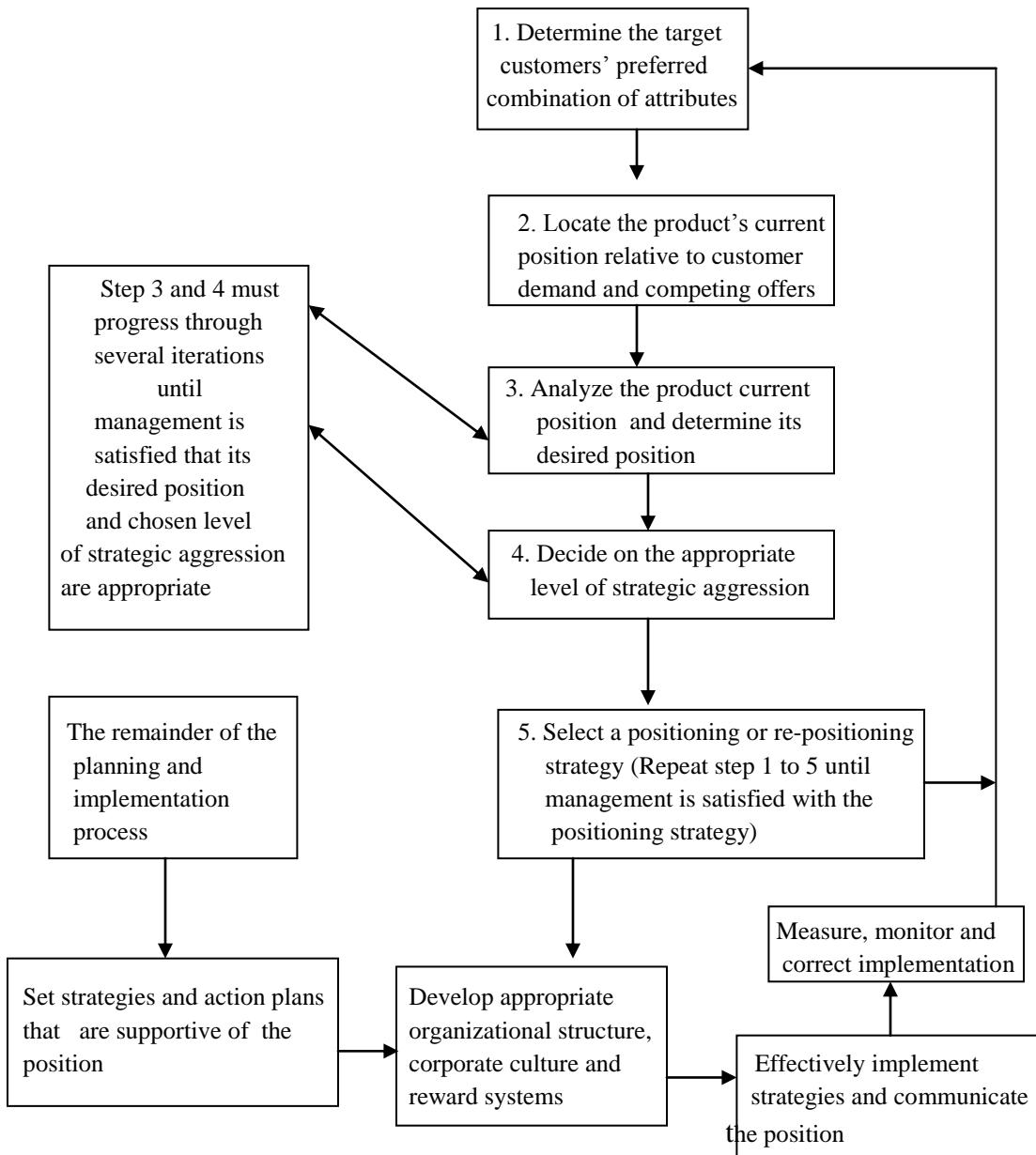


Figure 2.4: Model for Positioning Tourism Destinations by Reich 1999

The details of each step are as follows:

### Step 1: Determine the target customers' preferred combination of an attribute

Reich (1999, 1997) has pointed out that the first step in developing a positioning strategy entails a systematic identification of the target customers including

their demand, likes and dislikes. Sometimes, this step has been neglected, despite the fact that it can help marketers to avoid wasting their time analyzing market which is not their target market.

The identification of preferred attributes must use proper research methods (Reich, 1999). As the future desired attribute is the position a destination try to seek as a unique position in its market, it entails the study of customers' favors and competitors' offerings by asking consumers for what they desire in the near and long terms. Even though the data gained is valuable, it may not yield enough differentiation to determine a unique and defendable position.

**Step 2: Locate the product's current position relative to customer demand and competing offers.**

In the second step, apart from using positioning maps as recommended in other models, a market positioning model or linear positioning is used to 1) display the destination and its environment graphically, 2) help to explain and quantify the destination's position relative to competing firm, and 3) help to select the desired position in future. Reich (1999) contended that the market position of an organization tends to move back and forth in a linear manner. Market-positioning model is deemed superior to positioning maps as it represents the overall or linear position whilst positioning maps is positioning on the selected attributes. Thus, it is more valuable and useful for determining the specific future position than the overall current position.

### **Step 3: Analyze the destination current position and determine its desired position**

In Step 3, market positioning helps the destination by providing a graphic means of displaying position information. The desired position (the most effective combination of products to offer) of a destination should be indicated because this position will guide everyone on how to allocate the resources. Furthermore, it will show the impact of surrounding factors such as the economy, societal changes and competitors' actions which will determine the market position of a destination.

### **Step 4: Decide on the appropriate level of strategic aggression**

In this model, steps 3 and 4 must be repeated until the management is satisfied on the required strategic aggression to attain the desired position. They can decide the available options, whether it is proactive (identify the chance and do it before competitors), reactive (duplicate others as soon as possible), passive (do the same thing but with slight change because it is what the market expects), adaptive (adapt to suit the surrounding) or discordant (not a viable section, one that is acquired through poor performance, rather than chosen) and sometimes more aggressive strategic options which are necessary to attain the desired position.

### **Step 5: Select a positioning or re-positioning strategy**

Managing until reaching this step, a company will have obtained data concerning attributes of the desired target customers, the performance of destination and competitors and their current position, the desired position in the future for the geographic area, the forecast of competitors' positions and suitable level of strategic aggression. At this point, the marketer needs to start the process of deciding which

attributes to focus to attain the desired position. The model also proposes that before deciding on a position, the management must understand the attributes thoroughly and revise the surrounding factors to learn about the unique needs of its target market so that those needs can be satisfied.

All the above models offer some similarities and some distinctively different features. Again, all of them were selected on the basis of their remarkable marketing concepts and the significance of their adaptation to the topic of positioning in the present study. Comparing the models of Ries and Trout (2001) and the Kotler et al., (2003), it is evident that both focused on creating distinct differentiation in the minds of tourists. Lovelock (2003) proposed a positioning service model that involves developing and communicating key product attributes. Similarly, Kotler et al., (2003) also emphasized communication to target market. However, Boyd and Walker (1990) and Reich (1999) models did not mention this issue.

The five models discussed in above are significance and can contribute to the topic of positioning in current study. For this research, Kotler's Differentiation and Positioning Model (Kotler et al., 2003) would be applied. This decision was taken because they present in the key constructs in positioning. They focus in the issues of investigating to differentiate itself from its competitors and communicating the position to target customers. Besides, the concept of an analysis the market structure with ideal point was added to understand the competitive situation of market (Mackay et al., 1995). Consequently, the six steps of market positioning of Yor Island based on the application in the model of Kotler et al., (2003) and ideal point concept are outlined. As illustrate in Figure 3.48 (p.174), this model is practical for current study because of the ease and solidity of this model.

## 2.7 The Role and Significance of Domestic Tourism

It is widely accepted that tourism has become an essential factor for economic development around the world. The importance of tourism has been realized by the governments of many countries, as evidenced by establishment of department of tourism, stimulation of the sector as well as sponsoring tourism development (Mathieson & Wall, 1993). As a result, the tourism industry at the global level has grown continuously (See Table 2.7).

Table 2.7  
Global International Arrivals by Region Visited  
(million)

Year	1990	1995	2000	2005	2008	2009	2010
Europe	26.5	304.1	385.6	439.4	485.2	461.5	476.6
Americas	92.8	109.0	128.2	133.3	147.8	140.6	149.8
Asia and Pacific	55.8	82.0	110.1	153.6	184.1	180.9	203.8
Africa	14.8	18.9	26.5	35.4	44.4	46.0	49.4
Middle East	9.6	13.7	24.1	36.3	55.2	52.9	60.3
World	435.0	528.0	657.0	798.0	917.0	882.0	940.0

Source: United Nations World Tourism Organization (UNWTO, 2011)

According to the United Nations World Tourism Organization (UNWTO, 1995), global international tourism arrivals have increased by average 3.4% per year. In 2010, 940 million international arrivals were recorded, an increase of 6.6% more than that in 2009. In the long term, WTO (1998) has predicted in Tourism: 2020 Vision that tourism sector will expand at 4.1% yearly and the number of international arrivals will hike up to 1.6 billion. Moreover, it has been estimated by WTTC that tourism industry will increase the total direct and indirect economy by 10.9% (US\$8,971.6bn) in 2016. And it was predicted that the employment in 2016 would be increased by 279,000 jobs, or 9% of the whole employment (WTTC, 2006).

However, there are certain constraints that block the stable growth of international tourism. In some negative perspectives, tourism is perceived as the cause of environmental and social deteriorations and viewed as an upper class's activity and an extravagance which many locals cannot afford (Mitchell & Ashley, 2006). In fact, international tourism has continuously expanded despite many constraints. As a result, many countries have relied on international tourism to improve the economy of their countries (UNEP, 2001).

Obviously, international tourism is affected by uncontrollable factors such as earthquake, tsunami, economic recession, financial crisis, terrorism, political riots, epidemic and regional wars. Its effect is immediate and can be seen clearly from the diminished number of foreign tourists. Such circumstances have caused damages to the countries that have relied solely on income from tourism. To lessen these problems, many countries, especially the ones that rely on international tourism such as Thailand, have viewed domestic tourism as potential solutions.

Based on the United Nations Conference on International Travel and Tourism year 1963 in Rome, two groups of tourists, international and domestic tourists, are categorized to comply with the purpose of visiting tourists (Shantha, 2008). In domestic tourism, it is regrettable that the consensus on definitions of domestic tourism has not been accepted (Inskeep, 1991; Scheyvens, 2002). However, Singh (2009) defined domestic tourism as journeys or visiting of a person within his/her country. Besides, domestic tourist is perceived as people who reside in their country and travel to other places within their country for a period not over 12 months (UNWTO, 1995). In addition, Bull (1992) defines a domestic tourist as any person of a country travels from place to place within the country for a period of not less than 24 hours for the purposes

of visiting friends or relatives, recreation, entertainment, holidays, business, meeting, cultural activities, health or sport. On the other hand, a domestic excursionist is perceived as a traveler who travels in his/her country under the same purposes like tourist, but the hour of his/her travelling needs less than 24 hours (Smith, 1988). For this research, a domestic tourist defines as an individual who travels from place to place within the country for the purposes of visiting friends or relatives, recreation, business, education or any other purposes for a period not over 12 months.

In the past, domestic tourism was overlooked. Moreover, it was discouraged and kept untapped (Wang & Qu, 2004). Besides, the concept of domestic tourism in some developing countries was perceived negatively by society. For instance, domestic tourism in Malaysia during the 70's was being blamed for playing a part in spreading drugs and social problems. Subsequently, adults had obstructed and disallowed their children to travel (Mohamed & Yusof, 2004). In some countries, the infrastructures supporting tourism such as roads and hotels were scarce. At that time, acceptability of the culture of tourism and the purpose of traveling for leisure were non-existent. As a result, domestic tourism for recreation during those times was hardly found. Most of them traveled to visit their relatives and stayed at their relatives' house because accommodation was rare (Sheykhi, 2009).

As an increasing in per capita income and effects from industrialization, people have had more time because of mass production methods (Sheykhi, 2009). Moreover, many factors that pushed domestic tourism in a lot of countries to grow immensely are the growth of middle class in developing countries, the increasing travelling number of the lower middle classes (Scheyvens, 2002), the development and improvement in mass media such as T.V. networks as well as newspaper, transportation and communication

system, hotel, car-ownership and other facilities (Sheykh, 2009). Besides, the important motivation for domestic travel in some developing countries consists of visiting friends and relatives (VFR), a culture of leisure, business, gatherings of family, religious pilgrimage and western-style concept (Opperman & Chon, 1997; Scheyvens, 2002).

The fast development of domestic tourism in China has brought great attention to researchers (Cai & Knutson, 1998; Qiao, 1996; Wu, Zhu, & Xu, 2000). Since the 1990's, domestic tourism in China has been prominent and expanded faster than international tourism (Wang & Qu, 2004). The important factors stimulating the growth of domestic tourism in China are the increasing per capita income, the leisure time and the structural adjustment of China's national economy (Wu et al., 2000). Similarly, the factor motivating the growth of domestic tourism in many countries such as Brazil, India, Mexico and Thailand is the expansion of middle class which includes the participation of lower middle class (Rogerson & Zoleka, 2005).

In Kenya, domestic tourism was motivated through price reduction of accommodation for local people (Sindiga, 1996). In Cuba, a form of socially driven domestic tourism was encouraged by the state (Hinch, 1990). In Brazil, domestic tourism focused on middle and lower classes, advertisement via local newspapers and the concentrated strategy of price competition (Ghimire, 1997). Taking a trip to a national park and areas of scenic beauty is a form of leisurely travel for the people in Saudi Arabia, Sri Lanka and India (Bogari, Crowther & Marr, 2003; Buultjens, Ratnayake, Gnanapala & Aslam, 2005; Rao & Suresh, 2001). In Thailand and South Africa, the expansion of the development of a second house used as a vacation house is a new influence on flows of domestic tourism (Kaosa-ard, Bezic & White, 2001; Visser,

2004a, b). In Italy, the factors attracting domestic tourists are cultural activities and a good level of transport infrastructure (Carla & Ivan, 2010).

Besides, not only was domestic tourism developed outstandingly among groups of developing countries, especially in China and India, but it also played an economically important role in developed countries like USA, Canada, England and Italy. Consequently, many travel authors have concurrently indicated that domestic tourism accounted for approximately 80% of travelling activities worldwide (Bigano, Hamilton, Lau, Tol, & Zhou, 2007a; Carla & Ivan, 2010; Dieke, 2000; Neto, 2002; Scheyvens, 2002). As domestic tourists have increased swiftly in some countries, China and India for instance, the numbers of domestic tourists worldwide are predicted to increase in the same direction, and it is likely to increase more than international tourists (Ghimire, 2001). It confirmed prediction by WTO (1999<sup>1</sup>) that domestic tourists were going to be 3 times more than international tourists.

In economic and social contexts, the importance of domestic tourism was reflected in World Tourism Conference, 1980 (Mena, 2004). Clearly, the domestic tourism sector in many countries have contributed to attain the purpose of employment, economic growth, regional and rural developments, income equality and the increase of income in government sector (Shantha, 2008). Besides, in some countries, Malaysia and Indonesia for instance, domestic tourism was used to attain the purpose of achieving national unity and forge a national identity (Leong, 1997). More importantly, domestic tourism helped support tourism culture and it creates awareness concerning natural resources of the country and its conservation (Rao & Suresh, 2001).

It has been accepted that domestic tourism, when compared to international tourism, is less affected by external uncontrollable impacts. In addition, it is powerful to

a wider distribution of national income, and it can generate business to small enterprises throughout the country, as well as it can create the sustainability of the tourism industry (Dieke, 2000). However, in many developing countries, international tourism is still ranked first because of the much-needed foreign exchange earnings. Obviously, importance of foreign exchange earnings is still the main factor for developing and maintaining to a sector of tourism. Therefore, the promotion and advancement of domestic tourism in some countries are depended on the importance of attracting international tourists. Simultaneously, some countries are unable to avoid the important role and the expanding rate of domestic tourism in the future. Many countries like China, Russia, India, Nigeria, Iran, Kenya, Thailand and other countries have begun to improve their domestic tourism markets. Domestic tourism has been widely accepted as the essential factor that makes tourism industry thrives.

In Thailand, tourism is an industry that plays an important role in the national economic drive. Especially the period 1987 – 1996, called ‘the Golden Decade of Thai Tourism’. The number of foreign tourists arriving in Thailand has increased from 2.6 million in 1987 to 7 million in 1995 (Kaosa-ard, 1998). It is consistent with findings of Li and Zhang (1997) that international tourism is an originator of foreign currency and the main economic pole of Thailand. However, natural disasters, regional wars and other unexpected circumstances are negative factors that affect the number of foreign tourists (Neto, 2002). Similarly, tourism industry has suffered from many crises such as politics, disease outbreaks, natural disasters, economic recessions and high oil prices. Such factors have resulted in dramatic decrease of international tourists. Surprisingly, the growth of domestic tourism in Thailand has not been affected by such crises (Kamgut, Aus-sawatmongkol, Chumsavat, Pinmuang-juam, & Ratcha-ne korn, 2010). The

fragility and sensitivity of international tourism are weaknesses that make domestic tourism an interesting option in this industry (Leong, 1997).

The interesting of domestic tourism in Thailand can be seen from the success of the promotion campaign “The Amazing Thailand Year”. The number of tourists in Table 1.1 indicated that this campaign not only resulted in the increased in the number of international tourists traveling to Thailand, it has also encouraged Thai tourists to travel domestically. The success of this campaign has resulted in the increasing rate of domestic tourists which changed its direction from the negative to the positive from 1999 until the present (apart from 2009, when there was a lot of political turmoil all year round). Besides, the income from domestic tourism has continuously increased from 223,732 million baht in 2001 to 402,574 million baht in 2010 (see Table1.1), or an increase of 80% for the past 10 years.

The expansion of domestic tourism in Thailand did not happen because of the role played by TAT only. From 2000 until the present, the Constitution of the Kingdom of Thailand (year 1997) has assigned each Provincial Administrative Organization and Sub-district Administrative Organization to set a budget and plan tourism development within their area. In other words, TAT is responsible for national tourism plans, while provincial tourism belongs to the joint operations between Provincial and Sub-District Administrative Organization where the attractions are located (Thailand Development Research Institute, 2001).

In 2002, the Thai government set up the Ministry of Tourism and Sports to maximize ability of its tourism sector to compete in the global market. This ministry is primarily responsible for the planning and development of Thai tourism industry. Regulatory duties were transferred to the new ministry’s Office of Tourism

Development. TAT has changed its status to a state enterprise under the responsibility of this ministry. TAT is now primarily responsible for promoting domestic tourism as well as international travel to Thailand through marketing and public relations activities (Office of the National Economic & Social Development Board, 2007).

The Thai government not only adjusted the roles and responsibilities of units concerned with tourism, but has also extended the role of tourism, especially domestic tourism. Social role has been added to complement the economic role. It is the main role, even though the policy of Thai tourism development since 1997 has been using the concept of subsistent tourism development, the support of conservation, cultural restoration and tourism resource along with environment (Rit-tirak, 1997). However, most of the policies boosting Thai tourism have chiefly focused on marketing in order to attain the target of increasing the number of tourists and income.

In practically, such tourism supports are mainly operated based on extravagant use of natural resources, lacking maintenance and the consideration of maximizing the ability of subsistent competition (Office of the National Economic & Social Development Board, 2007). In the past, Pattaya, the main symbol of tourism of Thailand, was affected by environmental pollution. It used to be heavily polluted and hit crisis point with garbage problem and water pollution. Subsequently, Pattaya had lost a number of tourists due to its negative image (Tiamkerakul, 1996). Based on figures in year 2000, it shows that 1,699 tourist attractions in Thailand were deteriorated. In other words, more than half of the tourist attractions nationwide, a total of 2,879 attractions, need to be revived (Orarathmanee & Boonchai, 2003).

To find solution to counter environmental impacts, TAT changed its marketing policy by focusing on “high quality” target market with small number of tourists. In

2002, the United Nations has declared it as the year of eco-tourism. In order to adopt such concept, TAT has settled on a policy and strategy plan for tourism development in the form of alternative tourism. Clearly, the mass tourism in Thailand has been replaced by eco-tourism, agro-tourism, green tourism, and others (Sarobol, 2004). In 2006, alternative tourism was earnestly promoted by the concept of sufficiency economy of His Majesty King Bhumibol. The scope of works of His Majesty King Bhumibol's principle of sufficiency economy covers subsistent development in every area of Thailand (Office of the National Economic & Social Development Board, 2007).

To support tourism according to the policy of subsistent tourism, development plan and preservation of tourist attractions must be done along with marketing campaign (Tiamkerakul, 1996). In 2008, TAT domestic tourism plan concentrated on making the Thai people realize the importance of preservation of national tourism heritage. TAT encouraged Thai people to travel in their mother land hoping that they would feel attached to protect and conserve the environment and the attractions. Moreover, TAT believed that domestic tourism helps increase pride, civic awareness and community's responsibility towards local tourism products. In order to attain these goals, marketing activities were designed using different factors such as environmental awareness campaigns (Keep Thailand Beautiful, Thailand tourism Awards, etc.), educational campaign (Good Host Project), educational travel activities (Green Classroom, Pro-Travel New Generation Thai Program), domestic travel campaign (Tourism has become a part of life) and organizing the "Thailand Tourism Festival 2008". In order to give more motivation to tourists, TAT supported the aforementioned activities by advertising via television, radio, billboards, subway ads and promotional offers such as Amazing Cash Coupons, One Night one Price (TAT, 2008).

Clearly, domestic activities need to emphasize tourism balance in the social dimension which focuses on environmental preservation. Consequently, attractions that needed prompt restoration declined. In 2009, the number of them continued to reduce and only 138 out of 2,154 were left, which was only 6.4% (Ministry of Tourism & Sports, 2011<sup>2</sup>). Obviously, the promotion of domestic travel has lead to expectation of personal commitment to help protect and preserve national heritage. In 2012, the concept “New Heart for a Sustainable Thailand” was launched to stimulate domestic tourism. Based on this concept, TAT aimed to encourage domestic travelers to appreciate culture, environment and heritage as a way to promote subsistent tourism of Thailand.

Besides, Thailand's political turmoil, going on since late 2008, has effected to an increasing in social and economic problems. To reduce the problems of political riots, TAT has planned to add a new dimension in terms of building understanding among Thai people via the mechanism of domestic tourism. Therefore, domestic travel in 2012 will be used as a means of building national identity (Tore, 2011). It is in agreement with Leong (1997) who indicated that domestic tourism could be used to achieve national unity and forge national identity.

In the economic dimension, from the past until the present, domestic tourism has been developed and promoted to resolve the decrease in international arrivals. In other words, domestic tourism is a tool Thai government uses to alleviate the impact of the decreasing number of international tourists (Verrastro, 2010). Furthermore, it is also used to solve the problem of economic recessions and current account deficits (Wongkairat, Verawong, Panitchalearnnarm, U-saho & Suttharoad, 2001). In 1999,

Thailand encountered the problem of current account deficit because the expense rate of Thai tourists travelling overseas was growing rapidly.

In the past from 1999, Thailand used to face problem of current account deficit due to an increasing expenditure of outbound tourists. Based on statistic figures, the rate of Thai people travelling internationally increased 18.72% and 15.36% in 1999 and 2000 respectively (TAT, 2006). To solve such problem, TAT supported domestic travelling via marketing activities. The scheme called “Thais travel Thai” and the light and sound project called “The night at Arun Temple” were launched by TAT to encourage Thais to travel within the country (Wongkairat, et al. 2001). As a result, the rate of Thai people travelling internationally had since been reducing. It increased only 5.33 % in 2001 (TAT, 2006).

Besides, it has been accepted that domestic tourism in Thailand has played an important role to stimulate economic growth and employment level. With reference to the system of national accounts for tourism in 2003, the increase of one Thai tourist can generate national GDP by 6,214 baht and the increase of every 1,000 of Thai tourists can create 22 employments (Office of the National Economic & Social Development Board, 2007). Tourism industry can create 1.98 times multiplier effect to Thailand’s economic system. As this sector consists of many activities that can generate an increasing in the value added such production industry, restaurants, transportation, hotels and accommodation (Oraratmanee & Boonchai, 2003).

At the local level, domestic tourism has played an important role in income distribution to local areas. The promotion of inter-regional travel and travelling within region are important mechanisms that the Thai government uses to attain widespread distribution of income to provinces and rural areas, especially grassroots communities

(TAT news Room – TAT CORPORATE, 2008). TAT has supported tourism marketing by connecting within provincial groups and inter-region under the theme “travelling anywhere is not as happy as traveling in home country”. The target groups are family, elderly people, juveniles, working people, highly-paid people and seminar groups.

For instance, the road show “linking mountains to Thai seas” was organized by northern TAT, region 1-4, to encourage eastern tourists to travel to the central. The road show “Nakornchaiburin” was organized by northeastern TAT, region 1, to encourage travelling from Samutprakarn Province and Chonburi Province to Nakornratchasrima Province, Chaiyaphum Province, Buriram Province and Surin Province. However, like the study at macro-level, it was found that tourism development was unable to reduce the gap of income distribution. Most of the incomes and benefits from tourism at village level belong to highly-paid groups (Ministry of tourism & sports, 2008<sup>2</sup>).

Domestic tourism is not to be used as the only tool to attain economic purpose. Simultaneously, Thailand needs to rely on the income from international tourism. When comparing the spending patterns of Thais and foreigners, Thai tourists spent less on average and the number of days of stays was shorter (Ministry of Tourism & Sports, 2009<sup>1</sup>). As a result, the gains from domestic tourism were unable to subtract the entire loss from foreign tourism (Bank of Thailand, 2009; see Table 2.8). Consequently, tourism policy of Thailand is operated in the form of dual track to support both domestic and international tourism simultaneously (Orarathmanee & Boonchai, 2003).

Table 2.8  
The Direct and Indirect Effects of Foreign and Domestic Tourism

Items	Foreign tourism revenue lost (Hundred billion baht)	Domestic tourism revenue (Hundred billion baht)
Direct effect	-1.00	+1.00
Direct and indirect effect	-2.11	+1.80
- Service sector	-0.91	+0.93
- Transportation sector	-0.68	+0.43
- Manufacturing sector	-0.42	+0.35
- Other sector	-0.10	+0.09

Source: Bank of Thailand (2009).

The domestic tourists, whose numbers were six times more than international tourists in each year, has caused the increasing trend of domestic tourism income to similar level of income from international tourism (see Table 1.1). In addition, domestic tourists are less affected by political turmoil and external factors than international tourists (Office of the National Economic & Social Development Board, 2007). Clearly, the Thai tourism industry has been affected by political crises since 2008. This has directly resulted in not only the loss of international tourists' expenses or activities of related sectors such as restaurants, hotels and transportation businesses, but also causes the loss of income in the wider economy. To find solutions to this problem, the Thai government has officially declared tourism as a national agenda since 2010. Most importantly, domestic tourism was determined as an economic stimulator, especially in increasing the liquidity in tourism industry and income distribution to local areas.

In order to respond to the government's policy, TAT encouraged Thai people to travel inside the country more often via the campaign "Enjoy travelling Thailand, stimulate Thai economy". Moreover, the government has supported Thai tourists to travel more often domestically by allowing them to deduct travelling expenses of

20,000-30,000 baht per year from their personal income tax. (The Ministry of Tourism & Sports, 2009<sup>2</sup>). Locally, the Thai government has continuously supported organizing activities to stimulate more travelling in all areas. Furthermore, the government has assigned Sub-District Administrative Organizations to survey, create and develop new attractions in order to achieve the requirements of a target market (The Ministry of Tourism & Sports, 2009<sup>2</sup>). The success of this policy can be seen from the increase in the number of domestic tourists by 25.02% in 2010.

In the southern region, Songkhla has been selected by TAT to be a “Tourism City Center” (Office of the Governor of Songkhla Province, 1994<sup>2</sup>). Songkhla has diverse tourism products, either national destinations like cave, waterfall, beach and island, or manmade destinations like The Institute for Southern Thai Studies, Kimyong Market and Public Park. Besides, as a province with long history, Songkhla also has historical destinations, ancient and religious sites (Office of the Governor of Songkhla Province, 2002). Tourism is an economically powerful industry of Songkhla likewise other provinces in Thailand such as Chianmai, Chonburi, Krabi, Mae Hong Son, Phuket, and Suratthani.

Operating a tourism business in Songkhla is similar to many provinces in Thailand. It is based on the purpose to perfectly meet the requirements of tourists. In truth, there are many kinds of tourists. Thus, entrepreneurs in Songkhla have to increasingly diversify their service offering of tourism in order to attract as many tourists as possible. Many tourism products in Songkhla such as culture, environment, the way of life and souvenirs have been put on the market because they want to earn income from tourists (Kasetsiri, 1997). The effects on the people who lived in tourism areas can be seen from the changes of their daily activities socially, culturally and economically

(TAT, 1986). Consistently, Pongpisal (2006) indicated that tourism industry affects positively and negatively on the economic and social aspects of the people in Songkhla. On this point, Pearce (1981 cited in Pongpisal, 2006) revealed that when the people in tourism areas have seen or made contacts with tourists, positive and negative effects are going to happen.

On positive effects, Paiyarat (1995) indicated that the growth of tourism industry in Songkhla requires more basic factors and tourism facilities. The government has invested to develop infrastructures in tourism areas. Communication routes, electric system, piped water, telecommunication and financial services have been improved. At the same time, the private sectors of Songkhla have invested in facilities convenient for tourism such as accommodations, restaurants, transports and entertainment places. The investment by the government and private sectors in Songkhla not only cause the expansion of the related businesses, but it also leads to widespread investment in other industries which indirectly concern tourism. For instance, the development of shrimp farming at Ranote District, Songkhla Province, has been given support to be developed as the essential source of information for academic purpose and it has become the destination for tourists who run fishery business. The arrival of tourists has resulted in people in the area earning an income from selling souvenirs and services. Moreover, it has brought positive effects to the local products center of Sanamchai Sub-District, where most tourists visit to buy souvenirs and local foods before going to tourist attractions or other destinations.

Similarly, Pongpisal (2006) has revealed that the expansion of tourism around Sadao area since 1987 has caused more investment in Ban Dannok Thai–Janglon, Songkhla Province. The government has invested in infrastructures. The number 4

highway road from Hat Yai District to Sadao Border had been extended from two lanes to four lanes during the period 1987 - 1990. Furthermore, the people in Ban Thai-Janglon had just received piped water since 2000. Private sectors focused on business investment to meet the requirement of tourists. Commercial banks, public buses, hotels, apartments, rented houses, shops, restaurants and entertainment and service places such as karaoke bars and ancient massage parlors had increased. For instance, there were only four hotels at Ban Dannok Thai-Janglon in 1999, but that had increased to 10 and 20 in 2003 and 2004 respectively (Pongpisal, 2006). In addition, the expansion of tourism industry in the area of Sadao Border had caused positive results to the economy of Ban Thai-Janglon. In 2005, the people on average earned 7,000 baht monthly. In comparison, during the time before 1987, they earned 3,000 – 5,000 baht per month (Pongpisal, 2006).

In conclusion, the expansion of tourism in Songkhla Province has positive results on the economy, especially in the form of income to people and the increasing employment (Paiyarat, 1995). From statistical data, the expansion of tourism industry in Songkhla has relation to the increase in the number of hotel rooms from 5,779 in 1988 (TAT, 1989) to 7,793 in 1994 (TAT, 1995) and 10,580 in 2010 (Ministry of Tourism & Sports, 2010). Registration of tourism business in Songkhla increased from 45 in 1990 (TAT, 1991) to 84 in 1999 (TAT, 2000) and to 223 in 2010 (Ministry of Tourism & Sports, 2010). In addition, the average household income in Songkhla Province increased from 11,565 baht per month in 1994 (Songkhla Provincial Statistical Office, 1994) to 13,505 baht per month in 2000 (Songkhla Provincial Statistical Office, 2000) and jumped to 27,356 baht per month in 2009 (Songkhla Provincial Statistical Office, 2009).

Additionally, Nakkaew (2008) added that tourism has helped the people in each community to get together in order to do tourism activities; for instance, the group of agricultural housewives in Yor Island weaving fabric, the group of housewives in Dannok making aloe vera shower gel, the group of housewives in Nathawee District who make various kinds of desserts and the group of housewives who make Thai snack called “Koa”. It not only added extra part-time jobs to the community but also potential and income to the people in the community. Before returning, most Thai tourists usually stop by to buy products from the groups of community. Currently, there are 239 career groups in Songkhla Province (Thai Tambon Dot Com, n.d.). Obviously, gathering in groups not only makes the community stronger because people in a community are closer and harmonious, but also reduces the conflicts among them (Nakkaew, 2008).

However, the policy for promoting tourism in Songkhla was mainly based on the use of natural resources and the cultures in the community (Nakkaew, 2008). In addition, it was focused on increasing the number of tourists (Paiyarat, 1995). Subsequently, many destinations in Songkhla have deteriorated and need to be revived (La-ongmanee, 2001; Uthenaphan, 2003). Moreover, there was no good management system created to solve the increasing garbage problems in many destinations (La-ongmanee, 2001; Nakkaew, 2008; Pongpisal, 2006).

Economically, the expansion of tourism has affected the cost of living of the people in Songkhla. The prices of food, beverage, bus fare and renting of accommodation have hiked up. The groups of people who have low income have to be in debt (Pongpisal, 2006). Besides, tourism has resulted in the imbalance of income distribution. On this issue, Pongpisal (2006) indicated that most of the income from tourism did not spread to the people in Songkhla but fell into the hands of the well-to-do

groups of people in Songkhla or those who were from somewhere else. It was in agreement with findings of Cohen (1996) which indicated that the development of the tourism industry is likely to be infiltrated by external groups, as a result the income from tourism will not reach the local people entirely.

From the above discussion, it is clear that domestic tourism is an important sector that warrants the need for an effective marketing strategy that could help elevate its rate of success. That is why applying the concept of positioning to a domestic destination is a worthy effort to see how the concept can be helpful in boosting domestic tourism in the selected destination.

## 2.8 Conceptual Framework

Based on the literature review, a conceptual framework for the study is depicted in Figure 2.5 below.

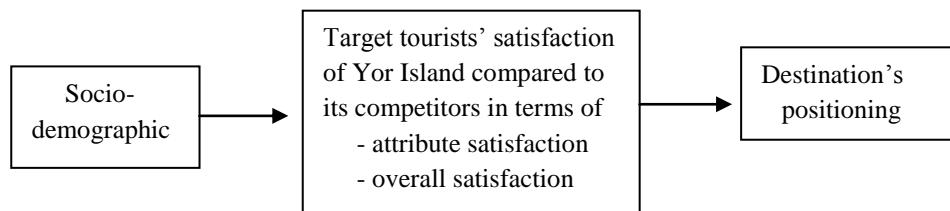


Figure 2.5: Conceptual Framework for Destination's Positioning

According to the framework, tourists' satisfaction has a positive influence on post-purchase behavior (Alexandris et al., 2006; Cronin et al., 2000; Fornell, 1992; Hallowell, 1996; Keaveney, 1995; Pritchard & Howard, 1997; Taylor & Baker, 1994). Tourists who are highly satisfied with the travelling experience at the destination are willing to return to the same destination in the future, and willing to recommend the destination to others (Beeho & Prentice, 1997; Bramwell, 1998; Juaneda, 1996; Kozak, 2001b; Kozak & Rimmington, 2000; Oppermann, 2000; Ross, 1993; Valle et al., 2006;

Yau & Chan, 1990). The willingness of tourists to return and recommend to others is a good base for strengthening the competitive position of a destination (Zabkar, Dmitrovic, Cvelbar, Brencic, & Ograjensek, 2007). Thus, measuring tourists' satisfaction against selected attributes of a destination and its competitors can contribute to the development of the destination's positioning strategy (Ibrahim & Gill, 2005).

The measurement of tourists' satisfaction in this study will focus on what has already existed in the mind of tourists (i.e., their perceptions) because it can provide strong attributes that can be used in destination positioning (Ibrahim & Gill, 2005). In addition, tourists' satisfaction should be analyzed in multi-dimensional perspectives (Valle et al., 2006; Yoon & Yusal, 2005). Hence, the attributes and overall satisfaction of domestic tourists are evaluated.

The concept of overall satisfaction implied a holistic evaluation after purchase (Fornell, 1992; Gnoth 1994). It includes both the perceived evaluative outcome of the holiday experience at the destination and associated expectations (Chon, 1989) these are important elements in the measurement of tourists' satisfaction. In this study, an overall tourist satisfaction can be estimated with a single item (Bigne et al., 2001; Chi & Qu, 2008; Fornell, 1992; Spreng & Mackoy, 1996; Tse & Wilton, 1988). Besides, tourists' satisfaction levels can also be evaluated through destination specific attributes (Baker & Crompton, 2000; Kozak, 2001a; Mai & Ness, 2006; Truong & Foster, 2006). Attribute satisfaction affects destination loyalty not only directly as an antecedent but also indirectly through overall satisfaction (Chi & Qu, 2008; Hui, Wan, & Ho, 2007; Oliver, 1993).

As mentioned in the review of literature, the demographic characteristics of tourists are important factors in analyzing tourists' satisfaction (Jodice, Norman, Kyle,

& Marsianko, 2006 cited in Esu & Arrey, 2009; Paulssen & Birk, 2007). Tourists with different demographic characteristics can guide their future heterogeneous behavior to a destination (Mittal & Kamakura, 2001). Therefore, socio-demographic variables, age, gender, income, marital status, occupation, education level and residence area are variables used as proxy of demographic characteristics.

## **2.9 Summary**

This chapter provided an overview of important matters in understanding positioning within the context of tourism. Then destination image, service quality, tourists' satisfaction and loyalty are discussed, followed by areas of research on the topic of positioning. Techniques and models used in past studies of destination positioning are also presented. The techniques used in the study are reviewed: factor analysis, cluster analysis, multi-dimensional scaling, correspondence analysis and conjoint measurement. Next, five positioning models are dissected and evaluated to choose the most appropriate model for the present study. These five models are selected from models developed by Ries and Trout (2001, 1986); Kotler, 2000/Kotler et al., 2003; Boyd and Walker (1990); Lovelock (2003)/Lovelock and Wirtz (2004); and Reich (1999). After that, areas of research that study positioning in Thailand are reviewed.

A review of the literature on domestic tourism is also presented to highlight the phenomenon of domestic tourism in Thailand and Songkhla Province which are the focus of this study. This chapter ends with a discussion on the conceptual framework of the study. The next chapter will discuss the methodology that is used to explore the research objectives of the study.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

The main objective of this research is to develop an optimum positioning of tourist destination from the perspectives of domestic tourists through a case study of the Yor Island in Thailand. In this study, tourists' satisfaction variables will be used to demonstrate the development of a destination's positioning strategy. In addition, the methodological issues connected to fulfilling the objectives are discussed.

This chapter describes the mixed methodology used in this study. Certainly, it involves both quantitative and qualitative data collection and analyses. As for this research, sequential exploratory mixed methods design (Creswell, 2003) was employed in order to meet the research objectives. This mixed methods design consists of two distinct stages. In Stage 1, a qualitative study (in-depth interviews) is undertaken to explore the internal and external environmental factors affecting the tourism of Yor Island to develop a measuring tool (questionnaire). In addition, these findings, the strengths of Yor Island, are also utilized to complement the analysis of questionnaire and focus group interview in Stage 2 in the process of selecting the right position of Yor Island. In Stage 2, the results of qualitative study (focus group interview) are used as a supplementary source of data. In other words, the results of focus group interview are used for validity checking, interpreting and analyzing the results of quantitative method.

Teddlie and Tashakkori (2003) proposed that the strengths of the mixed methods approach are: 1) the same issues can be collected from different perspectives; 2) an interpretation of the results can allow for greater understanding; and 3) the research

problems can be more comprehensively understood. Moreover, the aim of mixed methods research is to confirm and cross-validate research results by using two methods to minimize the weaknesses within each individual method (Teddlie & Tashakkori, 2003). Ultimately, qualitative method can provide a greater quality of data to make up for the limitation of quantitative method. Therefore, this study employed both approaches (quantitative and qualitative) to yield more comprehensive and meaningful data to answer the research questions and achieve the research objectives.

### **3.2 The alternatives (Yor Island and its competitors)**

In this study, the seven tourist spots (1. Yor Island, 2. Samila Beach, 3. Tonngachang Waterfall, 4. Hat Yai Municipal Park, 5. Kim Yong/Santisuk Market, 6. Sadao Border, and 7. Padang Besar Border) are selected to be as the alternatives. Many past researches state that tourists' selection of a destination is determined by important attributes of a destination (Goossens, 2000; Heung, Qu, & Chu, 2001; Kim & Prideaux, 2005; Kozak, 2002). The attributes of a destination can be divided into two categories, innate and manmade characteristics (Law, 1995). The primary category refers to innate characteristics of a destination such as natural resources, atmosphere, climate, beaches, sightseeing, and ecology. The secondary category refers to manmade characteristics such as entertainment, events recreation, hotels, resorts, and infrastructure. Then, a description of Yor Isalnd and the six destinations are set forth by classifying a destination's attributes into primary or secondary characteristics.

## 1. Yor Island



Figure: 3.1 Yor Island Homestay  
Source:[http://www.Thaivisiter.com/files/news/2010\\_09\\_19\\_161423\\_gy310te8.jpg](http://www.Thaivisiter.com/files/news/2010_09_19_161423_gy310te8.jpg)



Figure: 3.2 Tinsulanond Bridge  
Source:<http://gotoknow.org/file/krukin/ky4108.JPG>

Yor Island is a small island on the Songkhla Lake. It has recently become an important tourist attraction in Songkhla Province. The island is accessible via the Tinsulanond Bridge. Geographically, the island's coastal plain is suitable for agriculture such as a special kind of jackfruit called Jampada. Another famous island product is its hand-woven fabric. The followings are some of the interesting tourist destinations of Yor Island (Yor Island agricultural tourism center, 2008).

### 1.1 The destinations in terms of innate characteristics

#### 1.1.1 Yor Island Woven Fabric



Figure: 3.3 - 3.4 Yor Island Woven Fabric  
Source:<http://travel.sanook.com/gallery/galleryws/640441/1128900/>      Source:<http://www.kohyor.thaigov.net/pictour/work01.jpg>

Tourists can see an old and famous local handicraft of Songkhla Province. The local people of Yor Island have been weaving Yor fabric for more than one hundred years. It is a popular product with tourists and local people. At present, woven fabric of Yor Island is a five star OTOP product of Songkhla Province. When visiting Yor Island, tourists can see fabric weaving by hands and many shops on Yor Island sell the beautiful woven fabric products. There are more than 40 patterns of Yor Island woven fabric, especially the well-known Rajawat Pattern. Rajawat is a famous pattern from the past, and still is (Panupakorn, 2004).

### **1.1.2 Integrated Farming**



Figure: 3.5 Integrated Farming  
Source: <http://mueang.songkhla.doae.go.th/mu5.htm>

It is a combination agricultural which many kinds of fruits are planted together. It is an original southern agriculture which called in Thai “Somrom” plantation. Importantly, it is a natural way of agriculture without using chemical substances. Here, more than 50 kinds of fruits and flowers were planted on total 24 rai (= 9.6 acre). The entrance fee is only RM2.50. Once inside, tourists can taste seasonal fruits, see demonstration to make biological fertilizer, fruit wrapping, see various kinds of plants and learn trimming of trees and plant pest control (Rattanatri, 2005).

### 1.1.3 Sapodilla Plantation



Figure: 3.6 - 3.7 Sapodilla Plantation

Source: <http://blogging.com/data/d/daynight/picture/1252089763.jpg>

Source: <http://mueang.songkhla.doe.go.th/mu5.htm>

Sapodilla is one of the famous fruit originally planted on Yor Island since a long time ago. Some Sapodilla trees are 100 years old. Due to its sweetness and delicious taste, tasters have guaranteed that Yor Island Sapodilla has a better quality than the ones from other areas. Tourists pay RM1.50 as entrance fee to go inside the Sapodilla plantation to pick and taste the fruits. Information about planting and taking care of Sapodilla will be given to all tourists and Sapodilla harvesting will be demonstrated by the plantation owner too (Rattanatri, 2005).

### 1.1.4 Watching Snapper Breeding in Floating Net



Figure: 3.8 – 3.10 Snapper Breeding in Floating Net

Source: <http://www.oknation.net/blog/Chabatani/2011/01/03/entry-3>

Source: [http://www.siamfreestyle.com/images/content\\_images/attraction\\_images/skl/skl\\_att\\_570009014.jpg](http://www.siamfreestyle.com/images/content_images/attraction_images/skl/skl_att_570009014.jpg)



Source: <http://www.bloggang.com/data/d/daynight/picture/1252160620.jpg>

Tourists can see how to breed white snappers in floating net. Yor Island has the largest area for breeding of white snapper in Thailand. According to seasonal changes, the water condition in Songkhla Lake periodically changes from fresh to brackish to salty. Therefore, the white snappers raised in this area are called “three-water fish” and they are one of the most delicious white snappers. While watching how to breed white snappers, tourists will be given more information on steps to breed white snapper and feeding the white snappers in the net will be demonstrated. Furthermore, tourists can join the locals to feed the fish (Sungsavat, 2006).

### 1.1.5 Viewing Way Life of Local Fishing Folk



Figure: 3.11 – 12 Viewing Way of Local Fishing Folk Life

Source: <http://mueang.songkhla.doe.go.th/mu5.htm>

Source: [http://www.kohyor.go.th/images/travel/pic\\_tittle.php?file=fivwt20080618160820.jpg](http://www.kohyor.go.th/images/travel/pic_tittle.php?file=fivwt20080618160820.jpg)

In the morning, tourists can ride a long-tailed boat to enjoy natural beauty around the island. They can see and learn to use various kinds of local fishing equipment, namely fish traps called “Sai Nang”, “Sai Non” and other kind of fish trap called “Pongpang”, which consists of a long net laid across the sea. These kinds of fishing equipment were invented by the locals and passed through many generations (Sungsavat, 2006).

#### **1.1.6 Tasting Jampada-Kanoon (a Kind of Jackfruit)**



Figure: 3.13-14 Jampada-Kanoon

Source:<http://dailynews.myfri3nd.com/blog/category/agriculture/page6>

Tourists can taste Jampada-Kanoon, a local fruit on Yor Island. It is special because its shape looks like a jackfruit but it tastes like Jampada (a species of jackfruit genus *Artocarpus*). Besides, tourists can see demonstration of the use of local invention “Kroh”, a basket woven from coconut leaves that is used to wrap around a Jampada-Kanoon to protect it from Wanthong insect (Rattanatri, 2005).

#### **1.1.7 Tasting Gracilaria Fisheri Salad**



Figure: 3.15 Gracilaria Fisheri Salad

Source:<http://www.manager.co.th/Travel/ViewNews.aspx?NewsID=9510000119077>

Yor Island is the only place in Songkhla Province with Gracilaria fisheri. There is a lot of Gracilaria fisheri around the island. Gracilaria fisheri is a lower plant with high nutrients. According to medical discovery, it can protect people from several diseases, namely diabetes, high-blood pressure, hepatic disease, anemia and cancer. Tourists can taste Gracilaria fisheri in both fresh and processed forms, such as salad, clear soup with seaweed, seaweed jelly and seaweed juice. Gracilaria fisheri salad is a popular food amongst local people for more than one hundred years (Agricultural housewife group of Yor Island, n.d.).

## **1.2 The destinations in terms of manmade characteristics**

### **1.2.1 The Institute for Southern Thai Studies**



Figure: 3.16 – 3.17 The Institute for Southern Thai Studies

Source: <http://61.19.236.136/tourist/2009/images/90/90-1447/9.JPG>

Source: <http://blogging.com/data/daynight/picture/1252155530.jpg>

The institute was established in 1978 as a place to study Southern arts and cultures. The total area is 23 rai (= 9.2 acre). There are 4 buildings and all were built in Southern style. Inside the institute, tourist spots and information are provided for tourists. Therefore, tourists can both enjoy the sightseeing and learning about the culture at the same time. Tourist attractions found inside the institute are as follows:

### - Folklore Museum



Figure: 3.18 The Institute for Southern Thai Studies

Source:<http://blogging.com/data/d/daynight/picture/1252155042.jpg>

Southern folklore cultures are exhibited inside the building. The rooms are separated to display the ethnological history, ancient folk wisdom and Southern ornamental weapons such as dagger. Southern woven fabrics can also be seen inside such as woven fabric from Pattani Province. There are several rooms displaying folkdances like shadow puppets, Nora (classical Southern dance), Likaepra (musical folk drama), Southern way of life such as child plays and toys like playing kites, the ordination tradition and the ancient treatment (La-ongmanee, 2001).

### - Cultural Park



Figure: 3.19 -3.20 The Institute for Southern Thai Studies

Source:<http://blogging.com/data/d/daynight/picture/1252095754.jpg>

Source: <http://blogging.com/data/d/daynight/picture/1252095280.jpg>

Information is provided in an open set up and in the pavilion. In this area, visitors can enjoy both the information and sightseeing. The information is divided into sections, namely an ancient bead section, a shadow puppet section, a folklore technology section, an open area for viewing scenery, a tower for viewing scenery and the Nora statue (La-ongmanee, 2001).

#### **- The Cultural Information Technology Center**

It is an academic service center for cultural information, information concerning folks' wisdom and the folks' way of life. It consists of a sound museum, photo museum, local literatures, local document tower and the works of local important figures. Furthermore, The Institute for Southern Thai Studies has created an interesting and outstanding idea. It is a creative idea that uses suitable local innovation and materials to decorate the buildings and the surrounding areas, such as walls decorated and built from toddy palm wood, terrace and pavilion floors made from grinded Oncosperma Tigillaria Ridl wood and toddy palm wood , walls lined with bulrush mat, Yor Island woven fabrics, **Salacca** wood and woven bamboo. The birdcages were used to decorate the lamp posts and security guard box. The walkways and the tree pots were made from local stones (La-ongmanee, 2001).

#### **1.6. Khao Bor Temple**



Figure: 3.21 Khao Bor Temple

Source:<http://www.oknation.net/blog/suntawanyim/2009/10/18/entry-1>

Khao Bor Temple is an ancient temple on Yor Island. There is an elephant statue respected by Thais and foreigners (Chinese, Malaysian and Singaporean tourists). They believed that the statue is holy, so they bring flowers, candles, joss sticks and gold foils to pay respect to the statue (Bunro, 2008).

### 1.5. Tay Yor Temple



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วัดท่าบง กาญจนบุรี



Figure: 3.22 - 3.23 Tay Yor Temple

Source:<http://coconexteen.com/>  
20081012/ Entry

Source:<http://juntarasiri.blogspot.com/>  
2010/05/blog-post.html

Tay Yor is an old temple on Yor Island and was announced as a temple in 1768. It is a Thai style-house of a monk with jade floor, a valuable architecture in the temple. The building is more than 200 years old. The remarkable parts are the poles of the house which were not buried in the ground, a special character of Southern style of house building. Furthermore, there are ancient artefacts worth studying namely an ancient well, an ancient pool and a bell tower. In the rear of the temple stands a Lankan pagoda and it was assumed that the pagoda was built in 1880 (Bunro, 2008).

### 1.7. Tai Kong Shrine



Figure: 3.24 Tai Kong Shrine

Source:<http://www.kohyor.go.th/image/travel/Xqrqz20070515164012.jpg>

Tai Kong shrine was built before year 1857 by Chinese merchants who migrated to live and work on Yor Island. Tai Kong Shrine is a holy place for Yor Island villagers, who pay respect from the past until now (Bunro, 2008).

### 1.8. Somdej Chao Koh Yor



Figure: 3.25 – 3.26 Somdej Chao Koh Yor

Source:[http://www.oknation/blog/home/blog\\_data/262/24262/Images/p79.jpg](http://www.oknation/blog/home/blog_data/262/24262/Images/p79.jpg)

Source:<http://www.krusiam.com/community/forum/image/ReplyID0273016-PIC2.jpg>

Somdej Chao Koh Yor is enshrined in the monk house on the highest hill on Yor Island. Going up the hill to pay respect to Somdej Chao Koh Yor, tourists can have a bird's eye view of Yor Island. Somdej Koh Yor is respected and is the spiritual center of people of Yor Island other areas (Bunro, 2008).

## 2. Samila Beach



Figure: 3.27- 28 Samila Beach

Source:<http://picasaweb.google.com/Chnn23/yzOtBK>

Source:[http://img.kapook.com/image/Travel\\_1/s500.jpg](http://img.kapook.com/image/Travel_1/s500.jpg)

Samila Beach is a famous natural destination of Songkhla Province. It has white sandy beach and stunning view to attract tourists to visit the place (Utenaphan, 2003). At Samila Beach, apart from relaxing, appreciating beautiful view and breathing fresh air, tourists will get to enjoy different kinds of activities such as strolling, building sand castle, picnic and kite flying. Besides, many tourists enjoy playing beach sports such as beach volleyball and marine sports, especially windsurfing and riding banana boat.

The remarkable symbols of Samila Beach are the mermaid sculpture sitting on the tip of a cape and the Mouse Island and Cat Island as the backdrop of the mermaid. Undoubtedly, these remarkable symbols are the famous spots for tourists to take photos. These symbols are not only the symbols of Samila Beach but also the most famous symbols of Songkhla Province. Importantly, there is a legend behind all of them.

According to legend, a dog, a cat and a mouse, traveling on a Chinese sampan stole the merchant's magic crystal and tried unsuccessfully to swim ashore and drowned. The mouse and cat became the islands in the Songkhla Lake while the dog died on the shore and became the hill called Hin Khao Tang Kuan near the bay. Totally destroyed, the crystal then became the white sandy beach called Hat Sai Kaeo, which literally means crystal sand beach (Genius Adsense Publisher, n.d.).

Samila Beach is located in Songkhla City, Muang District, Songkhla Province. It is far from fresh-food market (Supsin Plaza market or Municipal fresh-food market) approximately 2.5 kilometers away. Traveling to this tourists' destination is convenient and safe with four-lane road paved with tarmac. Tourists can travel to Samila Beach by their personal cars, buses or motorcycles.

There is a five-star hotel (BP Samila Beach Hotel and Resort) located at Samila Beach. Inside the hotel, besides rooms and restaurants provided for guests, there is also a conference room which seats 500 people. Samila Beach is not a private beach. Therefore, tourists can see many restaurants lined up along Samila Beach road. There are various kinds of foods provided for tourists such as Thai, Chinese, Muslim and seafoods. Several restaurants at Samila Beach are famous restaurants of Songkhla Province.

Furthermore, many tourists, especially from Bangkok, enjoy shopping at Samila Beach because there are good qualities and standardized souvenir shops selling products at reasonable prices to tourists. Most of the merchandises sold are souvenirs and outstanding OTOP products of Songkhla and nearby provinces such as Yor Island woven fabric, salted fish, shadow puppet and silverwares (Uthenaphan, 2003).

## 2.1 The destinations in terms of innate characteristics

### 2.1.1 Son-On Cape



Figure: 3.29 Son On Cape

Source: <http://www.Rdgo.th/songkhla2/93.0html>

Son-on cape is a cape formed by sand dregs swept up by waves and tides which piled up horizontally and stretched into the sea. Son-on cape has a long curvy beach connected to Samila Beach. Son-on cape is the only place in Songkhla Province with densely growing sea pines. The sea pines in this area not only give shade, but are also the unique character of Son-on cape. Tourists prefer going for a drive to view the beautiful vista of Son-on cape. At the end of Son-on cape is the significant tourists' destination and relaxing place of Songkhla Town. Two-sea Park is a tourists' attraction decorated beautifully with colorful flowers. Moreover, at the end of Son-on Cape, the statue of Admiral Prince Krom Luang Chumphon Khet Udomsakdi, the 28<sup>th</sup> son of King Rama V and founder of the Royal Thai Navy is enshrined. The area is shady because it is covered with plenty of big pine trees. Interestingly, it is also a fishing area for those who loved fishing during day-offs as it is shady (Uthenaphan, 2003).

### 2.1.2 Nu Island and Maeo Island (Mouse and cat Island)



Figure: 3.30 - 31 Mouse and Cat Island

Source:<http://www.oknation.net/> Source: <http://www.Rdgo.th/blog/Print.php?id=580651> <http://www.Rdgo.th/songkhla2/93.0html>

The most well-known symbols of Songkhla province are found at Samila Beach.

First, the mermaid statute is the most popular symbol tourists want to take pictures with.

The other well-known symbols of Songkhla Province are the Mouse Island and Cat Island. Both islands are located off the shore of Samila Beach. According to the legend, a dog, a cat and a mouse traveling on a Chinese sampan stole the merchant's magic crystal and tried unsuccessfully to swim ashore and drowned. The mouse and cat became the islands in the Songkhla Lake while the dog died on the shore and became the hill called Tang Kuan Hill near the bay. Totally destroyed, the crystal then became the white sandy beach called Sai Kaeo Beach, which literally means crystal sand beach (Genius Adsense Publisher, n.d.).

## 2.2 The destinations in terms of manmade characteristics

### 2.2.1 Tang Kuan Hill



Figure: 3.32 - 33 Tang Kuan Hill

Source:<http://www.bloggang.com/data/i/find/picture/1268442504.jpg>

Source:<http://board.palungjit.com/attachment.php?attachmentid=714048&stc=1&d=1250272893>

Another charming attraction located at Samila Beach is the Tang Kuan Hill. This is the location of the famous Vihan Daeng Pavilion, the royal pavilion built during the reign of King Rama V. An additional attraction is a hill-top Dvaravati Stupa built during the Nakhon Si Thammarat Empire housing the Lord Buddha's relics. From this hilltop, visitors can admire a panoramic view of the city and the Songkhla Lake. Every October, there is a festival to drape the Stupa with a cloth and to offer alms to monks who descend to the foot of the mountain to receive alms. In addition, monks who travel by boat from other temples in Songkhla would proceed along the waterfront so that the local residents can offer alms and pull their boats, which are considered highly merited (City Travel, n.d.).

### 3. Ton-ngachang Waterfall

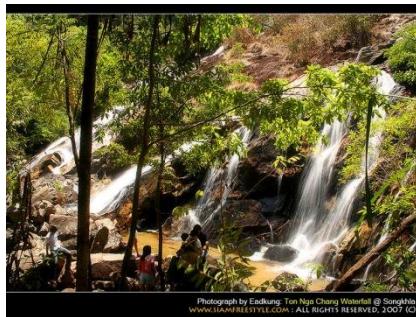


Figure: 3.34 Ton-nga-chang Waterfall

Source:<http://www.siamfreestyle.com/travel-Attraction/songkhla/tone-nga-chang-waterfall.html>

Ton-nga-chang Waterfall is a huge and the most beautiful waterfall in Songkhla Province and in the South of Thailand (Wikipedia encyclopedia, n.d.<sup>1</sup>). It is located in Ton-nga-chang Wildlife Conservative Area, Tungsao Sub-district, Hat Yai District, Songkhla Province. It is 1,500 meters tall and the water falls throughout the year. Ton-nga-chang Waterfall has seven levels and each level is beautiful. The third layer is the

most fascinating; the water is white and splits into two falling streams that look like elephant tusks. Thus, it becomes the name of this waterfall (Wikipedia encyclopedia<sup>1</sup>, n.d.). Most people prefer visiting Ton-ngachang during rainy season (May-December). Plenty of water falls during rainy season adds more charm to the waterfall, and Ton-ngachang looks very beautiful during the rainy season (Uthenaphan, 2003).

Ton-ngachang Wildlife Conservative Area is a tropical rain forest. Tourists are able to experience varieties of lush plants such as Parashorea Stellata, Kurz, iron wood, red cheesewood, Memecylon myrsinoides Blume, Pukhao Rattan and Zamba Rattan. There are numerous species of wild animals (355 species) in the area, such as wild elephants, pig-tailed macaques and clouded leopards. 13 species of nearly extinct wildlife are found in the area, such as Lar gibbon, linsang and Banded palm civet. There are also two species of protected animals, namely *Tapirus indicus* and *Naemorhedus goral*. Moreover, Ton-ngachang Wildlife Conservative Area is a potential bird watching spot as there are 209 species of bird in 42 families and four species of nearly extinct birds, namely Crested Fireback, Black - Crowned Hornbill *Berenicornis* and Helmeted Hornbill (Liangpornpan, 1997).

Most tourists visiting Ton-ngachang Waterfall are Thais who live in Songkhla and nearby provinces. Traveling to Ton-ngachang Waterfall is convenient and safe. Tourists can travel to Ton-ngachang Waterfall by car, hired minibus, bus and motorcycle. Ton-ngachang Wildlife Conservative Area provides accommodation, camping areas and camp fire grounds. Besides, there are restaurants, beverage stalls and souvenir shops servicing tourists (Uthenaphan, 2003).

#### 4. Hat Yai Municipal Park



Figure: 3.35 - 38 Hat Yai Municipal Park

Source:[http://region6.prd.go.th/si/upfile/k\\_songkhla/009.jpg](http://region6.prd.go.th/si/upfile/k_songkhla/009.jpg)

Source:<http://www.watchvideo.biz/rp82C81BlytFO>



Source:<http://btgsf1.fsanook.com/album/files/jpg/225/1128766.jpg>



Source:<http://upic.me/i/85/Snv34874.jpg>

Hat Yai Municipal Park is a natural relaxing place located near Hat Yai city, at the furthest only six kilometers from Hat Yai downtown. It is located on a piece of flat land next to Korhong Hill covering an area of 914 rai (= 365.6 acre). The park is shady with plenty of trees. Gardens are planted with numerous kinds of flowers with sweet scents and many colors which attracted many tourists to visit and take photos. A small zoo with several species of animals, especially birds, is found in the park. Fresh water crocodiles, the most popular among tourists, can be seen here too (Fasai-it, n.d.).

Upon entering the park, visitors are greeted by the prominent and big reservoir decorated with a beautiful fountain. Next to the reservoir is a pavilion where tourists like to visit to relax and feed the fish. Inside the pavilion, there is a service for foot massage;

most of the customers are adult tourists. The service for paddle boat is the most interesting service for tourists who are children. There are more than 50 colorful paddle boats in the park. Moreover, there is a famous restaurant in this park (Fasai-it, n.d.).

Tourists not only go to relax and appreciate the natural beauty of this park, they also go there to do their favorite activity, to pay respect to holy objects. The statue of King Rama V is enshrined at the foothill. Local people and tourists like to come here to pay respect to him and ask for success, especially success in trading. In addition, the exquisite architecture of the buildings found in this place has been widely accepted. As a result, it has attracted countless photographers and photography teaching schools. At night, the fountains on both sides of the statue of King Rama V are lit by pink lights, revealing an attractive sight to passers-by (Touron Thai, n.d.).

Besides, a great number of tourists would drive up to the hill to pay respect to the statue of Maitreya, or someone called a smiling Buddha. It is a big statute and very beautiful. Tourists prefer to go there to take photos and ask for blessings. They believe that after paying respect, they will be healthy and rich. In the same area, the next favorite activity after paying respect to Maitreya is walking under the dragon arch to pay respect to Guan Yin. They believed that walking through the dragon arch will bring luck. At the nearby area, the statue of a huge white jade Guan Yin is enshrined. Its height is 9.90 meters and the posture is called wish granting. The statue was carved by a Chinese sculpture from Hebei Province (Poondée, n.d.).

Next, tourists will drive further up to pay respect to Pra Buddha Mongkol Maharaj, a huge standing statue that can be seen from afar. Moreover, the name was conferred by H.M.K. Bhumibol Adulyadej. More importantly, this Buddha statute is the holy image of the people of Hat Yai. Most of the people who travel to Hat Yai will come

to pay respect to this Buddha image for luck. After that, they will drive further up to the top of the hill to pay respect to Brahma. Before reaching the top, they would stop to watch the beautiful scenery at different vista points. Upon reaching the Brahma shrine, tourists will see the huge and magnificent Erawan or Airavata (an elephant with three heads) statue seated in the front part of the shrine. Also, around that area there are statutes of Shiva, Sri Maha Uma Devi and Phra Pikanes. The willingness of tourists to show appreciation to Brahma can be clearly seen from the numerous elephant statues and marble chairs donated by them, the red talismans tied to trees and the remnants of firecrackers lit by tourists day after day (Poondee, n.d.).

Apart from paying respect to the sacred objects, tourists also go up to the hill to view the stunning vista of Hat Yai town and Songkhla Lake farther away. Certainly, it is a significant viewing spot, especially late in the afternoon before sunset. Tourists watched as the sun gradually sink into the horizon and the colors of the sky slowly and beautifully turns into a splendid orange ambiance. As darkness starts to set in, hundreds of lights from buildings start to illuminate until all of them fully light up the town. The lights at night in Hat Yai are exceptionally radiant and worth viewing (Poondee, n.d.).

The Hat Yai Municipality has organized many activities to promote tourism of Hat Yai Municipal Park, such as music festivals at the park on every Saturday and Sunday afternoons. Besides, two main activities, ice lantern festival (November – February) and Hat Yai Lantern Festival (January – April), are organized every year. 2012 is the 6<sup>th</sup> consecutive year the Hat Yai Lantern Festival has been arranged. Tourists appreciate beautiful lanterns in various forms under the colorful night atmosphere. For example, there are lanterns of great serpent in the center of the water, lotus flower, auspicious kylin, flock of Macaw and Hornbills, dragons playing with waves to

welcome the dragon year, cartoon in the form of an onion (Emoticon cartoon) and guardian robots for Children's day Festival and Chinese Festival.

Hat Yai Ice Dome is a festival being held for three consecutive years in a big dome with an area of more than 1,700 square meters at a temperature of -15°C. Inside, tourists can watch ice sculptures being carved from more than 10,000 pieces of ice. They are 30 ice sculptors from China who are skillful and possessing special techniques from Harbin and Heilongjiang Province of the People's Republic of China. The various forms of ice sculpture created during the festival reflect the uniqueness of both Thai and international themes, such as Chakri Maha Prasat Throne Hall, Grand Palace, Hat Yai Municipality Emblem, TAT Mascot, Guan Yin, The Tiananmen Square, Merlion, Pink Mosque at Putrajaya, and Arch of Bali (Hat Yai Municipality, n.d). Traveling to Hat Yai Municipal Park is convenient and safe. Tourists can travel there by their personal cars, bus, hired vehicle (tuk-tuk) and motorcycle.

## 5. Kim Yong Market



Figure: 3.39 - 40 Kim Yong Market

Source: <http://www.siamhelthandbeauty.com/>

Source: [http://www.pbase.com/boon3887/kim\\_yong\\_market\\_kim\\_yong\\_market\\_01-300x225.jpg](http://www.pbase.com/boon3887/kim_yong_market_kim_yong_market_01-300x225.jpg)



Figure: 3.41 - 42 Kim Yong Market

Source:<http://fram5.static.flickr.com/>      Source:<http://www.hatyaicity.go.th/>  
4061/4242820521\_924bc882b1\_z.jpg      files/conte/pic\_static santisuk.jpg

Kim Yong is an old market of Hat Yai City. There is a saying that “coming to Hat Yai without going to Kim Yong market is like not arriving at Hat Yai yet”. Thus, Kim Yong market is identified as the symbol of Hat Yai City. Kim Yong market was established in 1928 by Mr. Chee Kim Yong, a Chinese baron. Therefore, the full name of this market is Chee Kim Yong. The unique character of this market is that it is a rotating market with merchants taking turns to sell their merchandises. In the early morning, it is a fresh market that sells various perishable foods. Late in the morning, it turns into a market that sells general goods such as clothes, snacks and dry products (Aranyikchon, n.d.).

Kim Yong market is located in a two storey building on Supasanrangsang Road. In the past, this building was the location of Chaloemthai Cinema (Wikipedia encyclopedia<sup>2</sup>, n.d.). Most of the merchandises on the top floor are electrical appliances; general products are sold on the ground floor. Nearly all kinds of products are generally sold in this market such as clothes, shoes, snacks, cosmetics, electrical appliances, toys, watches, glasses and kitchen utensils. Kim Yong market is famous amongst tourists and local people. Tourists can buy almost all kinds of products at tax-free prices (Pornrattanacharoen, 2007).

The other market that is just as famous as Kim Yong Market is Santisuk Market. It is located on Nipat-uthit 1, 2 and 3 Road, not far from Kim Yong Market. Santisuk Market is the biggest source of electrical appliances in Hat Yai city. The commonly available merchandises in this market are pen, toy watch, computer game, telephone, radio, stereo, video, VCD and television. Tourists from Bangkok prefer to shop there as there are many kinds of merchandises selling at prices cheaper than those sold in Bangkok. Roasted chestnut is one of the most popular goods bought by tourists in this market (Wikipedia encyclopedia, n.d.<sup>2</sup>).

## 6. Sadao Border



Figure: 3.43 Sadao Border  
Source:<http://upload.wikimedia.org/wikipedia/commons/1/1d/Danok>



Figure: 3.44 Duty Free Complex  
Source:[http://www.oknation.net/blog/print.php?=266891\\_sada\\_boder\\_crossing1.jpg](http://www.oknation.net/blog/print.php?=266891_sada_boder_crossing1.jpg)

Sadao Border is located in Thai – Janglone Village, Samnakkham Sub-district, Sadao District, Songkhla Province. Sadao Border is 57 kilometers from Hat Yai city. There are bus services from Hat Yai city to Sadao Border all day long. Tourists can travel to Sadao Border by their personal cars, minibus and bus. Many tourists, especially those from Bangkok and other regions, prefer Sadao Border as they feel like they are going overseas. Shopping is the main activity of Thai tourists who go to Sadao Border.

The shopping center on the Thai side is on Thai-Janlon Road, Soi 2. In the area, there are stalls lined up on both sides of the street. Most of the goods sold are from Malaysia. Thus, most of the goods are not much different from those found in Kim Yong Market (Chaiyapruk, 2008).

Thai tourists going to Sadao Border prefer the Duty Free Complex. This Duty Free Complex is a medium-sized air-conditioned mall. The goods sold here are divided into various departments, such as cosmetics, consumer products, kitchen utensils and auto merchandises. On the second floor are various merchandises, such as male and female clothes, female handbags, traveling luggage, glasses and watches. The favorite goods bought by Thai tourists are mostly chocolates, snacks, dry foods, canned foods, tea, coffee and liquid soap. The goods are tagged in Malaysian Ringgit but Thai tourists are able to pay in Thai Baht.

Sadao town, especially on both sides of the highway before the border gate, has grown tremendously over the last few years. A growing nightlife in the area caters mostly to Malaysian who crosses the border looking for a good time. As a result, there are lots of karaoke bars, nightclubs, hostess and go-go bars on both sides of the highway. In addition, a lot of good traditional Thai massage parlors that offer both body and foot massage are also found in the area (Wikitravel, n.d.).

## 7. Padang Besar Border



Figure: 3.45 Padang Besar Border

Source: <http://srv.fotopages.com/1/4726703/Padang-Besar-Thailand.jpg>

Padang Besar is a border town at the Malaysia-Thailand border in Sadao District, Songkhla Province, Thailand. The municipality, granted town status (thesaban mueang) since 2004, covers parts of the sub-district (tambon) of Padang Besar. The road and rail track at Padang Besar cross the international border into Malaysia. The road checkpoint is located about 1 km outside town on the road to Sadao. The town on the Malaysian side is also known as Padang Besar. All rail passenger formalities, including for exiting Thailand, are carried out at the Padang Besar railway station on the Malaysian side, which serves as an integrated customs, immigration and quarantine checkpoint for both countries.

Similar to Sadao Border, many Thai tourists prefer to visit this area because they want to have an experience of going overseas. Shopping is the main activity of Thai tourists who visit this border town. Textiles, clothing, handicraft, foodstuff, fruits and souvenirs are various goods sold in this town (Hall & Shen-Li, n.d.). Some tourists prefer to do their shopping at the Duty Free Complex.

## 7.1 The destinations in terms of manmade characteristics

### - Tham Khao Rup Chang (Cave of the Elephant Fountain)



Figure: 3.46 Khao Lop Chang Temple

Source:<http://hatyaiok.com/webboard/forum.php?mod=viewthread&tid=50>

Apart from shopping at Padang Besar Border, visiting Tham Khao Rup Chang is one of the activities that interests tourists. Tham Khao Rup Chang is located within the area of Tham Khao Rup Chang temple. It is a natural tourist attraction located in Padang Besar Sub-district, Sadao District, Songkhla Province. Tham Khao Rup Chang consists of 3 big limestone caves standing next to each other. When looking from outside, it is a range of hills that looks like elephants standing in a line. The inside of the caves are stunningly beautiful with stalactites hanging from the ceiling of the caves. The stalactites are curly and very old. In the center of the first cave is a big and magnificently decorated statue of Buddha. The atmosphere inside the cave is relatively cold. The air is clear and flowing all the times. In the second cave, the stalactites are more beautiful than the first cave and there is a huge reclining image of Buddha and statues of anchorite and Vishnu to which tourists like to pay respect. The third cave is in the uppermost part. A Buddha image and a statue of Guan Yin are inside. At the back of the Guan Yin statue are mural paintings of angels, giants, demons and other kinds of images (Uthenaphan, 2003).

Tham Khao Rup Chang is abundant with various plants, both small and big. Furthermore, it is the habitat of many kinds of birds that chirp sporadically. The

atmosphere is shady and the air is comfortably cool all year long. Consequently, it is a destination where tourists go to relax throughout the year. Especially during weekends and public holidays, such as Chinese New Year and New Year, a large number of both Thais and foreigners visit Tham Khao Rup Chang. Traveling to Tham Khao Rup Chang is convenient and safe. Tourists are able to get there by their cars, hired vehicle and motorcycle (Uthenaphan, 2003).

Tham Khao Rup Chang provides lodging to accommodate approximately 1,000 tourists free of charge. However, tourists can make donation as they wished. Besides, the temple provides vegetarian foods without charge to serve tourists and those who stay overnight. There are no restaurants inside the temple as non-vegetarian foods are not allowed to be eaten within the area of the temple. As a result, there is only a beverage and ice cream stall to service customers (Uthenaphan, 2003).

### **3.3 Research Variables**

Based on literature review, tourists' satisfaction and socio-demographic variables are utilized to develop an optimum positioning of Yor Island from the perspectives of domestic tourists.

#### **3.3.1 Tourists' Satisfaction**

For this study, satisfaction variable played an important role in the process of developing destination positioning. Satisfaction is a complex construct (Babin & Griffin, 1998). In addition, the interpretation and definition of satisfaction are different and quite varied (Bigne et al., 2001). In this study, the following sequence, image  $\longrightarrow$  quality

→ satisfaction → post-purchase, which was proposed by Kotler et al., (1996), is used to explain tourists' satisfaction and the expectancy/ disconfirmation theory (Oliver, 1980) is utilized to measure domestic tourists' satisfaction.

Based on above concepts, image will affect consumers' perceived quality; in turn, perceived quality will determine the satisfaction of consumers. Destination image can be formed by a combination of cognitive and affective components or overall image (Beerli & Martin, 2004). Therefore, destination image in this study includes not only belief or knowledge about the place's attributes, but also the individual's feelings towards the tourist destination. In addition, the destination image is a mold of tourist's expectation formed before his/her visitation (Bigne et al., 2001). In brief, destination image in this study is holistic, i.e., dealing with the overall impressions of tourists (Oxenfeldt, 1974), and focuses on post-visit process (Gunn, 1988).

In the current study, service quality is determined by image (LeBlanc, 1992). Service quality in this research is defined in terms of the tourist's judgment about a product or service's overall excellence (Zeithaml, 1998, 2000). Service quality also refers to service performance at the attribute level because service quality in the current study is also defined as the quality of attributes of a service which is under the control of supplier (Chen & Chen, 2010). Moreover, perceived quality refers to tourists' evaluation of their experience (Kozak & Rimmington, 2000). Clearly, the service quality in this study is focused on quality of attributes and overall impression and based on a post-consumption process.

The context of customer satisfaction in this research is determined by both products and service quality (Baker & Crompton, 2000; Crompton & Love, 1995; Cronnin & Taylor, 1992; Fornell, Johnson, Anderson, Cha, & Bryant, 1996;

Kandampully & Promsivapallop, 2005; Obenour, Patterson, Pedersen, & Pearson 2006; Sirakaya, Petrick & Choi, 2004; Teh & Cabanban, 2007). Baker and Crompton (2000) stated that higher levels of perceived service and performance of tourism suppliers result in increased customer satisfaction and more re-visits. Likewise, satisfaction leads to destination loyalty via repeat purchase and positive recommendation (Chi & Qu, 2008).

Measuring tourists' satisfaction in this study follows the suggestion of Yoon and Uysal (2005 p.48) that the evaluation of tourists' satisfaction needs to be considered in multiple dimensions. The expectation/disconfirmation paradigm (Oliver, 1980) is a method used to assess tourists' satisfaction. Therefore, tourists' satisfaction in the current study involves a comparison between expectation and experience; in other words, the evaluation of tourists' satisfaction is a post-consumption process (Fornell, 1992; Kozak, 2001b).

In practice, the degree of satisfaction is evaluated through destination attributes with multi-item scales (Mai & Ness, 2006; Truong & Foster, 2006). Satisfaction with individual attributes is not the same as overall satisfaction (Fornell, 1992). Overall satisfaction is the result of gaps between expectations and experience of the entire holiday (Bigne et al., 2001; Spreng & Mackoy, 1996). Therefore, evaluating tourists' satisfaction is also done by a single measure of overall satisfaction (Bigne et al., 2001). As mentioned above, tourists' satisfaction is evaluated by using the theory of expectation/disconfirmation. It implies that met expectations about destination are assessed with single-item scale (Valle et al., 2006). Besides, two-item behavioral intentions, re-visit and recommendation, are measured with single-item scales.

In brief, tourists' satisfaction in the current study is explained by confining evaluation to a destination and disconfirmation through the comparison between

expectations and experiences. Based on this concept, it can be implied that “satisfaction is not the pleasurableness of experience, it is the evaluation rendered that the experience was at least as good as it was supposed to be” (Hunt, 1983 p.459). Therefore, consumers’ expectations play a part in judging degree of satisfaction. Expectations are desires or wishes of consumers based on image individuals have about a destination (Parasuraman, Zeithaml & Berry, 1988). To meet the goal of tourists’ satisfaction measurement, visitors will be directly informed about the confirmation/disconfirmation of their expectations before answering questionnaire.

### **3.3.2 Socio-demographic Variables**

Marketers cannot treat all consumers in the same ways because consumers have different needs. Therefore, market segmentation is a valuable instrument in developing marketing strategies (Park & Yoon, 2009). An effective selection of segmentation variables is a key success factor of market segmentation (Tsai & Chiu, 2004). Park and Yoon (2009) indicated that several segmentation variables have been used by many scholars. Similarly, Dolnicar (2005) proposed that marketers can segment markets in a lot of ways by using demographic, geographic, behavioral and psychographic features. The most popular variables for market segmentation are age, gender, education, income, origin and motivations (Tkaczynski et al., 2009; Tkaczynski & Rundlethiele, 2010). In the current study, socio-demographic variables are employed in the process of segmenting tourists.

Bloom (2005) proposed that marketers should categorize tourists according to their demographic characteristics. Demographic segmentation has been one of the most frequently used methods in segmenting a market (Bowen, 1998; McCleary, Weaver &

Li, 1994; Weaver, McCleary, Lepisto & Damonte, 1994). Demographic variables are useful for classifying tourists into key groups. These groups are used to guide key marketing decisions (Tkaczynski et al., 2009). Moreover, demographic variables are easier to measure than most other types of variables (Bowen, 1998). However, some researchers have criticized that demographic variables are not able to predict actual consumers' behavior (Cha, McCleary & Uysal, 1995; Johns & Gyimothy, 2002; Letho, O'Leary, & Morrison, 2002).

To analyze tourists' satisfaction and behavioral intentions, the characteristics of tourists are important factors commonly used by researchers to profile tourists in tourism research. The characteristics of tourists refer to socio-demographic characteristics of individual such as gender, age, level of education, place of residence, etc.

From literature review, many studies have been done by tourism and recreation experts to establish the dependence of satisfaction on demographic characteristic (Huh, 2002; Jodice, Norman, Kyle & Marsianko, 2006 cited in Esu & Arrey, 2009; Martin, Bridges & Grunwell, 2006; Valle et al., 2006). Moreover, Mittal and Kamakura (2001) proposed that satisfied tourists of different socio-demographic backgrounds can provide good information about their future travel tendency.

Socio-demographic variables play an important role in explaining tourists' future behavior (Valle et al., 2006). Terry and Israel (2004) corroborated that age is an important variable affecting overall customers' satisfaction. Likewise, Chowa, Laua, Lo, Sha and Yun (2007) proposed that gender, age, educational level and income level are four demographic variables that directly relate to customers' re-visit behavior.

Customers' demographic characteristics are directly associated with consumers' purchase behavior (Slama & Tashchian, 1985). Based on the review of tourism

literature, internal or personal factors related to socio-demographic characteristics of the individuals have a significant effect on perceived image of a tourist destination (Baloglu & McCleary, 1999a; Beerli & Martin, 2004; Ibrahim & Gill, 2005; Stern & Krakover, 1993). Accordingly, Um and Crompton (1990) stated that the nature of beliefs about attributes of a destination will vary depending on the internal factors of the individuals.

Based on evidences from literature reviewed, age, gender, marital status, residence area, level of education and monthly income are selected as the independent variables for this thesis.

### **3.4 Research Design and Methodology**

Research design is an important task when conducting a research. Generally, research design is done prior to a research. Research design is the preparation for setting perspectives or approaches, relevant methods and techniques that would be used in the research. A research design is required for quantitative and qualitative research. In quantitative research, a research design controls variables used to obtain the answers to research questions and objectives (Creswell, 2008; Lincoln & Guba, 1985). In qualitative research, a researcher needs to set up a research design due to conventional mode of doing research in general (Creswell, 2008).

#### **3.4.1 A Mixed Methods Approach**

Durrheim (2002a) explained paradigms as systems of interrelated ontological, epistemological and methodological assumptions (p.36). Paradigms act as perspectives to provide a rationale for the research and commit the researcher to particular methods

of data collection, observation and interpretation. For this study, the mixed methods approach is adopted as the study framework.

Mixed methods promote the co-existence of two main paradigms, positivist and interpretivist. Positivist researchers rely on quantitative data and choose to conduct content analysis, experiments and surveys. In contrast, interpretivist researchers rely on working with qualitative data and choosing to conduct case studies, focus groups and depth interviews. Mixed methods research, the third paradigm of research, can help bridge the schism between quantitative and qualitative research (Onwuegbuzie & Leech, 2004a).

The aim of mixed methods research is to take advantage of the strengths of each approach and to minimize the weakness of both approaches (Johnson & Onwuegbuzie, 2004). Accordingly, many researchers have identified the effectiveness and value of combining both approaches to provide rich and diverse data and distinct corroborating approaches (Datta, 1994). Therefore, they have espoused the integration of a variety of methods, including quantitative and qualitative approaches (Brewer & Hunter, 1989; Howe, 1988; Reichardt & Rallis, 1994; Yu, 2004). Moreover, many areas of research, especially in social, behavioral and business, need to use mixed methods designs in order to enhance the proficiency and reliability of research results (Easterby-Smith, Thrope & Lowe, 1991).

Under the mixed methods approach, researchers build knowledge based on pragmatism (Creswell, 2003; Maxcy, 2003). Moreover, researchers can choose liberally the most appropriate approaches, variables and procedures which best meet the purpose of the research (Tashakkori & Teddlie, 1998; Wimmer & Dominick, 2000). A major tenet of mixed methods is that quantitative and qualitative methods are compatible.

Likewise, Creswell (2003) suggested that both quantitative and qualitative methods should be used to complement each other as they have the potential to provide the best understanding of the research problem. The central concern of a mixed methods paradigm is to provide solutions to the research problem. Thus, the problem under investigation is paramount in mixed methods paradigm.

In this research, positivist-interpretivist paradigm is selected and combined in order to successfully address the purpose of the study and to answer research questions. During the design of a mixed methods approach, priority, implementation and integration are three issues that a researcher needs to consider (Creswell, Plano Clark, Guttman & Hanson, 2003). Priority refers to which method, quantitative or qualitative, is given more emphasis in the study. Implementation refers to whether the quantitative and qualitative data collection and analysis come in sequence or in chronological stages, one following another, or in parallel, or concurrently. Integration refers to the phase in the research process where the mixing of quantitative and qualitative data occurs.

For the purpose of this study, the sequential exploratory approach is deemed the most appropriate method to tackle the research problem. It is conducted in two discrete stages of this research. The procedure for the sequential exploratory mixed methods design of this study is presented in Figure 3.47.

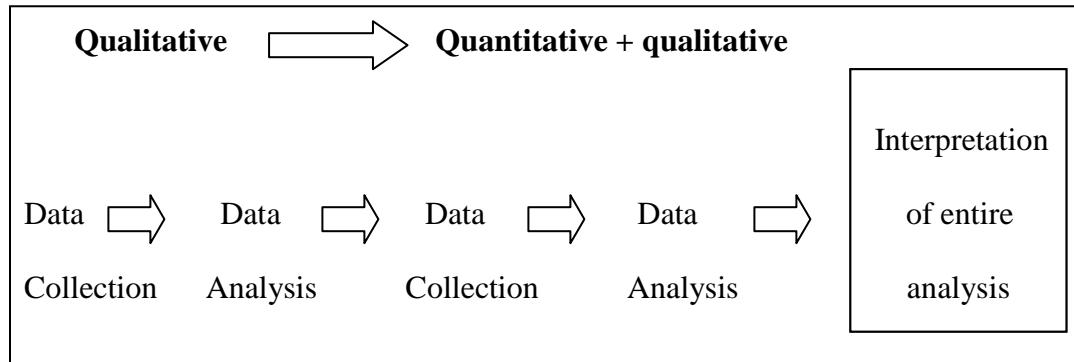


Figure 3.47: Sequential Exploratory Design  
Adapted from Creswell, 2003 p.213

In Stage 1, qualitative approach, in-depth interview is used to explore and describe internal and external situations of Yor Island. The qualitative interview is a flexible and attractive approach to interviewees who are willing to provide information relating to the research context. In-depth interview is the most widely employed method in a qualitative study (Bryman, 2004). The goal of this stage is to analyze the strengths, weaknesses, opportunities, and threats (SWOT analysis) of Yor Island.

In Stage 2, Quantitative + qualitative, survey in the form of face-to-face questionnaire interview with domestic tourists and focus group interview with representative potential domestic tourists are conducted simultaneously with the same questions. Based on advice of Morgan (1998), the emphasis of this design is in the quantitative method. Quantitative research represents a major aspect of data collection and analysis. In this study, the KYST, PROFIT and PREFMAP programs for MDS analysis as well as correspondence analysis are used to produce and analyze results. The smaller qualitative component, the results of the focus group interview of the research can be used to explain and interpret the results of the quantitative component (questionnaire). In this way, advantages of both quantitative and qualitative approaches can be optimally utilized (De Vos, 2002a).

A main strength of the mixed methods approach is that it is straightforward and easy to employ. A major weakness of this approach is that it is time consuming, i.e., the time spent on data collection may be lengthy, especially data collection that involves the use of separate methods for different stages. Nonetheless this approach allows the researcher to describe and report the findings easily (Creswell, 2003). Importantly, the nature of mixed methods requires the need to be familiar with both quantitative and qualitative methodologies and the need to analyze both text and numerical data. Consequently, mixed methods can be applied to increase the generalization of the results of a study (Johnson & Christensen, 2004).

### **3.4.2 Stage 1: Qualitative Research**

The assumption of qualitative research is that human seek understanding of the world they live in (Lincoln & Guba, 2000; Neuman, 2000; Schwandt, 2000). Qualitative research focuses on the answers to the questions “what”, “why” and “how” (Lacey & Luff, 2001). Under the qualitative approach, researcher discovers the meaning of the phenomenon under investigation from the participants’ perspectives. In other words, the researcher constructs knowledge based on participatory perspectives (Mertens, 2003). Data analysis of this approach is based on the value that these participants perceived of their world.

#### **3.4.2.1 Research Methodology**

The purpose of qualitative study in the first stage is to identify the tourism situation of Yor Island. To accomplish the objective, a SWOT analysis was conducted to analyze the internal and external situations of the area. Accordingly, Curtis, Mylonakis,

and Ktenidis (2007) stated that this method is widely used in the early stage of formulating a destination's marketing strategies. The SWOT analysis is a strategic planning tool for evaluating the strengths, weaknesses, opportunities and threats of a destination (McDowall & Wang, 2009). The knowledge and analysis of the internal and external circumstances of an area can contribute to support rationale for developing the strategic marketing plans (Chandra & Menezes, 2001; Coulter, 2005; Gu, 2004; Nykiel, 1997).

Besides, a SWOT analysis is a an effective tool for providing useful information regarding a destination's core capabilities, resources and competencies (Coulter, 2005; Hsu & Gu, 2010; McDowall & Wang, 2009; Pike, 2005; Stringam, 2009; Yu, 2004). In addition, it is widely accepted as a tool for forecasting trends and forces (Stringam, 2009). In this way, strategic decision-makers of a destination can get a clearer picture of the destination from a completed SWOT analysis, especially on issues of its standing in the market compared to its competitors and what potential trends that may affect it (Tang & Jang, 2010; Yoo, 2004). Therefore, SWOT analysis is an important tool for formulating successful destination marketing strategies (Curtis et al., 2007) because the success of a destination depended on its capability to anticipate, prepare and respond to the changing forces or trends (De Kluyver & Pearce, 2006). In other words, a tourism destination will be a powerful position against rival destination (Tunc & Uygur, 2002 cited in Boz, Ozkul & Aydin, 2007).

In the current study, face to face interviews were conducted with eight interviewees (see more details in Table A.1 p.325)to elicit personal and intimate views and opinions, thus producing a rich data source. In-depth interview is a flexible and attractive approach that is the most widely employed in qualitative study (Bryman,

2004). The interviewing during qualitative studies is generally perceived as a unique form of conversation (Holstein & Gubrium, 2003).

Besides, Coulter (2005) proposed that the information obtained from personal opinion, especially persons who are strategic decision-makers, can provide the best way to evaluate the strengths and weaknesses of a destination. According to Van Vuuren and Maree (2002), individual interviews have two advantages. Firstly, the interviewees have the opportunity to ask for explanation if they do not understand any of the questions. Secondly, the interviewees can provide more details and clarify vague statements. Moreover, Gall, Gall and Borg (2003) proposed that face to face interview allow interviewers to build trust and rapport with interviewees. The good relationship enable researcher to gain in-depth information that would not be revealed by any other data collection method. However, conducting individual interview is usually time consuming and may be expensive (Kalof, Dan & Dietz, 2008).

### **3.4.2.2 Data Collection Procedure**

#### **- Interview Questions**

The semi-structured interview was designed to understand the strengths, weaknesses, opportunities, and threats of Yor Island by seeking information on its environmental and internal factors. The interview questions were developed based on the suggestion by many researchers (Boz et al., 2007; Collins-Kreiner & Wall, 2007; Friend & Zehle, 2004; Kelly, 2006; Schartz, 2006). Following are the interview questions:

1. What are the actual products and services of Yor Island?
2. What are the price levels of Yor Island's products and services?
3. What are the potential sources of growth and comparative advantages of Yor Island?
4. What are the strong attributes of Yor Island?
5. Which destinations are the main competitors of Yor Island?
6. What is Yor Island's market share of tourism in the area of Songkhla Province?
7. Who are the main target tourists of Yor Island?
8. What is the rate of increase of tourists visiting Yor Island?
9. What is the average rate of overnight stay at Yor Island?
10. How much is the average daily expense of a tourist visiting Yor Island?
11. How many percentages of tourists revisit Yor Island?
12. Why do tourists prefer Yor Island?
13. What are the most unique existing attractions on Yor Island?
14. What are the competitive disadvantages of Yor Island compared to competitors?
15. What are the hindrances and problems faced by tourists when traveling to Yor Island?
16. What are the attitudes of the people of Yor Island towards Yor Island's tourism?
17. What are the positive/negative impacts of tourism on Yor Island?
18. What is the tourism trend of Yor Island?
19. Does Yor Island has a chance to be a better positioned destination?

20. What must Yor Island do to win a better position?
21. Which product attributes of Yor Island should be developed as the main product attributes in future?
22. What is the perceived image of Yor Island?
23. How should government and private sectors support and promote the tourism of Yor Island?
24. What are your suggestions for developing the tourism of Yor Island?

**- Use of Interviews as a Data Collection Methodology**

To understand the real situation of Yor Island's tourism, a semi-structured interview format was chosen to obtain open-ended accounts of respondents' thoughts, experiences and opinions (Hayes, 2000). Jackson (2003) suggested that semi-structured interviews can bring out specific details of the complex knowledge offered by interviewees, thus preventing the interview from being too general. Moreover, the semi-structured format would help narrow down data possibly unrelated to the research question (Weitzman, 2000).

**- Sampling Procedures**

To meet the research objective, the interviewees for this study consisted of eight persons, six men and two women, from government and private sectors, entrepreneurs and tourism scholar. Specifically, they consisted of a restaurant owner, a hotel managing director, a guided tour operator, a souvenir shopkeeper, a tourism scholar and a government staff of the tourism department in Songkhla Province. They are chosen for their experience and involvement in Yor Island tourism. Overall, eight in-depth, semi-structured, face to face, one to one interviews each of average two hours length were

conducted at their offices. The backgrounds and details of participants are listed anonymously and represented in Table A1 of Appendix A.

**- Interview Procedures**

Interview appointments had to be scheduled and interview questions were given to the interviewees before dates of appointment. Prior to the interviews, the researcher explained the topic and objectives of the research to interviewees. In addition, the interviewees would be asked for consent to access their transcripts. During the interviews, handwritten notes were used to support the recordings. Furthermore, observations were noted during the interviews, especially about nonverbal cues. All of the interviews were conducted at the interviewees' office. Each interview took approximately two hours.

**3.4.2.3 Reliability and Validity**

In this study, all interviews were audio taped and transcribed by the researcher. To achieve the reliability of the data gathered, the researcher carefully and repeatedly listened to the contents of the recorded interviews to ensure the interview data was not misunderstood. All copies of the transcripts were given to the interviewees for verification and consent for disclosure since accurately representing the perspectives of individuals is important in qualitative research. An important strategy to ensure credibility, i.e., member checking (Kalof et al., 2008), was also conducted to see if any interviewee wanted any information deleted from the transcript. None of them indicated desire to delete any information.

As the transcribed interview data was presented in Thai, a language expert good at both English and Thai was hired to check the data with the researcher. This is to further ensure data reliability and validity.

#### **3.4.2.4 Data Analysis and Interpretation**

In qualitative research, quality data is gathered from a conceptual analysis of transcribed interviews (Straub, Boudreau & Gefen, 2004). This methodology is used to measure and provide evidences for research questions. There are several ways to undertake qualitative data analysis. In this study, SWOT analysis technique was used to evaluate this qualitative data in order to examine the current status of Yor Island.

For this research, the essence of the SWOT analysis is to discover what Yor Island does well, how Yor Island could improve, whether Yor Island is making the most of the opportunities around it and whether there are any changes in Yor Island's market. In addition, the SWOT analysis of Yor Island is undertaken at three levels: national, regional and a selected site level because it is important to evaluate a specific site as part of the whole region (Collins-Kreiner & Wall, 2007). The findings about the current status of Yor Island are presented in Chapter 4.

#### **3.4.3 Stage 2: Quantitative – qualitative Research**

The objectives of Stage 2 are to identify the competitive advantage of Yor Island compared to its competitors and Yor Island's potential target market segments. In this stage, survey, face-to-face questionnaire interviews with domestic tourists and focus group interviews with representative potential domestic tourists were conducted simultaneously with the same research questions. Only the quantitative approach is the

dominant component of the research (Quan+qual). The major purpose of using mixed methods in this stage is to supplement the results of quantitative method with the results of qualitative method.

### **3.4.3.1 Quantitative Method**

Quantitative research can be defined as a systematic investigation that aims to develop knowledge about an occurring phenomenon (Poli & Hungler, 1995). The structured investigation of quantitative research usually involves numerical measurement and statistical analysis. Orderly and logical approaches are also characteristics of this method. With this method, the control of confounding and biasing variables and the collection of empirical evidence culminate in the capacity to generalize the research findings to the target population.

## **A. Data Collection**

Data for this study was gathered from domestic tourists in Thailand. Tourists who have been to Yor Island and the six tourist attractions of Songkhla Province (Samila Beach, Ton-ngachang Waterfall, Hat Yai Municipal Park, Kim Yong/Santisuk Market, Sadao Border, and Padang Besar Border) were considered to be the target population.

### **- Questionnaire Design**

A questionnaire is a self-reporting data collection instrument that each research participant fills out as part of a research study (Johnson & Christensen, 2004). The purpose of survey design is to generalize from a sample to a population so that inferences can be made about some characteristics, attitudes or behaviors of this

population (Babbie, 1995). In this study, structured questionnaires were used to collect data by interviewing respondents to source their primary input. The questionnaire design and conduct of data analysis relied on the assistance and guidance of a statistician who works at Prince of Songkhla University. The questionnaire developed consisted of four main steps.

**Step 1:** Survey instruments consisting of self-completed questionnaires were designed to collect data related to the aims of Stage 2. In addition, these questionnaires were developed on the basis of the literature review and findings in Stage 1. Competitive destinations of Yor Island are determined based on statistical report on Songkhla's favorite destinations by Tourism Authority of Thailand (2005) and this information was verified through depth interviews in Stage 1. The product attributes used in this study were developed from Law, Cheung and Lo (2004), Vall et al., (2006), Ibrahim and Gill (2005), Pike (2002) and Ngamsom (2001). In addition, these attributes are frequently quoted in tourism literature.

Furthermore, the variables used in the study, tourists' satisfaction and socio-demographic, were derived from the suggestion of Ibrahim and Gill (2005). The measurement of tourists' satisfaction about product attributes of Yor Island compared to its competitors was adopted from the study of Vall et al., (2006) and Yoon and Uysal (2005). The main analytical techniques used, multi-dimensional scaling and correspondence analyses, were derived from the study of Kim et al., (2005).

**Step 2:** The questionnaire was next developed in English. The questionnaire was divided into the following seven parts:

## **Part 1: Pre-Interview**

The tourists' satisfaction concept in this research refers to the comparison between expectation and experience. Thus, it can be implied that the measurement of tourists' satisfaction must be evaluated only from those domestic tourists who have experience traveling to Yor Island and its competitors. To meet this goal, each respondent was asked by researcher or research assistants before interview the question "Have you ever been to Yor Island and these six destinations: 1. Samila Beach, 2. Tongachang Waterfall, 3. Hat Yai Municipal Park, 4. Kim Yong Market, 5. Sadao Border or 6. Padang Besar Border?". If the respondent said "Yes", a souvenir would be given to her/him and requested her/him to answer the questionnaires. On the other hand, if the respondent said "No", the researcher or research assistants would stop the interview.

## **Part 2: Questions for the KYST Analysis**

The purpose of this part is to investigate the image of destinations as perceived by respondents to evaluate the similarities and dissimilarities of the tourist attractions. In this part, the respondents were asked to check the number that best indicate their level of agreement or disagreement of the similarities or dissimilarities on a scale for perceived image of each pair of the seven destinations. There are 21 pairs in this part. Each pair is assessed with a seven-point Likert type scale of options, with a score of 1 representing "strongly dissimilar" and score of 7 representing "strongly similar"

### **Part 3: Questions for the PROFIT Analysis**

In this part, 30 product attributes of Yor Island and its competitors are assessed in terms of tourists' satisfaction with a seven-point Likert type scale. The respondents were asked to choose the number that best indicated their feeling about the seven destinations on 30 attributes; a score of 1 representing "strongly dissatisfied" and score of 7 representing "strongly satisfied".

### **Part 4: Questions for the PREFMAP Analysis**

The aim of this part is to explore the market structure between Yor Island and its competitors by identifying an ideal point. This part consisted of two sections in the form of statement to rank the data set for satisfaction on the 30 attributes of the seven destinations.

# Section 1: The respondents were asked to rank their feelings about each of the thirty attributes of the seven destinations on a Likert type scale of 1-7, with a score of 1 representing "the lowest" and score of 7 representing "the highest"

# Section 2: To identify an ideal point, the respondents were asked to check the number that best indicate their overall perceived satisfaction of the seven destinations in each statement; a score of 1 representing "strongly dissatisfied" and score of 7 representing "strongly satisfied".

### **Part 5: Overall Perception of Yor Island**

This part outlined three overall measurement items for perception of Yor Island's tourism. In item one, the respondent were asked to rate on a scale of 1-7 with a score of 1 representing "strongly dissatisfied" and score of 7 representing "strongly satisfied". In

item two, the respondents were asked to choose “Yes” or “No” that best indicate their met expectations. In item three, the respondent were asked to choose “Yes”, “No” or “May be” that best indicate their intentions.

### **Part 6: Personal Information**

The purpose of this part is to identify the socio-demographic variables of the target segments of Yor Island. The socio-demographic variables were measured in the study including age, gender, marital status, educational level, income, occupation and place of residence. These items were derived from several studies including Uysal et al., (2000), Mykletun et al., (2001), Ibrahim and Gill (2005), Kim and Agrusa (2005), Kim et al., (2005), and Vall et al., (2006).

### **Part 7: Trip Characteristics**

The last part of this questionnaire was designed to survey the trip characteristics of Yor Island, including purpose of trip, number of traveling companion, information resources, length of stay, main form of transportation used and type of accommodation. In tourism market, this information is primarily utilized in the positioning of a destination (Crompton et al., 1992; Milman & Pizam, 1995). This information is also utilized by destination marketer to generate the increasing visitation demand of tourists (Uysal et al., 2000).

The last question of the survey asked respondents to provide any additional comments they wish to make regarding the development of tourism on Yor Island.

**Step 3:** The questionnaire was translated into Thai by English-Thai translator because the respondents are native Thai, and many of them cannot speak English. The

translated and original versions of the questionnaire were circulated to several colleagues and graduate students in Management Faculty, Rajabhat Songkhla University. The participants were asked to provide feedback regarding the wording, ease of understanding of the measurement items and the layout of the questionnaire. All comments and suggestions received from the feedback were considered and questionnaire corrected.

**Step 4:** In the pilot survey, 20 questionnaires were distributed to domestic tourists in Songkhla Province. In order to ensure the clarity, comprehensibility and practicality of the questionnaire, the respondents were asked to answer the questionnaire and to underline or mark points that they don't understand. After the pilot survey, the questionnaire was corrected again and re-worded for easy understanding. The final version of the questionnaire appeared in Appendix C.

#### **- Population and Sampling**

In this study, a subgroup or sample of the population is selected for participation because a census is both costly and time-consuming to conduct (Singleton & Straits, 2005). As the target population in current study is domestic tourists who have experienced Yor Island and these six destinations (1. Samila Beach, 2. Ton-ngachang Waterfall, 3. Hat Yai Municipal Park, 4. Kim Yong/Santisuk Market, 5. Sadao Border, and 6. Padang Besar Border).

To meet the goal of accurate sampling, non-probability sampling is the technique used in this study. This technique relies on the personal judgment of the researcher who can arbitrarily decide what elements to include in the sample (Malhotra et al., 2005). To select a sample from the target population, a sampling method used in the study is judgmental or purposive sampling because this research focuses only on domestic

tourists who have experience in visiting Yor Island and its competitors. The sampler's bias in selecting elements of a population is the key feature of judgmental sampling (Churchill & Iacobucci (2002).

The sample size aimed by this study was calculated using the confidence interval approach (Burns & Bush, 1995). The formula for obtaining 95% accuracy at the 95% confidence level is

$$\begin{aligned}
 n &= \frac{Z^2(pq)}{e^2} \\
 &= \frac{1.96^2(0.5 \times 0.5)}{0.05^2} \\
 &= 385
 \end{aligned}$$

Where  $z$  is the standard error associated with chosen level of confidence (95%)

$p$  is the estimated variability in the population (50%)

$$q = 1-p$$

$e$  is the acceptable error  $\pm 5\%$  (desired accuracy 95%)

The amount of variability in the population was estimated to be 50%, which is widely used in social research (Chi & Qu, 2008). Assuming an unusable rate of 15%, a total of 453(385/0.85) people were approached to participate in the survey.

### **- Data Collection Procedure**

For data collection, 453 self-administered questionnaires were distributed by researcher and two previously trained research assistants. These interviewer-assisted questionnaires were used to collect the survey data from domestic tourists who have been to Yor Island and its competitors. These self-administered questionnaires were distributed within three main areas of Songkhla Province: 1) Hat Yai Downtown such as

Central Department Store, Diana Department Store, Carrefour, Tesco-Lotus, Singha Golden Hotel, JB Hotel and Hat Yai **Municipal** Park, 2) Songkhla Downtown such as Samila Beach, Lee Wiwat Super Store, BP Samila Beach Hotel and Tang Kuan Hill, and 3) Yor Island Sub-district areas such as Yor Island Local Administration Office, The Institute for Southern Thai Studies, Lampor Temple, Tay Yor Temple, Sirada Restaurant, Chomjan Restaurant and Kokeng Restaurant. These three survey points were chosen to cover both town and tourist attractions to capture the total number of people required (Qu et al., 2010) and the socio-demographic diversity of the population under study (Alcaniz et al., 2009). Moreover, interviewing visitors at tourist attractions assures the relevance of the data and increases the response rate (Zabkar et al., 2010).

Prior to the interview, each tourist from the sample was informed that the results of this study would be used for academic purpose only and the respondent was ensured of anonymity. In order to reinforce the willingness to answer the questionnaires, a souvenir was given to the respondents. Respondents who prefer to answer the questionnaires on their own were required to answer in front of a collector. Furthermore, the collector must check for errors and completion of the questionnaire every time. If errors were found, collector must ask respondent to correct them before completing the interview. Each questionnaire took 20-25 minutes to complete.

## **B. Data Analysis**

The next step of the quantitative survey process was to analyze the data utilizing the Statistical Package for the Social Sciences (SPSS) version 13. To get the data ready for analysis, the researcher and the statistician checked and cleaned the data. As a result,

53 were unusable questionnaires, leaving 400 perfect questionnaires for analysis, which is higher than the minimum requirement of 385 questionnaires.

After that, the data was analyzed using the statistical package. The two categories of statistical techniques used were univariate and multivariate. Univariate data analysis is the analysis of one variable only (Kinnear & Gray, 2004). The univariate technique exposes the profile of respondents. However, these techniques were insufficient in explaining the different perception of the respondents in this study. Therefore, descriptive statistics were also used to describe trends in the data by calculating the frequencies and percentages.

Multivariate statistics is the simultaneous analysis of two or more variables (Churchill & Iacobucci, 2002). Multi-dimensional scaling, discriminant analysis, factor analysis and cluster analysis have been proven to be the most popular multivariate statistical tools for marketing researchers. Multi-dimensional scaling (MDS) techniques were used to analyze the data of this research.

MDS is a procedure for creating a special description of respondents' perceptions and preferences regarding a product or service on a perceptual map (Cooper & Schindler, 2006). The purpose of MDS is to transform consumers' judgment of overall similarities or preferences into distances represented on a perceptual map (Hair et al., 2010). In other words, multi-dimensional scaling is based on the comparison of objects. In a spatial map, the resulting perceptual map shows the relative positioning of all objects.

MDS techniques have been found to be very effective in assessing positions of multiple destinations with multiple attributes (Baloglu & Brinberg, 1997: Fenton & Pearce, 1994 cited in Kim et al., 2005). According to Hair et al., (2010), they stated that

MDS is suited to image and positioning studies. MDS differs from other multivariate techniques in two aspects: it does not use a variation and a solution can be obtained for each individual (Hair et al., 2010).

Under the MDS techniques, attribute-based and direct approaches were used in this study. According to Malhotra et al., (2005), it may be better to use both of these approaches in a complementary way. Furthermore, similar results of the study were produced with metric method. Metric MDS method assumed that input data is metric. All MDS programs used today produce metric output because the non-metric output limits the interpretability of the perceptual map (Hair et al., 2010). Besides, an aggregate analysis approach was also used in the current study because this research focuses on an understanding of the overall evaluation of objects and the dimensions employed in the evaluation process.

MDS method in this study was adopted from the study of Kim et al., (2005) and a computer programs were used to analyze the data matrix and generate a perceptual map. Four analytical programs were used in this stage. The first one was Kruskal, Young, Shepard and Torgerson (KYST). The distance between two points of destinations in a perceptual map is measured by using the KYST analysis to indicate similarity or difference between images of the destinations. In the interpretation process of the KYST analysis, the destinations closely plotted are perceived by tourists to have similarities. This means they are likely to be competitors in a market place (Kim et al., 2005).

Property fitting (PROFIT) was the second analytical program utilized in this study. The PROFIT program was employed to identify the positions of destinations in the perceptual map constituted by two selected dimension and attribute vectors. The

attribute vectors help to interpret the perceptual map by showing the best correspondence of each attribute vectors. Therefore, researcher can determine which attributes best describe the perceived positions and represent the dimensions (Kim et al., 2005).

The third was a program named Preference Mapping (PREFMAP). The PREFMAP was used to investigate an ideal point in the obtained perceptual map. An ideal point on the perceptual map is the point that represents the most preferred combination of perceived attributes. The position of the ideal point defines relative preferences, so that destination farther from the ideal point is less preferred (Hair et al., 2010).

The last program used in Stage 2-Quantitative was correspondence analysis (CA). It is a technique for scaling data in marketing research (Malhotra et al., 2005). The unique benefit of correspondence analysis is that it can represent the rows and columns of the input contingency table in joint space. At present, correspondence analysis is a popular interdependence technique for perceptual mapping (Hair et al., 2010).

For this study, a series of correspondence analyses were used to describe the relationship between Yor Island and socio-demographic variables in a two-dimensional perceptual map to identify target segments of Yor Island. Similar to the KYST program, distances between points are interpreted to represent the relationships between the objects (Churchill & Iacobucci, 2002). The points located closer to each other indicate a stronger relationship. Besides, this study focuses on perceptual maps created from correspondence analysis because this method can assist to gain additional insights. The downside is the difficulty in the interpretation of cross tabulation tables, especially large

size table when cross tabulation table is used together with chi-square statistics to present the results of correspondence analyses.

#### **- Validity and Reliability of the Questionnaire**

Similar to other multivariate techniques, reliability and validity of MDS solution need to be assessed. Regrettably, MDS statistical programs were not developed to provide a systematic method of comparison (Hair et al., 2010). However, there are several ways to validate attempts to generalize MDS solutions: index of fit, stress values, split-sample analysis and comparison of decompositional versus compositional solutions. Commonly, the fit of MDS solutions is assessed using the stress measure (Kim & Agrusa, 2005). Therefore, stress values were used in this study.

Stress values are indicative of the quality of MDS solutions (Malhotra et al., 2005). The stress measure indicates the proportion of the optimally scaled data that is not accounted for by the MDS model (Hair et al., 2010). In other words, stress measures the badness of fit of MDS solutions. There are several stress measures which vary with the type of MDS procedure and the data being analyzed (Malhotra et al., 2005). This study only focused on Kruskal's Stress Formula 1. It is the most commonly used measure for determining a model's goodness of fit and is provided in SPSS. Stress is defined as:

$$\text{Stress} = \sqrt{\frac{(d_{ij} - \hat{d}_{ij})^2}{(d_{ij} - \bar{d}_{ij})}}$$

Where  $\bar{d}_{ij}$  = average distance on the map  
 $\hat{d}_{ij}$  = derived distance from the perceptual  
 $d_{ij}$  = original distance based on similarity judgment

The following tolerance levels have been suggested for evaluating Kruskal's Stress values with respect to the goodness of fit of the MDS solutions.

Table 3.1  
 Stress and Goodness of Fit

Stress (%)	Goodness of fit
20	Poor
10	Fair
5	Good
2.5	Excellent
0	Perfect

Source: Malhotra et al., 2005

In summary, the stress indicates how well the solution approximates the original (transformed) proximities. The smaller stress value indicates a better solution up to a minimum of zero.

As part of correspondence analysis, inertia provided in SPSS is used to assess overall fit. Inertia is used to describe the measure of scatter or variance about the centroid in the low (or column) profiles (Bartholomew, Steele, Moustaki & Galbraith, 2002). Inertia resembles degree of freedom, and it is defined as the total chi-square ( $\chi^2$ ) divided by N (the total of the frequency counts) (Hair et al., 2010), that is,

$$\text{Inertia} = \frac{X^2}{N}$$

Two principal components expressed as a proportion of inertia can better explain their variance with higher degree of confidence (Bartholomew et al., 2002).

### 3.4.3.2 Qualitative Method

In the second method of Stage 2, qualitative method focuses on explaining the results of the statistical test obtained in quantitative phase. As stated by Teddlie and Tashakkori (2003), the qualitative method brings about a more in-depth understanding to reinforce the explanation of statistical results of quantitative data. For this research, focus group interview was conducted to investigate tourists' explanation of their perceived satisfaction of the product attributes of Yor Island when compared to its competitors.

## A. Method

At present, focus group methodology is embraced in the social sciences as one of the key tools of qualitative enquiry (Hennink, 2007). Clearly, it has been increasingly used in marketing research and advertising research (Jumpolsatian, 2004; Litosseliti, 2003). In marketing research, focus group interviews are widely accepted because they produce believable results at reasonable costs (Krueger & Casey, 2000). Van Teijlingen and Pitchforth (2007) indicated that focus group has been defined as small groups of people representative of the research target group who are gathered in a relatively informal discussion of the defined area under investigation.

Focus group approach is well-suited in a service context as the delivery of service always involves human interactions (Gilmore & Carson, 1996). In addition, focus group can be used to explore concepts and generate new ideas in the interpretation of survey findings (Neuman, 2006). A major advantage of focus group methodology is that it provides in-depth information on a specific topic (Edmunds, 1999) and more wide-ranging information in a single session than results from one-to-one interviews (Hennink, 2007). Besides, it is a synergistic approach that produces insightful information about a phenomenon that is created by moderator-participant interactions and group dynamics (Litosseliti, 2003; Mitchell & Branigan, 2000). Other advantages of the focus group interview are quick results and low costs (Krueger, 1994). However, a major limitation of focus group is that the results cannot be generalized because the outputs are based on small sample size (Mitchell & Branigan, 2000). Another limitation is the difficulty to analyze the data and assemble the group members (Krueger, 1994).

In a focus group research, group discussion is a key element because it provides a greater understanding of the opinions or perceptions of participants on the research issues. The basic premise of focus group is that the participants stimulate discussion and trigger ideas or opinions from each other. The group dynamics are crucial because interactions are more open and this improved the flow of ideas and information (Van Teijlingen & Pitchforth, 2007).

For the current study, in-person focus group was utilized to generate data that is very useful for developing destination positioning. The focus group approach is invaluable in accessing the experiences, insights and feelings of key people in domestic tourism market. Hence, the selection of participants is imperative to ensure smooth discussions and diversity of perspectives (Litosseliti, 2003). It was decided that the

participants of this focus group should be homogeneous in some respect while not compatible in others. Litosseliti (2003) indicated that although homogeneous group works better, but diverse participants usually generate different perspectives that benefit the discussions. Hennink (2007) indicated that the numbers of participants in an effective focus group vary from five to ten participants depending on the purpose of the study. Accordingly, there are nine participants in this focus group.

Focus group is an effective and flexible method of data collection. The moderator played a central role in the process. The abilities of a skilled moderator are essential to the success of a focus group (Greenbaum, 1998; Krueger, 1994). In this research, the moderator was a person who has more experience in group dynamics training (Krueger, 1994). The discussion took two hours under relaxing atmosphere; the participants enjoyed sharing their ideas and perceptions. In a focus group interview, comfortable and enjoyable discussions provide an opportunity to discover unanticipated information (Hennink, 2007),

The methodology of this focus group was a form of group interview with a semi-structured questioning approach that relies on participants' responses (Litosseliti, 2003). As the results of focus group would be used in the interpretation of questionnaire results, the same questionnaire was utilized in this process. Interview transcripts were also used to validate the information obtained during the interview. The permissions of participants were obtained to record their conversations and follow up checking of transcripts. Handwritten notes by researcher were used to support the recordings.

## **B. Participants**

Selecting participants for the focus group discussion is one of the important tasks in focus group research. Hennink (2007) defined the recruitment of participants as a process of identifying individuals with certain characteristics and inviting them to participate in the group discussion. In the study, the characteristics of the study population and the research purpose were used to define who to recruit for the group discussion. In addition, the group composition must be considered. The composition of individuals in a focus group discussion has a significant effect on the group dynamics and can therefore aids or inhibits productive discussions (Hennink, 2007). Experts' views of maximum and minimum sizes of focus group vary from five to ten participants depending on the purpose of the study (Krueger & Casey, 2000; Hennink, 2007). Corbetta (2003) further indicated that the group should include a large enough number to allow diversity of opinions, but a small enough group to allow the participants to feel comfortable interacting and sharing their opinions. There is some evidence that a preference for a small focus group size of four-six people is growing (Carson, Gilmore, Perry & Gronhaug, 2001; Fern, 2001). In the current research, the focus group interview was conducted with nine seasoned domestic tourists. This size is appropriate and can provide excellent group interactions with constructive and information-rich discussions.

Similar to the size of focus group, the common characteristics among focus group participants depended on the focus and specific purpose of the research (Litosseliti, 2003). Normally, focus group consisted of people with certain common characteristics and similar levels of understanding of a topic, rather than aiming for diversity. Homogeneous participants act to reduce conflicts in the focus group discussions (Neuman, 2006). However, it often reduced the potential benefits obtained

from participants with diverse backgrounds (Kitzinger, 1995 cited in Litosseliti, 2003).

Krueger and Casey (2000) suggested that group members could vary by age, gender, occupation and interest.

For the current study, selection of participation is done according to the concepts of Krueger and Casey (2000) as well as Litosseliti (2003). They proposed that participants of focus group must be similar to each other in a way that is important to the researcher. However, there should be sufficient variation amongst these participants to allow for different opinions. Therefore, participants were selected from domestic tourists who have similar experience traveling to Yor Island and its competitive destinations but of different age, gender, occupation, education and monthly income. Participants were also selected with the emphasis that participants do not know each other to avoid participants only talking to other participants they knew. The demographic information of all the selected nine participants is as follows.

**Table 3.2**  
**Demographic Information of Focus Group Participants**

Variables	Demographic Information	
	Male	Female
Gender	4	5
Age		
	Less than 20 years	1 person
	21-30 years	3 persons
	41-50 years	1 person
	51 – 60 years	2 persons
Occupation		
	Government employee	3 persons
	Private enterprise employee	1 person
	Business Owner	4 persons
	Student	1 person
Education status		
	Bachelor Degree	5 persons
	Master Degree	4 persons
Monthly income		
	RM 5,000 – 10,000	2 persons
	RM 2,001 – 3,000	3 persons
	RM 1,000 – 2,000	3 persons
	Less than RM 500	1 person

### **C. Procedure**

The main purpose of the focus group interview is to ensure the discussions thoroughly incorporate all the necessary issues (Edmunds, 1999). In this research, the flow of discussions was managed by a moderator. Therefore, a skillful moderator is one of the most influential factors affecting the quality of focus group results (Krueger & Casey, 2000). The moderator must have adequate background knowledge on the topic of discussion (Krueger & Casey, 2000). In addition, a good moderator must have good personal, interpersonal, communication and management skills (Litosseliti, 2003). The

moderator of this focus group interview is a university lecturer with considerable experience in group dynamics training and he is an expert in the marketing field.

The questions used in the focus group session were the same questions in the questionnaire (only parts 2 - 4) but modified to make them appropriate for focus group discussion. Alreck and Settle (1995) stated that focus group questions are designed to draw out various opinions and stimulate discussion about some issues. In this study, pilot testing of the focus group questions was accomplished by interviewing experts who have experience in conducting focus group with the questions. After the discussion, parts 5 – 7 of the questionnaire was sent to the participants for them to complete and return to the researcher on designated day.

This focus group was conducted on a Sunday afternoon at a hotel meeting room. Most Thai people are free on Sunday. The venue was chosen since it's convenient, easily accessible and the participants feel comfortable and relaxed. Krueger and Casey (2000) suggested that location selection should consider ease of access, safety and adequate transportation and parking.

The nine participants attended the discussion on the appointed date. Before the actual session, participants were reminded of the date and time of appointment to attend the discussion. Prior to the commencement of focus group session, the researcher and the moderator welcomed the participants and welcome drinks were provided. Following this, each of the participants, the researcher and the moderator briefly introduced themselves. The moderator provided a brief overview of the research topic, the purpose of the discussion and the reasons the particular individuals were selected to attend. Following this, the moderator explained the format of the interview, set the ground rules

and assured that all information would remain confidential. Permission was sought from the participants to audiotape the focus group session.

Next, the moderator opened up the main discussion and where appropriate, gets the participants to stick to discussion of the semi-structured questions. The discussion was conducted under relaxed atmosphere without any pressure for participants to resort to any kind of voting or consensus agreement. The participants' enjoyment in sharing their ideas and perceptions were enhanced. The discussion took two hours and produced valuable data.

#### **D. Reliability and Validity**

After the session, researcher was briefed by the moderator to get more insights of what happened during the session. Audiotape recording was transcribed carefully to ensure accuracy of all data. In this study, the researcher transcribed the complete group discussion by herself. The complete transcripts are more rigorous and productive than abridged transcripts but the process is difficult, slow and time-consuming (Litosseliti, 2003). In addition, field notes were used to clarify points and support the recordings.

To validate the findings, feedback from the participants was obtained to cross check the accuracy of the transcribed information. In this step, copies of complete transcripts were given to the moderator and the participants for verification and allow them to correct the contents of the interview. All of them agreed with these transcripts.

This focus group was formed with Thai participants and therefore native language was used in the discussion. Barbour (2007) suggested that using participant's mother tongue can generate much richer data. Therefore, it was necessary to hire a language expert fluent in both English and Thai to check the data with the researcher and

moderator. Back to back translation of the group discussions was also performed, as incorrect, incomplete or poor quality translation can seriously affect the quality of the data and limit the analysis (Hennink, 2007).

## **E. Data Analysis and Interpretation**

Focus group analysis is a systematic (deliberate and planned) and sequential (evolving) process. Systematic and sequential analyses help ensure results reflect the group sharing (Krueger & Casey, 2000). There are different ways to capture the data to be used as the basis for analysis. In this step, the transcript was used as the basis for analysis (Litosseliti, 2003; Krueger & Casey, 2000).

The transcript was read carefully. The following step was coding to identify substantive parts in the transcript that relate to the research questions. Subsequently, each section of the transcript was commented with code words to describe what participants were talking about. This was followed by reviewing and reframing the coded information. Findings of the focus group interview are presented in Chapter 4.

### **3.5 Determination of an Optimum Position of Yor Island**

Position determination is a necessary and important issue for a destination as it distinguishes the destination from its competitors and it helps the target tourists remember the destination easily. The process to determine an optimum positioning for Yor Island follows the process proposed by Kotler et al., (2003) as shown in the following steps.

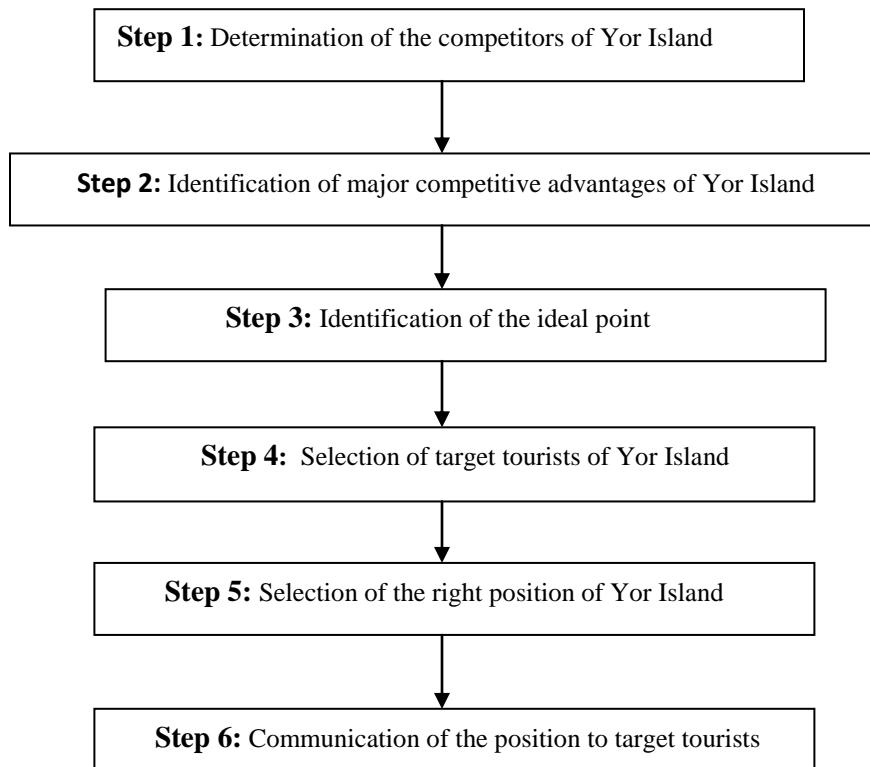


Figure 3.48: Market Positioning Steps of Yor Island

The positioning exercise of this study began with identifying the destination's competitors (Step1). Selection of Yor Island's competitors was based on the statistical report on Songkhla's favorite destinations by TAT (2005). The report indicated that Yor Island held the 7<sup>th</sup> place that domestic tourists prefer to visit. The first to sixth places were held by Kim Yong/Santisuk Market, Samila Beach, Sadao Border, Padang Besar Border, Ton-ngachang Waterfall and Hat Yai Municipal Park respectively. Thus, these six locations are Yor Island's competitors for the domestic market. This was later verified through the in-depth interviews as well as the use of KYST technique in this study.

To accomplish Step 2, major competitive advantages of Yor Island were identified by using the PROFIT technique of MDS program. Following this, the ideal

point (Step 3) was identified by the PREFMAP approach. In Step 4, correspondence analysis was utilized to determine the correct target markets. Then, the findings in stages 1–4 were checked against the results from the focus group discussion for validity. The findings of focus group, the questionnaire survey, as well as the SWOT analysis, were used to analyze the right position of Yor Island (Step 5). Finally, the target tourists and trip characteristics information was analyzed via cross tabulations to determine the communication channels that could effectively communicate Yor Island's position to the target market.

### **3.6 Summary**

This chapter provided a description of the research design and methodology. Discussions were focused on the advantage and necessity of using a mixed methods research, the research variables, the selection of the sample, the data analysis plan and the testing of the validity and reliability of the instrument. Then the chapter proceeded to explain the qualitative approach used in the first stage of the current study. This was followed by discussions of the second stage of the study that utilized both qualitative and quantitative approaches. In the quantitative part, several analyses including KYST, PROFIT, PREFMAP and correspondence analysis were employed to analyze and interpret the data. In the qualitative part, focus group interview was used to confirm the quantitative findings and provide more detailed information. The results of the data gathered and its analysis were presented in the next section.

# CHAPTER 4

## ANALYSIS AND RESULTS

### 4.1 Introduction

This chapter presents the results and data analysis. The findings from in-depth interviews are discussed first. Stage 1 is divided into two parts: a) discussions on the strengths and weaknesses of Yor Island, and b) discussions on the opportunities and threats. Next, analysis and results of the study's quantitative data are presented. Stage 2 starts with the presentation of general socio-demographic characteristics, trip characteristics, and respondents' overall perceptions toward Yor Island's tourism. Then, the results of the KYST technique are presented to show the competitors of Yor Island. This is followed by the presentation of PROFIT results to indicate strong attributes of Yor Island. The results of the PREFMAP technique and the correspondence analyses are also presented. This is followed by analysis of the results of focus group interview. Eventually, the positioning results of Yor Island are presented in the final section.

### 4.2 Stage 1: Qualitative Data Analysis

This section describes the tourism status of Yor Island. Data gathered through the in-depth interviews with eight participants is reported in Appendix A. The findings at this stage are evaluated through the application of SWOT analysis. For this study, the SWOT procedure was used as a tool for organizing and interpreting information (Wall, 2002). A SWOT analysis is a valuable tool for the tourism planning process because it is not only an evaluation method but also a holistic method (Collins-Kreiner & Wall, 2007). This method can provide for specific evaluations and the results give a holistic

picture of a destination's situation. Besides, SWOT analysis has been developed to assess the status and prospects of business (Collins-Kreiner & Wall, 2007). In other words, the future potential of tourism development of a destination can be enhanced through a SWOT analysis (McDowall & Wang, 2009).

To carry out a SWOT analysis, the strengths, weaknesses, opportunities, and threats of Yor Island as well as the different aspects of Yor Island, i.e. social, economic, cultural, environmental, infrastructural, and geographical were evaluated. Moreover, the SWOT analysis was evaluated at national, regional, and a selected site level in order to make SWOT analysis more systematic (Collins-Kreiner & Wall, 2007). In order to accomplish the objective, a checklist of questions needs to be developed to guide the relevancy of Yor Island's SWOT analysis. Table 4.1 provides a check list of questions for a SWOT analysis of Yor Island.

Table 4.1  
Checklist Questions for Yor Island's SWOT Analysis

Items	Questions
Strengths	<ul style="list-style-type: none"> <li>- What are competitive advantages of Yor Island compared to its competitors?</li> <li>- What are potential products and services of Yor Island?</li> <li>- What is a unique product attribute of Yor Island?</li> </ul>
Weakness	<ul style="list-style-type: none"> <li>- What are competitive disadvantages of Yor Island compared to its competitors?</li> <li>- What are actual products and services of Yor Island that need to improve?</li> <li>- What is fragile structure of tourism of Yor Island?</li> </ul>

Table 4.1 (Continued)

Items	Questions
Opportunities	<ul style="list-style-type: none"> <li>- What are possibilities of tourism investments by local government on Yor Island?</li> <li>- How physical and service quality of accommodation and business-tourism facilities in Songkhla Province can create opportunities for Yor Island tourism?</li> <li>- How the tourism of Yor Island can get benefits from the trend of awareness in health risk and problems?</li> </ul>
Threats	<ul style="list-style-type: none"> <li>- How does the situation of environmental deterioration affect the tourism of Yor Island ?</li> <li>- Can the bombing in Hat Yai cause decreasing demand in Yor Isalnd's tourism?</li> <li>- Are the economic slowdown and oil price increase obstacles to an expansion of Yor Isalnd's tourism?</li> <li>- How would emergence of new tourist destinations and new tourism types affect tourism of Yor Island?</li> </ul>

Source: Adapted from Collins-Kreiner & Wall (2007); Schartz (2006)

Next, the findings regarding the current status of Yor Island are presented in Table 4.2 (strengths and weaknesses) and Table 4.3 (opportunities and threats).

Table 4.2  
The Strengths and Weaknesses of Yor Island

Strengths	Weaknesses
1. Yor Island is a well-known island in Thailand.	1. Yor Island lacks a tourism coordinating center.
2. Yor Island is the location for the Institute for Southern Thai Studies i.e. the only folklore museum in Thailand.	<ul style="list-style-type: none"> <li>2. Yor Island lacks efficiency in marketing research <ul style="list-style-type: none"> <li>- There is no analysis on the demand of tourists</li> <li>- Yor Island lacks research and development of tourism products such as fabric design, fruit product design, as well as fruit and fabric package design.</li> </ul> </li> </ul>
3. Yor Island has a Panya style Thai monk's house style which is the only one left in Thailand.	3. Yor Island lacks efficiency in marketing mix analysis.

Table 4.2 (Continued)

Strengths	Weaknesses
	<p><u>Product</u></p>
4. Yor Island is the only place in Thailand that is popular in Gracilaria fisheri salad. This kind of food is well known among tourists more than one hundred years.	<ul style="list-style-type: none"> <li>- Yor Island lacks maintenance and restoration of many tourism sites to make them suitable as tourist attractions.</li> </ul>
5. Woven fabric of Yor Island is one of the most famous fabric locally woven in Thailand, especially the royal Ratchawat pattern given by King Rama	<ul style="list-style-type: none"> <li>- Yor Island lacks development of program and tourism routes to attract tourists for each season.</li> </ul>
6. Only Yor Island has a ceremony to change bad fortunes by floating a small vessel into the sea.	<ul style="list-style-type: none"> <li>- Yor Island lacks development of suitable type of tour package sales.</li> </ul>
	<ul style="list-style-type: none"> <li>- Yor Island lacks creative tourism activities that can enhance tourist travel experience and satisfaction.</li> </ul>
	<ul style="list-style-type: none"> <li>- Yor Island has no diversity in products for shopping.</li> </ul>
	<p><u>Price</u></p>
	<ul style="list-style-type: none"> <li>- Yor Island lacks a control system to determine suitable prices of tourism products. As a result, the price of seafood is very expensive, whereas the price of homestay is very cheap.</li> </ul>
	<p><u>Promotion</u></p>
5. Yor Island lacks informative signboards of attraction sites both on the main and small roads to tourist sites on Yor Island.	<ul style="list-style-type: none"> <li>- Public relations and advertising of Yor Island are not enough and unattractive.</li> </ul>
	<ul style="list-style-type: none"> <li>4. Yor Island lacks efficiency in marketing planning</li> </ul>
	<ul style="list-style-type: none"> <li>- The public relation in tourism marketing plans of Yor Island lacks efficiency and continuity.</li> </ul>
	<ul style="list-style-type: none"> <li>6. Yor Island lacks road signs to tourist attractions. The existing ones are not standard due to their small sizes which are difficult to see from far.</li> </ul>

Table 4.2 (Continued)

Strengths	Weaknesses
7. Yor Island is the only island in Thailand surrounded by 3 types of water (fresh water, sea water and brackish water).	7. The communication routes to other places in Yor Island are quite confusing which is inconvenient when traveling without a tour guide.
8. The longest concrete bridge in Thailand, <b>Tinsulanond Bridge</b> , connects Yor Island to the mainland.	8. Yor Island lacks development of a good transportation system in the community to link with other tourist attractions.
9. Yor Island has jackfruit “chempedak”, which is only planted here.	9. Roads are two lanes on Yor Island and the width of the road is only 5 meters, so it is difficult for big vehicles like buses to pass through.
10. Yor Island has the longest reclining statute of Buddha in nirvana posture in the South at Lampor temple.	10. There are not enough public toilets on Yor Island to cater to the number of tourists.
11. Yor Island has the most beautiful ancient Thai-styled houses in the South, some of which are more than 200 years.	11. There is no standard resort style accommodation to attract high end tourists to stay overnight.
12. Villages on Yor Island is the only place in Songkhla Province chosen to be one of ten OTOP VILLAGE CHAMPION at country level.	12. Yor Island lacks the planning to determine measures to control quality and preservation of water environment, release of garbage from restaurants into the sea and pollution caused by the construction of homestays in the sea to accommodate tourists.
13. Yor Island is accepted as the ideal place for planting the sweetest and delicious sapodilla in Songkhla.	13. The community leader and the local government officers responsible for tourism resources on Yor Island lack knowledge and skills in tourism management.
14. Yor Island is most famous for seafood in Songkhla Province, especially the delicious 3 water-snapper dish.	14. The head administration officer of tourism on Yor Island has no power to coordinate with tourism related groups in both government and private sectors to stimulate tourism on Yor Island.

Table 4.2 (Continued)

Strengths	Weaknesses
15. Yor Island is the only tourist attraction in Songkhla province that has been accepted by government sectors, researchers, community developers and tourism scholars as a place with high potential for organizing eco-tourism and agricultural tourism.	15. The community lacks good relation with tour guides.
16. The community on Yor Island has a positive attitude towards tourism. They are pleased to welcome and give services to the tourists, give hospitality and be friendly to tourists.	16. There is conflict among community on Yor Island and some of them do not cooperate in tourism activities, as the allocation for tourism benefits is not equally distributed.
Locals do not deceive tourists.	
17. The safety on Yor Island is nearly 100% as the community of Yor Island has a camaraderie way of life.	
18. There is no problem on the supply limit of basic utilities for both water and electricity on Yor Island because they are located near to the mains. Therefore Yor Island is able to welcome a big number of tourists.	
19. Yor Island has the most diverse natural resources in comparison to other tourist destinations nearby .	
20. Yor Island has a beautiful and varied landscape of mountain, bay and coastal highlands.	
21. It is convenient to travel to Yor Island on low budget since Yor Island is located between 2 cities. It is 20 kilometers from Hat Yai and 15 kilometers from Songkhla City.	

Table 4.3  
The Opportunities and Threats

Opportunities	Threats
1. Thai government has a policy of supporting tourism industry at both national and local levels.	1. The unrest situations in the Southern Border provinces and the bombing in Hat Yai and in Muang District in Songkhla have affected tourism in Songkhla Province.
2. As the trend for health care is increasing, Thai people have focused more on eating fish from the sea, especially snappers.	2. Thai economic decline has reduced the number of tourists coming to Yor Island.
3. As the trend to create awareness to preserve art, culture, norm and tradition is happening among Thai people, it stimulates every group of Thais to travel more to see the way of life, architectures, as well as historical sites and antiques.	3. Due to political unrest situations in Thailand, tourists are afraid of the danger. So they stopped coming to Hat Yai.
4. The trend for “back to nature” tourism is expanding because the people in Hat Yai Distict and Songkhla Downtown have responded more to this kind of tourism.	4. Due to the increasing oil prices, the number of tourists has decreased.
5. There are lots of native people in Hat Yai who have never been to Yor Island.	
6. There are 5 universities situated near Yor Island. If Yor Island and these universities can join hands in creating appropriate activities for this segment, tourist number to Yor Island will increase sharply.	
7. The construction of the biggest fish museum in Thailand located nearby is expected to complete around the end of 2013 which will further help tourism on Yor Island.	

### **4.3 Stage 2: Quantitative and Qualitative Data Analysis**

In this stage, the results from quantitative method are discussed. Next, the findings from focus group interview method are presented. In this way, the role of qualitative method is to support the findings from quantitative method. As the findings from focus group interview can provide a clearer picture of key domestic tourists' perceptions of Yor Island as a tourism destination.

#### **4.3.1 Quantitative Data Analysis**

This section presents the results of the quantitative data analysis for the data collected and reported in previous chapter. Overall, 453 questionnaires were collected within Songkhla Province. There were a total 400 valid responses, accounting for 88.3% response rate. Descriptive statistics were used to describe the data of socio-demographic, trip characteristics, and the overall perceptions of Yor Island tourism. It is followed by a section that identifies the segment and position of Yor Island as perceived by domestic tourists. Obviously, the results of the KYST, PROFIT, PREFMAP and correspondence analysis techniques are presented.

##### **4.3.1.1 Demographic Profile of Respondents**

Out of the 400 respondents, 67.5% were females and 32.5% were males. The largest age group category was 25 to 34 (35.5% of the total respondents) followed by the age group 14 to 24 (25.5% of the total sample) and 25% of the total sample were ages between 35 and 44. The age group of 45 to 54 and over 55 occupied 11.5% and 2.5% of the total respondents respectively. The demography of gender and age groups are represented in Table 4.4.

Table 4.4  
Demographic Information of the Respondents (Gender and Age)

Demographic Information	Frequency	Percentage (%)
<u>Gender</u>		
Male	130	32.5
Female	270	67.5
<u>Age</u>		
14 – 24	102	25.5
25 – 34	142	35.5
35 – 44	100	25.0
45 – 54	46	11.5
Over 55	10	2.5

Of the four hundred respondents, 94% of the respondents were people who live in Songkhla area, and 6% of them live in other provinces. Two provinces which share the same border with Songkla Province, Pattalung and Nakornsritthammarat Provinces were 2% and 1% of the respondents respectively.

There were two main groups of respondents in term of marital status. The single group was 61%, the married group was 35.25% and the rests were the divorced and widowed groups at 2.25% and 1.5% respectively. The marital status and residence area information are represented in Table 4.5.

**Table 4.5**  
**Demographic Information of the Respondents (Residence Area and Marital Status)**

Demographic Information	Frequency	Percentage (%)
<b><u>Residence Area</u></b>		
Songkhla Province	376	94.00
Others	24	6.00
- Nakornsithammarat	5	1.00
- Pattalung	8	2.00
- Trang	1	0.30
- Pattane	1	0.30
- Narathiwat	3	0.80
- Bangkok	3	0.80
- Others	3	0.80
<b><u>Marital Status</u></b>		
Single	244	61.00
Married	141	35.25
Divorced	9	2.25
Widowed	6	1.50

Regarding the respondents' educational background, 76.5% of the total sample graduated from university. From this, 61% completed bachelor degree and 15% completed higher than bachelor degree.

With regards to the occupation of participants, 35% of the total samples were company employees, 24.25% were working for government units and state enterprises. 12.75%, 11.5% and 9.25% were business owners, students and temporary employees respectively.

Most of the respondents (36.25%) reported their monthly income between RM1,001 to RM2,000 while 16.5% and 9% with monthly income between RM2,001 to RM3,000 and no income respectively. 26.5% reported their monthly income below RM1,000, while 3.25% reported their monthly income above RM5,000.

The three groups of information, the demography of educational background, the information concerning participants' occupations, and the classification of monthly income, are represented in Table 4.6.

**Table 4.6**  
**Demographic Information of the Respondents**  
**(Education, Occupation, and Monthly Income)**

Demographic Information	Frequency	Percentage (%)
<b><u>Education</u></b>		
No schooling	1	0.25
Primary - High school	55	13.75
College	38	9.50
University	304	76.50
- Under graduates	244	61.00
- Post graduates	60	15.00
Others	2	0.50
<b><u>Occupation</u></b>		
Company employee	140	35.00
Government /State- enterprises employee	97	24.25
Student	46	11.50
Business Owner	51	12.75
Temporary Employee	37	9.25
Others	29	7.25
<b><u>Monthly Income</u></b>		
No income	36	9.00
Below RM1,000	106	26.50
RM1,001 – 2,000	145	36.25
RM2,001 – 3,000	66	16.50
RM3,001 – 4,000	19	4.75
RM4,001 – 5,000	15	3.75
Above RM5,000	13	3.25

#### 4.3.1.2 Trip Characteristics of Questionnaire Respondents

##### 1. The Number of Yor Island Experiences

In this survey, 100% of the total sample was repeat travelers. More than half of the respondents (75.25%) had an experience with Yor Island more than 5-6 times, followed by 13.75% with 3-4 times experience. Only 11.0% of the respondents had 1-2 times experience.

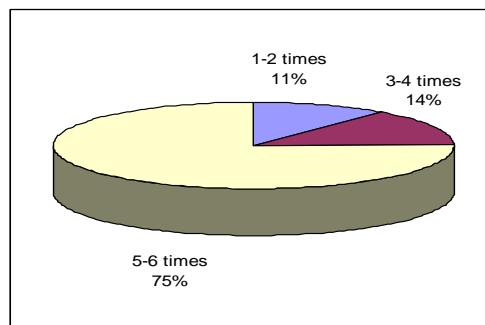


Figure 4.1: The Number of Yor Island Experiences

##### 2. The Frequency of Visiting Yor Island

The majority of respondents (32%) had visited Yor Island six times per year, and 21.25% as well as 19.5% of respondents had visited Yor Island once a year and twice a year respectively.

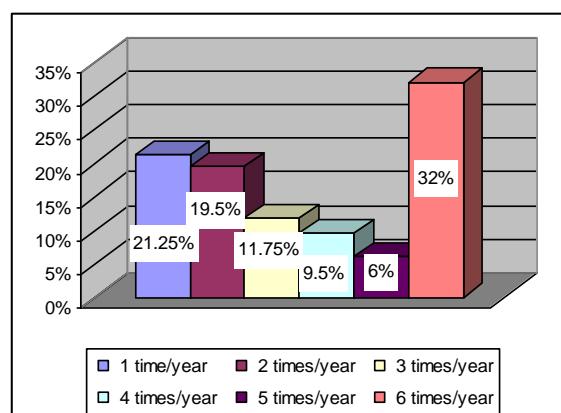


Figure 4.2: The Frequency of Visiting Yor Island

### 3. Favorite Visiting Time to Yor Island

The time period favoured by most respondents of this survey to visit Yor Island was 09:00 am. - 09:00 pm. Approximately 54% of the four hundred respondents preferred to visit Yor Island during the period 03:00 - 6:00 pm, while 16.5%, 12%, and 10.75 % of respondents preferred 06:00 - 09.00 p.m., 12:01 - 03:00 p.m., and 09:01-12:00 am respectively. Only 6.75 % of the respondents preferred to visit Yor Island before 09:00 am.

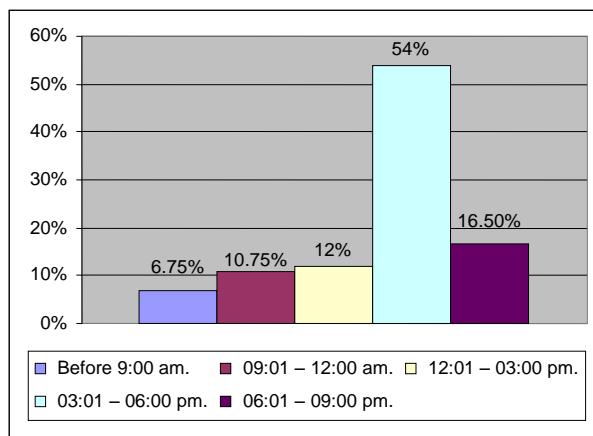


Figure 4.3: Favorite Visiting Time to Yor Island

### 4. The Purpose of Trip to Yor Island

In this study, the purposes of travelling to Yor Island were considered. Approximately 27.9% of the respondents travelled for food for their meals, while 25.5% of the respondents travelled for recreation and holiday, 19.9% for shopping, 15.9% were on transit to somewhere else. The remaining 6%, 3%, 1% and 0.8% of respondents travelled for visiting friends/relatives, seminar, business, and friend's wedding respectively.

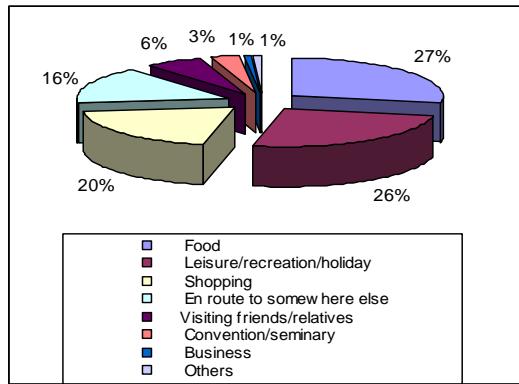


Figure 4.4: The Purposes of Visiting Yor Island

## 5. The Traveling Companions

Approximately one-third (34.2%) of the respondents traveled to Yor Island with family members; 28.4% came with friends, 15.8% with their spouses and 15.7% with their relatives.

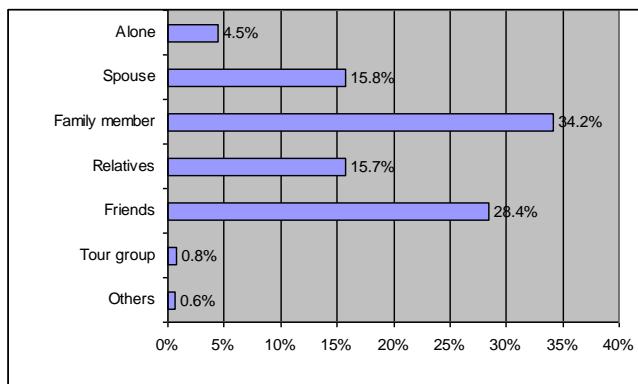


Figure 4.5: The Traveling Companion

## 6. The Number of Traveling Companions to Yor Island

The majority of the respondents (34.75%) travelled with four companions to Yor Island, while 28.75% of the respondents had more than five traveling companions. The remaining 15.5%, 10.75% and 10.25 % of the respondents had five, three and two traveling companions respectively.

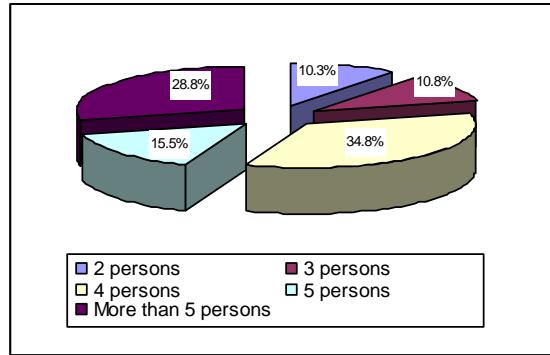


Figure 4.6: The Number of Traveling Companion

## 7. The Average Expense when Visiting Yor Island

Approximately 15.25% of the total sample revealed that their average expense per trip to Yor Island is below RM50, while 8.25 % of the respondents reported their average expense per trip is above RM200. Most of the respondents (39.5%) reported their average expense per trip of RM50 - RM100 approximately. Next was the group that spent about RM101 – RM150, which was 25.5% of the total respondents. The last group (11.5%) spent between RM151 to RM200 per trip.

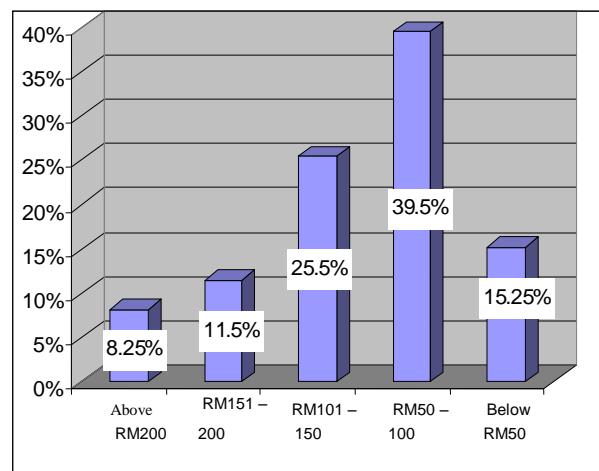


Figure 4.7: The Average Expense When Visiting Yor Island

## 8. The Information Sources for Planning Yor Island Visit

More than half of the respondents (59.1%) knew about Yor Island's tourism via friends or relatives, 25.7% gained information from media (TV/radio (10.1%), Newspaper/ Magazine/brochure (9.6%) and Internet (6%), 8.8 % from institution and 2.7 % from travel agency.

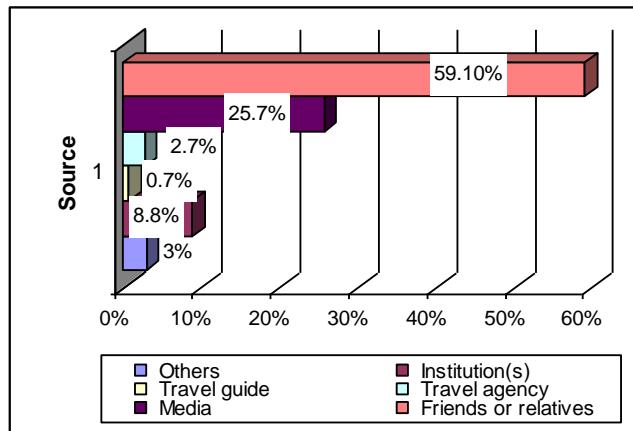


Figure 4.8: The Information Sources

## 9. The Duration of Participants' Stay on Yor Island

Most of the respondents (44.75%) stayed 3-4 hours on Yor Island. 38% of respondents stayed on Yor Island for 1-2 hours, followed by 9% of respondents who stayed for 5-6 hours, 4% one day and more and 4% of total respondents stayed on Yor Island for less than one hour.

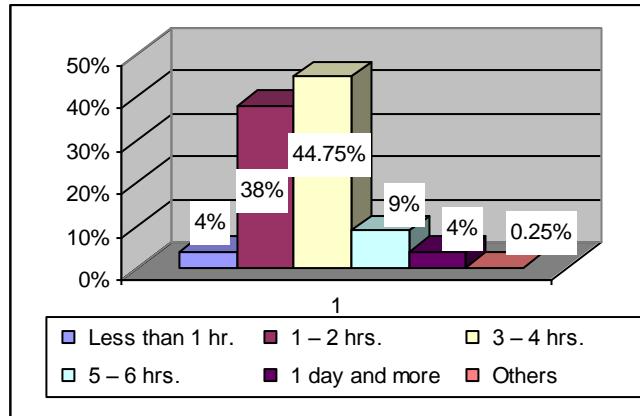


Figure 4.9: The Duration

## 10. The Transportation Used When Traveling to Yor Island

Almost 90 % of all respondents used their personal car to visit Yor Island. Next, 9.75% used motorcycle, followed by 1.75% of the respondents who used public transports and 1 % who used taxi.

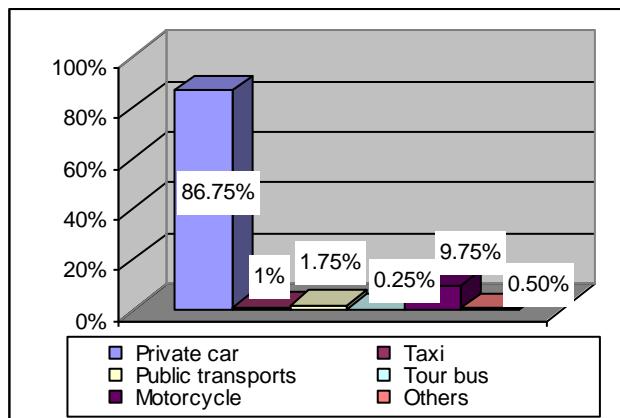


Figure 4.10: The Types of Transportation Used

## 11. Stay Overnight on Yor Island

The vast majority of the respondents (83.25%) indicated that they did not stay overnight, while only 16.75% of the total respondents did.

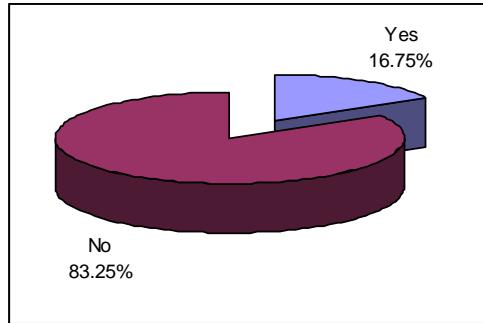


Figure 4.11: Stay Overnight

## 12. Types of Accommodation

With regards to the type of accommodation chosen, 40.3% of the total respondents stayed at their relatives' house, 34.3% stayed in a lodge and 14.9 % of the total sample stayed at homestay.

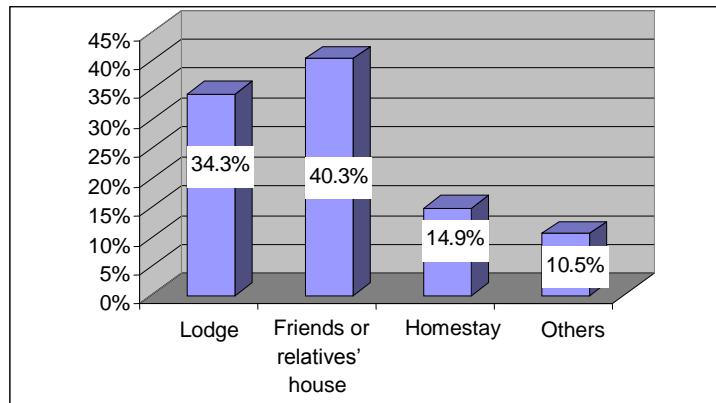


Figure 4.12: Types of Accommodation

### 4.3.1.3 Overall Perceptions of Yor Island Tourism

The purpose of this section is to find out the overall satisfaction, met expectations, and destination loyalty intention of domestic tourists who had travelling experience to Yor Island. Overall tourist satisfaction is a much broader concept based on a holistic evaluation after purchase (Gallarza & Saura, 2006). Overall satisfaction

was measured with a single item (Bigne et al., 2001; Fornell, 1992). By measuring the met expectations, overall satisfaction was evaluated by comparing the destination expectations with the actual destination outcome (Oliver, 1980). Destination loyalty was measured with two items: the intention to revisit the destination and the willingness to recommend it to others. The data from the questionnaire survey of this section revealed the following results.

Obviously, 95.50% of the total sample was medium to highly satisfied (level 4 – level 7) with travelling to Yor Island. Only 4.5% of the total respondents had low overall satisfaction. The details of this information are represented in Table 4.7.

Regarding the respondents' met expectations, 89% of the total sample felt that their travelling experience to Yor Island had met their expectation, whereas 11% of the respondents did not feel that the experience met their expectations. The information concerning respondents' met expectations is represented in Table 4.7.

Table 4.7  
Overall perceptions of Yor Island-survey method

Items	Frequency	Percentage (%)
<u>Overall Satisfaction</u>		
Level 1	2	0.50
Level 2	3	0.75
Level 3	13	3.25
Level 4	87	21.75
Level 5	96	24.00
Level 6	114	28.50
Level 7	85	21.25
<u>Met Expectation</u>		
Yes	356	89.00
No	44	11.00

The majority of respondents (86%) reported that they wanted to revisit Yor Island in the future. Approximately 12% of the total sample indicated that they might be coming back. In contrast, only 2% reported that they would never come back to Yor Island. This information is represented in Table 4.8.

With regards to the willingness to recommend, the vast majority (89%) of the total sample reported that they would recommend to friends or relatives to visit Yor Island. About 9.0% were not sure if they would recommend it to other people. The remainder of the respondents (2%) indicated that they would not recommend Yor Island to other people. The information is represented in Table 4.8.

Table 4.8  
Overall perceptions of Yor Island-survey method (Continued)

Items	Frequency	Percentage (%)
<u>Intention to Revisit</u>		
Yes	344	86
No	8	2
May be	48	12
<u>Willingness to Recommend</u>		
Yes	357	89
No	36	2
May be	7	9

#### 4.3.1.4 Results of the KYST Technique

The KYST method is a flexible PC-based program for multidimensional mapping (Kruskal & Whish 1986, cited in Kim & Agrusa, 2005). KYST uses the calculation consisting of rating to build groups of metric distances between tourist attractions with the nearest distance representing the original ranks between the pairs. Using KYST analysis in a perceptual map, the distance between two tourist attractions

can be interpreted as an indicator of similarity or dissimilarity of the destinations. For this study, data on similarities and dissimilarities of each tourist attractions as perceived by the 400 domestic tourists were evaluated using 30 attributes. There were 21 pairs calculated from the formula  $n(n-1)/2$ , where  $n$  is the total number of destinations (7 destinations).

	1	2	3	4	5	6	7
1. Yor Island	-						
2. Samila Beach	6.30	-					
3. Ton-ngachang Waterfall	5.00	4.03	-				
4. Hat Yai Municipal Park	3.50	4.10	4.13	-			
5. Kim Yong/Santisuk Market	3.00	2.90	2.80	3.00	-		
6. Sadao Border	2.76	2.74	2.73	2.80	4.55	-	
7. Padangbesar Border	2.72	2.73	2.72	2.75	4.54	6.00	-

Figure 4.13: Matrix of Mean Similarity Rating

	1	2	3	4	5	6	7
1. Yor Island	-						
2. Samila Beach	1	-					
3. Ton-ngachang waterfall	3	8	-				
4. Hat Yai Municipal Park	9	7	6	-			
5. Kim Yong/Santisuk market	10	11	12	10	-		
6. Sadao border	13	15	16	12	4	-	
7. Padangbesar border	17	16	17	14	5	2	-

Figure 4.14: Ranking by Degree of Similarity

As illustrated in Figure 4.13: Matrix of mean similarity ratio and Figure 4.14: Ranking by degree of similarity, these mean ratings were arranged in matrix form to be accepted as inputs to an MDS analysis which then convert them to rank order information. Evidently, Yor Island and Samila Beach were perceived to be more similar

to each other (mean = 6.30) than any other pair of destinations, while Yor Island and Padangbesar Border were judged to be the most dissimilar pairs (mean = 2.72).

The next process of evaluating the KYST solution was to consider a number of dimensions and the measure of fit. The evaluation of fit widely used in MDS is based on stress. Stress is provided in SPSS. Stress is the second root of normalized residual sum of squares (Kruskal & Whish 1986, cited in Kim & Agrusa, 2005).

Goodness of fit is accepted when a stress value is near to 0 (zero). The result of the KYST analysis in this study showed a final stress value at 0.08614, which is an indication that the goodness of fit was at good level. Besides, the goodness of fit is important for the consideration of a number of suitable dimensions. Malhotra et al., (2005) have advised to plot the value of stress versus dimensionality and the position of the line curving out in the graph which represented the number of suitable dimensions. Based on Figure 4.15: Plot of stress versus dimension, it was decided to retain a two-dimension solution. This is shown in Figure 4.16.

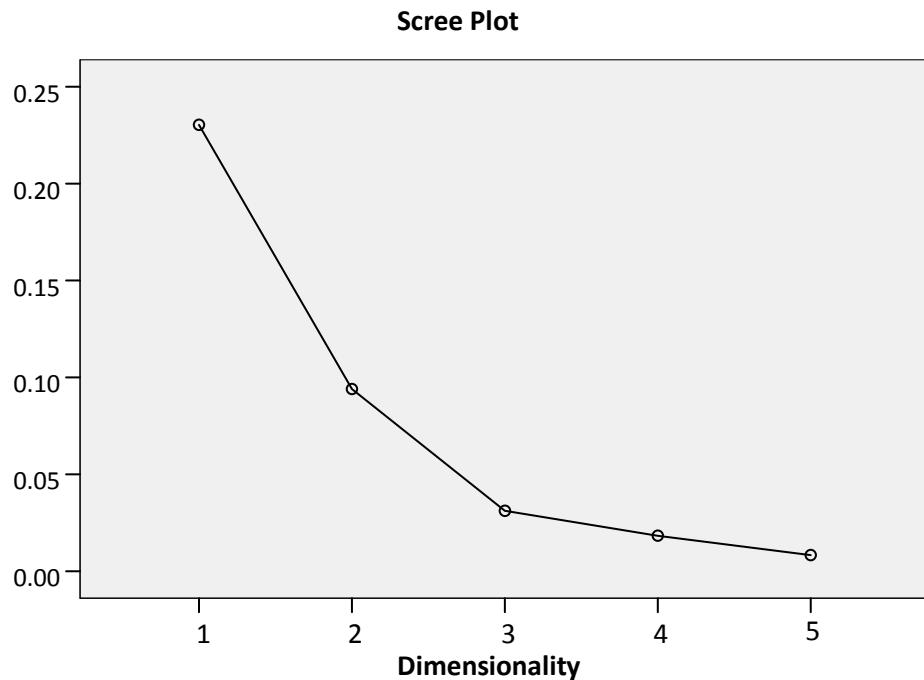


Figure 4.15: Plot of Stress versus Dimension

When a spatial map has been developed, the dimensions must be labeled and the configuration interpreted. The basics of Multidimensional scaling (MDS) concern two problems: 1. the identification of the dimension perceived by consumers (tourists); and 2. objects (destinations) need to be positioned with respect to these dimensions. The output of MDS is the position of objects (destinations) on the dimensions and is termed a perceptual map (Aker, 1981). Labeling the dimensions in this study required subjective judgment on the part of researcher. The process for the primary interpretation of the KYST analysis used Kruskal and Wish (1986) principle (Kim & Agrusa, 2005). They recommended that destinations appearing at opposite end of lines and far apart are likely to be different. Destinations plotted near one another indicated that the respondents perceived those destinations with similar images and thus they are likely to be competitors in a marketplace.



Figure 4.16: Configuration for Competitive Destination

Figure 4.16: Configuration for Competitive Destination showed two lines for Dimension one (natural attractions versus shopping attractions) and Dimension two (attractions in Hat Yai District versus attractions outside Hat Yai District). Samila Beach, a natural attraction, is at one end of the Dimension one, whereas Sadao Border is at the opposite end. In Dimension two, Hat Yai Municipal Park is at the end of the tourist attraction in Hat Yai District opposite to Yor Island and Padangbesar Border at the end of the tourist attractions outside Hat Yai District. Since destinations plotted closely in a perceptual map indicate the perception that the destinations have similar images and are likely to be competitors in the marketplace, Samila Beach can be seen as the closest competitor of Yor Island.

From Figure 4.16, tourist destinations can be divided into three groups: 1) the ones located in Hat Yai District namely Kim Yong/Santisuk Market, Hat Yai Municipal

Park and Ton-ngachang Waterfall, 2) the ones located in city or Muang District namely Yor Island and Samila Beach, and 3) the ones located in Sadao District namely Sadao Border and Padangbesar Border. When considering the competitors from the perspective of locations, it was found that in the city district, Samila Beach is the competitor of Yor Island; in Hat Yai District, Ton-ngachang Waterfall is a close competitor of Hat Yai Municipal Park and in Sadao District, Sadao Border is the competitor of Padangbesar Border.

In summary, Yor Island and Samila Beach were perceived as being the most similar destinations in terms of natural attraction and tourist attraction outside Hat Yai District. Thus, Yor Island and Samila Beach are competitors in the same marketplace.

#### **4.3.1.5 Results of the PROFIT Technique**

The second quantitative analysis used in this study is property profiting (PROFIT) by optimizing non-linear or linear correlation. The program was used to indicate the position of tourist attraction in a perceptual space constituted by two selected dimensions and attribute vectors. As the purpose of running PROFIT is to understand how destinations are comparatively positioned on each attribute vector (Kim et al., 2005), non-linear multiple regression was used for the working of the PROFIT in this study. It started with coordinate inputs as independent variables and attributes as dependent variables. Coordinate input was derived from the KYST procedure. Coordinate input is a group of independently determined physical measures called properties to rank each stimulus (Green et al., 1989). Coordinate input would describe a configuration of N stimuli (seven destinations) in a specified K number of dimensions (two dimensions). After that PROFIT would seek a vector for each property (meaning

each attribute in this study) in the K dimensional space. The projections of the N stimuli indicated on vector respond to the value input for the best property vector. Finally, the output of the PROFIT was a plot of seven destinations in two dimensions, along with attribute vector which explained how the destinations were positioned by comparing each attribute vector.

The result of PROFIT analysis is shown in Figure 4.17: Final Plots of the Stimulus Points and the Property Vectors. The stress value as a goodness of fit indicator (Einarsdottir & Rounds, 2000) was at 0.08652, indicating a good fit of goodness, compatible with the criterion of Kruskal (see Table 3.1 of Chapter 3). The analysis of PROFIT was conducted by producing the final plots of the stimulus points (destinations) and the property vectors (attributes). The property vectors will assist in interpreting the perceptual maps by revealing how seven positions of tourist attractions are located on attribute vector.

The following is an interpretation of Figure 4.17. It starts by drawing vector line of each destination attribute from the origin and the line should be drawn to the opposite direction from the vector by passing the origin. After that, the point of a destination is dropped perpendicularly on a destination attribute's vector. The farther the distance of a destination location from the origin along the property vector, the better the destination explains the attribute. On the contrary, the farther the distance of a destination location from the origin point in the opposite direction of attribute vector, the less the destination reflects the attribute.

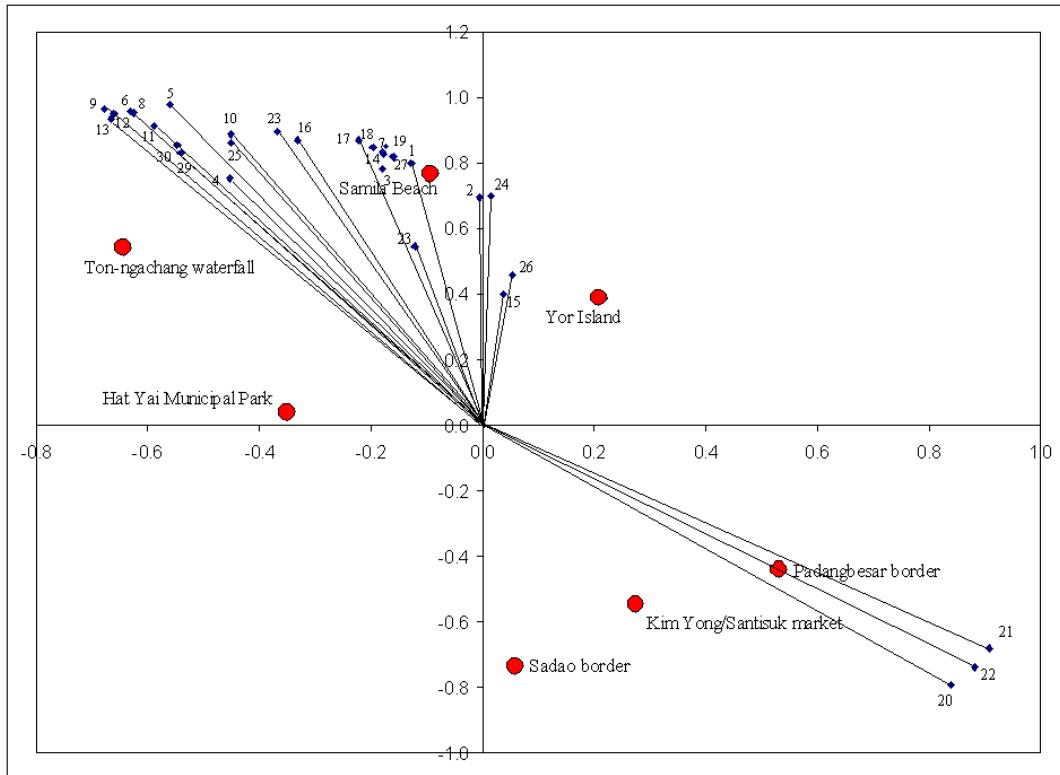


Figure 4.17: Final Plots of the Stimulus Points and the Property Vector

1. Place of historical interest
2. Place of cultural interest
3. Place of traditional architecture
4. Good place for agro-tourism
5. Place for cruise ship
6. Place of natural scenic beauty
7. Good place for fishing
8. Place for taking pictures
9. Good place for family vacation
10. A safe place for tourists
11. Cleanliness and hygiene
12. Good weather
13. Restful and relaxing atmosphere
14. Quality of food
15. Service in restaurants
16. Food prices
17. Quality of lodging facilities
18. Service in hotel or guest house
19. Price of hotel or guest house
20. Type of shopping products
21. Quality of shopping products
22. Price of shopping items
23. Facilities for meetings or conferences
24. Variety of attractions
25. Good value for money
26. Friendly Local people
27. Close to other holiday destination
28. Easy accessibility to the area
29. Parking
30. Local traffic

As can be seen in Figure 4.17 above, Yor Island is positively perceived in terms of friendliness of the local people, followed by being a destination with distinguished restaurant service. Samila Beach is considered as the most desirable tourist attraction of historical interest. Ton-ngachang Waterfall is perceived to have the most appropriate restful and relaxing atmosphere. Padangbesar Border is reported to be the most appropriately priced destination.

**Table 4.9**  
**Showed Strong Attributes of the Destinations**

Attributes	Destinations
1. Place of historical interest	Samila Beach
2. Place of cultural interest	<b>Yor Island</b>
3. Place of traditional architecture	Samila Beach
4. Good place for agro-tourism	Ton-ngachang Waterfall
5. Place for cruise ship	Ton-ngachang Waterfall
6. Place of natural scenic beauty	Ton-ngachang Waterfall
7. Good place for fishing	Samila Beach
8. Place for taking pictures	Ton-ngachang Waterfall
9. Good place for family vacation	Ton-ngachang Waterfall
10. A safe place for tourists	Ton-ngachang Waterfall
11. Cleanliness and hygiene	Ton-ngachang Waterfall
12. Good weather	Ton-ngachang Waterfall
13. Restful and relaxing atmosphere	Ton-ngachang Waterfall
14. Quality of food	Samila Beach
15. Service in restaurants	<b>Yor Island</b>
16. Food prices	Samila Beach
17. Quality of lodging facilities	Samila Beach
18. Service in hotel or guest house	Samila Beach
19. Price of hotel or guest house	Samila Beach
20. Type of shopping products	Kim Yong/Santisuk Market
21. Quality of shopping products	Padangbesar Border
22. Price of shopping items	Kim Yong/Santisuk Market
23. Facilities for meetings or conferences	Samila Beach
24. Variety of attractions	<b>Yor Island</b>
25. Good value for money	Ton-ngachang Waterfall
26. Friendly Local people	<b>Yor Island</b>
27. Close to other holiday destination	Samila Beach
28. Easy accessibility to the area	Samila Beach
29. Parking	Ton-ngachang Waterfall
30. Local traffic	Ton-ngachang Waterfall

Based on Table 4.9, it shows that 12 attributes of the 30 attributes are prominent attributes of Ton-ngachang Waterfall. Samila Beach is perceived to have 11 distinct attributes. It is followed by Yor Isalnd, Kim Yong/Santisuk Market, and Padangbesar Border to consider to be a destination with popular in attributes amounts to 4, 2, and 1 respectively.

#### **4.3.1.6 Results of the PREFMAP Technique**

The analysis of preference data is a major application area of MDS method (Green et al., 1989). The purpose of this section is to find an ideal point in the perceptual map. The ideal point in space is an important concept in MDS, as it allows the analysis to point or position a product as a preference or non-preference (Aaker, 1981). The ideal point is defined as the point that represents all the customers' most preferred combination of perceived attributes (Hair et al., 2010). The position of ideal point relates to the preference, the most preferred object should be closest to the ideal point. The ideal point actually does not exist, it can only be conceptualized in space (Aaker, 1981). In positioning strategy, the concept of ideal point is utilized to determine the nearness of any two brands in a space to see their competitiveness (Green et al., 1989).

The investigation of ideal point in this study was conducted under the assumption that even if people have similar perceptions, they frequently have different preferences. Hence, their ideal points are different (Aaker, 1981). An ideal point in space or Euclidean distance model was used in this study. It is an internal unfolding preference analysis (Malhotra et al., 2005). In this study, preference, which means tourist's satisfaction, is the variable in this study.

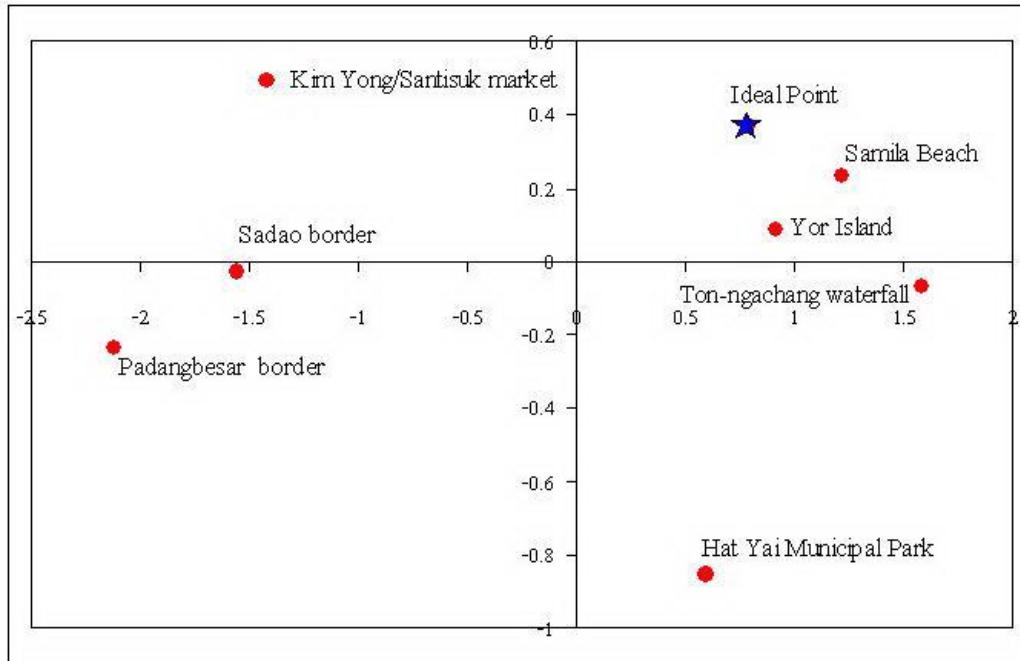


Figure 4.18: Perceptual Map of the seven Destinations and Ideal Point

Again, the position of an ideal point in perceptual map is the position that presents the most preferred combination of perceived attributes. In terms of single-peaked preference function, the position of an ideal point in space is assumed as the most preferred position and this preference will decrease symmetrically along every direction when there is a movement from the ideal (Green et al., 1989). Therefore, the interpretation of the result of an ideal point in the two dimensional spaces in this study would indicate the preference level of the respondents towards the seven destinations. Figure 4.18 shows the stimuli (in this study, the seven destinations) and the ideal point. A stress value as a goodness of fit index was 0.01065 indicating a perfect fit of goodness, compatible with the criterion of Kruskal (see Table 3.1).

As shown in the results, Samila Beach was perceived as the most ideal destination. Next were Yor Island and Ton-ngachang Waterfall in that order. It means potential domestic tourists considered Samila Beach to be a destination that they liked

the most. The second was Yor Island. On the contrary, Padangbesar Border was considered as the destination that they liked the least.

#### **4.3.1.7 Results of the Correspondence Analysis**

In this study, a series of correspondence analysis were carried out to reveal the relationship between the seven destinations and socio-demographic of respondents. In marketing research, correspondence analysis is a technique for scaling qualitative data (Malhotra et al., 2005). This technique uses a contingency table data to derive inter-point distances between the row and column categories (Carroll, Green, & Shaffer, 1986). The most common form of contingency table is one with cross-tabulating objects and attributes (Hoffman & Franke, 1986). Interpreting the contingency table is an easy task with simple example. However, it becomes very complex to interpret in larger contingency table. Chi square test of independence is another analytical procedure that can be applied to a contingency table. This statistical test is used to determine whether the rows and columns are independent of one another, whether there is a statistically significant dependence between the rows and columns (Bendixen, 1996).

In addition, the nature of dependency between the rows and columns of the contingency table can be extracted by representing the row or column profiles graphically (Bendixen, 1996). According to Hair et al., (2010), the advantage of correspondence analysis is that it can be applied to any contingency table and portrays the relationship of the categories of each variable in a single perceptual map. Furthermore, the use of perceptual map produced from a correspondence analysis can assist a researcher to gain additional insights (Malhotra et al., 2005).

In this study, the correspondence analysis was used to detect relatively homogeneous grouping of individuals in development of market segments (Green et al., 1989). In order to produce the results of correspondence analysis, socio-demographic variables were operationalized as nominal scales. Graphical information about the relationship of destinations (column variables) and socio-demographic variables (row variables) plotted in a two dimensional solution presents results of the correspondence analysis. The singular values for the dimensions extracted from the data indicated a two-dimensional solution. Singular value is a statistical measure describing the number of dimensions. The singular value should exceed 0.2 in order to be considered as a viable dimension (Hair et al., 1998).

The results of correspondence analysis can be interpreted as a point-point model (Carroll et al., 1986). In this model, the proximity between a pair of column and row variables was used to interpret the strength of the underlying relationship between them (Malhotra, 1996). That is, the closer the points, the stronger the relationship (Borg & Groenen, 2005).

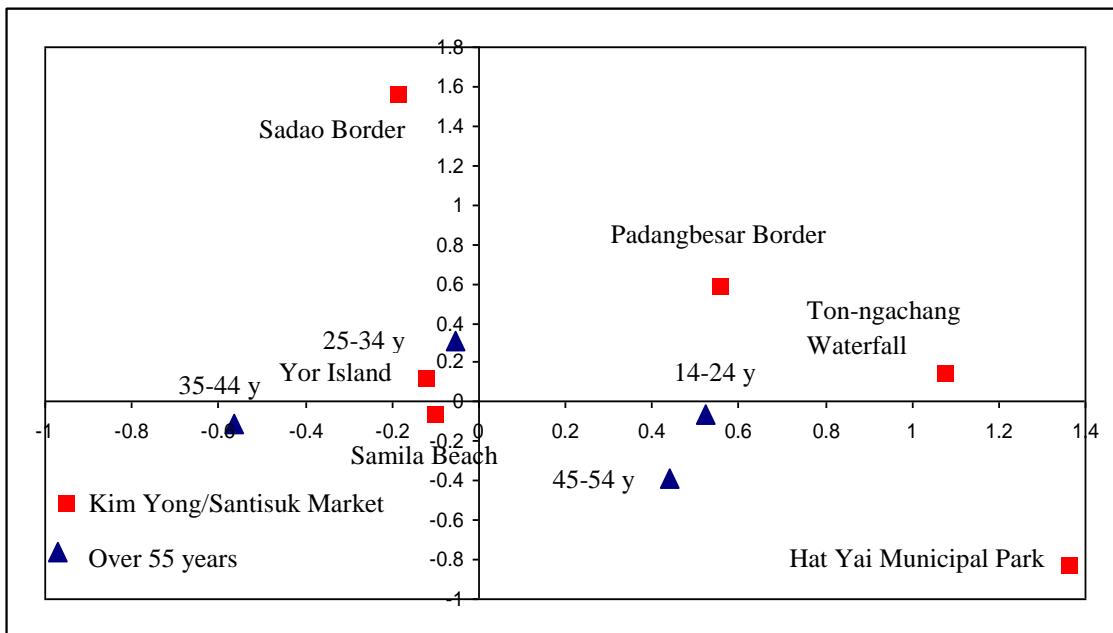


Figure 4.19: Correspondence Analysis between Destinations and Age

In the correspondence analysis between seven destinations and age groups, two principal components collectively explained 91.4% of the variance, with 81.2% of the variance (singular value = 0.197) accounted for by the first dimension and 10.2% of the variance (singular value = 0.70) accounted for by the second dimension. From the results of the correspondence analysis, the proximity between the seven destinations in the joint space was interpreted. As can be seen from Figure 4.19, the position of Yor Island is close to the respondents aged 25-34 years old and this indicates that domestic tourists between 25-34 years old prefer to visit Yor Island. Likewise, tourists between 35-44 years old preferred Samila Beach. Tourists between 45-54 years old preferred Hat Yai Municipal Park and those more than 55 years old preferred to go to Kim Yong Market. Finally, tourists less than 25 years old preferred Ton-ngachang Waterfall.

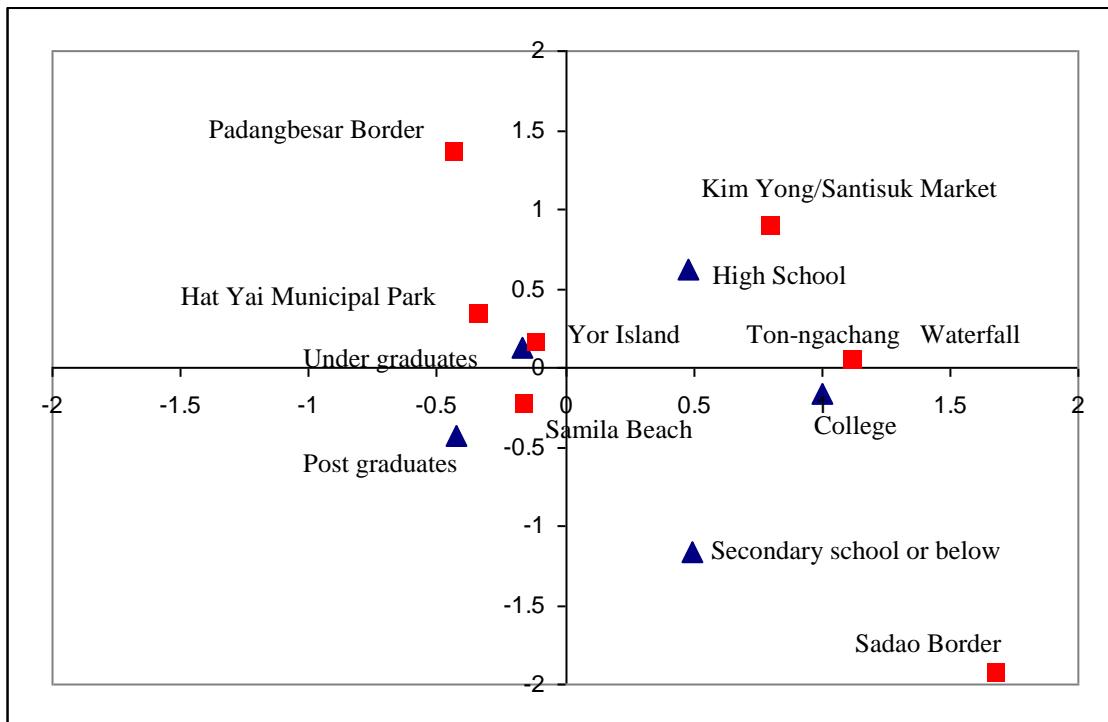


Figure 4.20: Correspondence Analysis between Destinations and Education

With regard to the explained proportion of inertia of correspondence analysis between the seven destinations and education level, the first two principal components accounted for 83.8% of the variance, with 49.9% of the variance (singular value = 0.173) accounted for by the first dimension and 33.9% of the variance (singular value = 0.142) accounted for by the second dimension. Relatively little information (variation) was lost (16.2%). Considering the distances between place and educational level in the two dimensional joint displayed in Figure 4.20, it can be seen that respondents who completed bachelor degree were located close to Yor Island, indicating undergraduates preferred visiting Yor Island. The respondents who completed higher than bachelor degree preferred traveling to Samila Beach. On the other hand, those who completed college level were pleased to travel to Ton-ngachang Waterfall. Finally, the respondents who completed high school level preferred to go to Kim Yong Market.

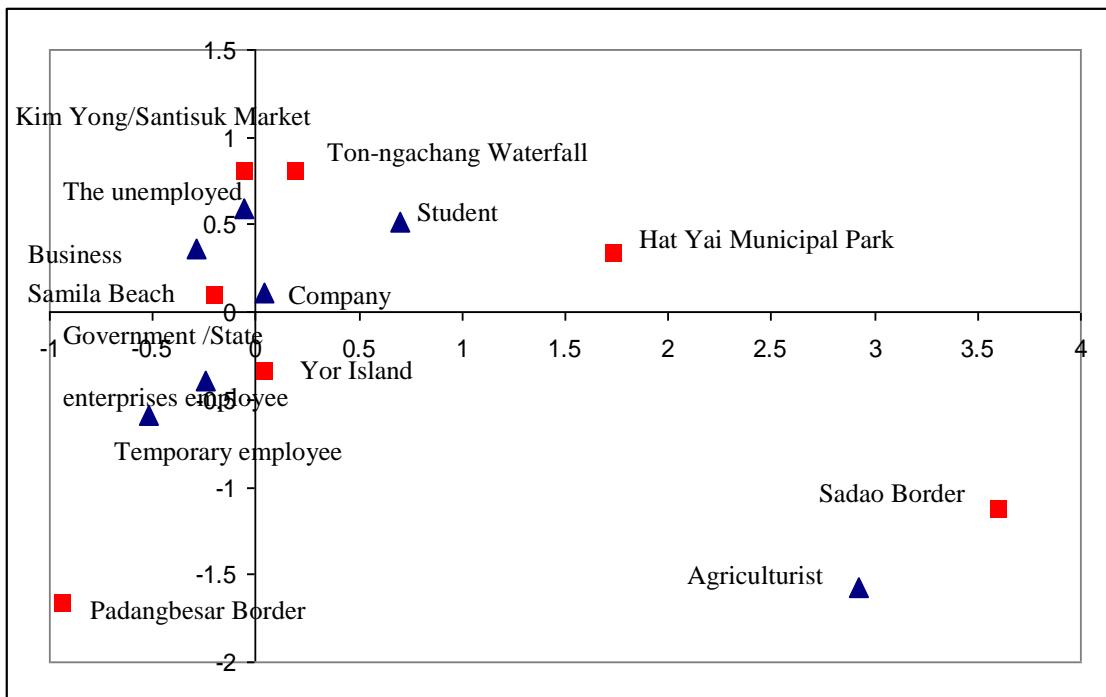


Figure 4.21: Correspondence Analysis between Destinations and Occupation

In the final correspondence analysis which analyzed the relationship between the seven destinations and occupation, two principal components accounted for 78.6% of the variance, with 52.1% of the variance (singular value = 0.258) in the first dimension and 26.5% of the variance (singular value = 0.184) in the second dimension. The results of the correspondence analysis showed the respondents who worked for the government or state enterprise preferred to travel to Yor Island, followed by the ones who were temporary employees. Meanwhile the respondents who preferred going to Samila Beach were those who worked for companies or are business owners. The respondents who unemployed preferred to go to Kim Yong/Santisuk Market. In addition, respondents who were students showed a preference for Ton-ngachang Waterfall.

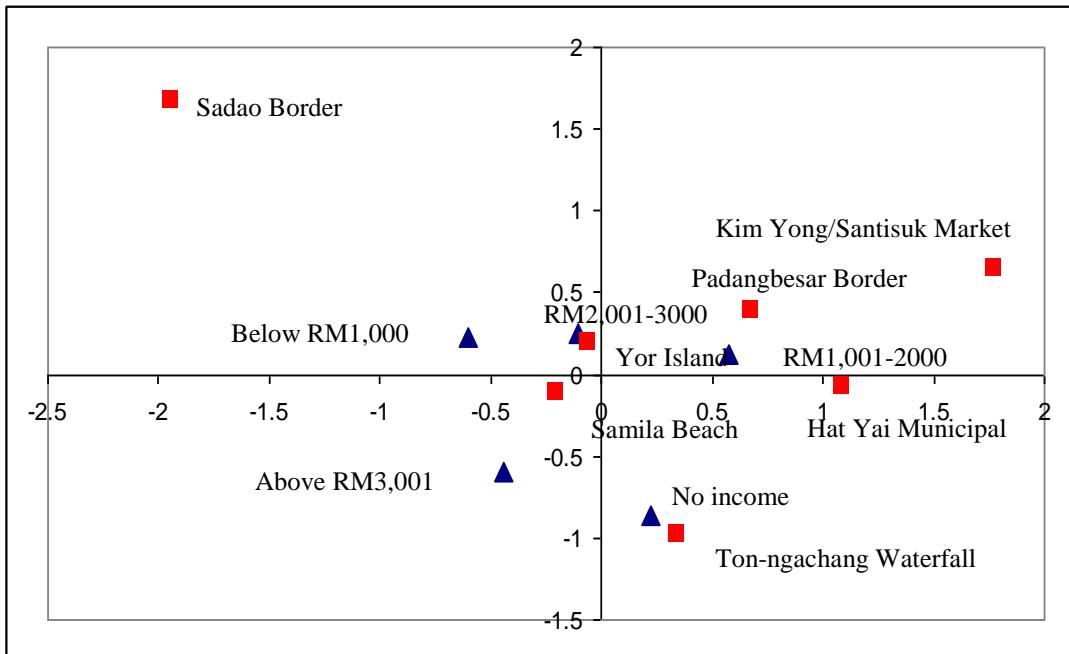


Figure 4.22: Correspondence Analysis between Destinations and Income

Figure 4.22 shows the results of correspondence analysis between the seven destinations and monthly income. The two-dimensional solution accounted for 83.9% of the variance, with 63.7% of the variance (singular value = 0.245) in the first dimension and 20.2% of the variance (singular value = 0.138) in the second dimension. The results of the correspondence analysis showed that respondents who earned between RM2,001 – RM3,000 monthly preferred to travel to Yor Island. The respondents who earned more than RM3,001 monthly preferred to travel to Samila Beach. Whereas respondents who earned RM1,001 – RM2,000 monthly preferred to go to Hat Yai Municipal Park. Lastly, respondents who had no income preferred to go to Ton-ngachang Waterfall.

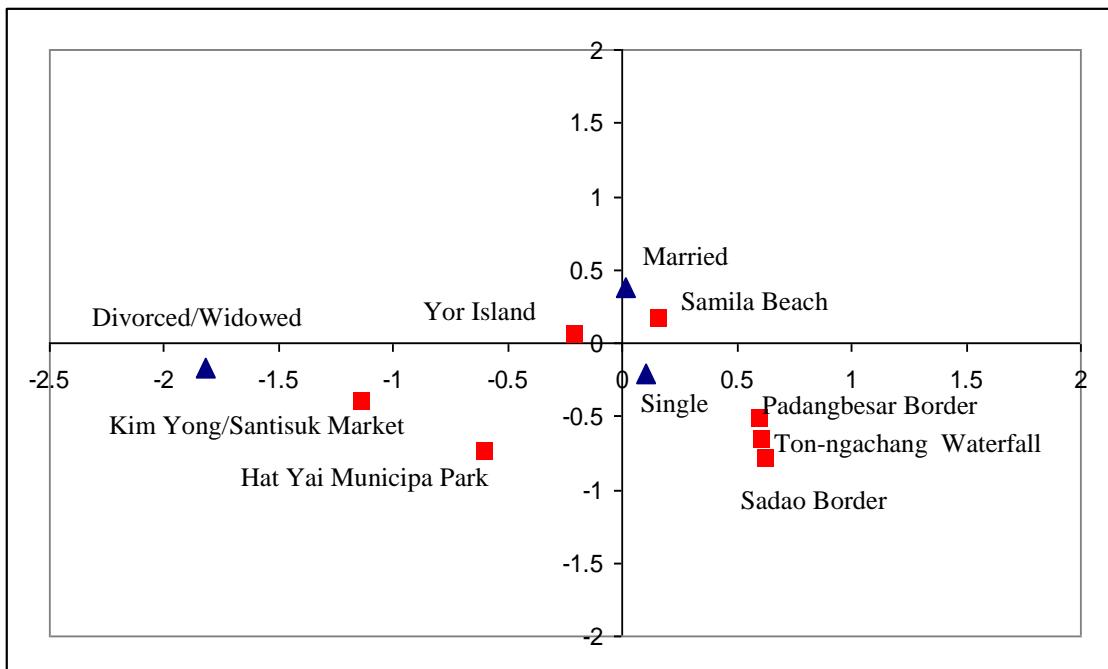


Figure 4.23: Correspondence Analysis between Destinations and Marital Status

Results of the correspondence analysis between the seven destinations and marital status are reported in Figure 4.23. The first two principal components accounted for 100% of the variance, with 72.4% of the variance (singular value = 0.131) in the first dimension and 27.6% of the variance (singular value = 0.81) in the second dimension. The results of the correspondence analysis indicated that respondents who are married and single like to visit both Yor Island and Samila Beach. Divorcees and widowers preferred to go to Kim Yong/Santisuk Market.

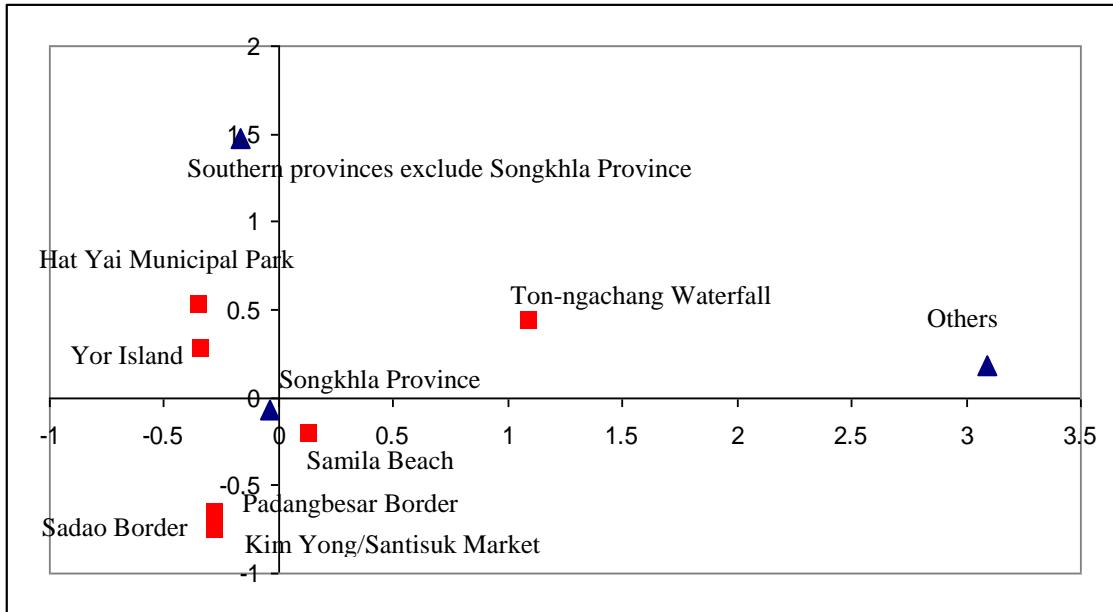


Figure 4.24: Correspondence Analysis between Destinations and Residence Area

According to the results of correspondence analysis between seven destinations and residence area, the first two principal components accounted for 100% of the variance, with 66.3% of the variance (singular value = 0.146) in the first dimension and 33.7% of the variance (singular value = 0.104) in the second dimension. From Figure 4.24, it is found that respondents from Songkhla Province preferred Samila Beach the most followed by Yor Island. Respondents from other Southern provinces preferred Hat Yai Municipal Park. Domestic tourists who came from other regions preferred Ton-nga-chang Waterfall.

### 4.3.2 Qualitative Data Analysis

The previous sections reported the statistical findings of the Multi-dimensional techniques using KYST, PROFIT, PREFMAP and correspondence analysis programs. In this section, focus group interview was used to investigate the insights and feelings of key people in the domestic tourists segment in order to better understand the results of

the quantitative method. In other words, the results of the qualitative analysis reported in this section were used for validating, interpreting and analyzing the quantitative findings.

### **- Results of Focus Group Interview**

In this study, focus group interview was the second tool used in stage 2. Focus group is a way to better understand how people feel and think about issue, product or service. Moreover, it is a synergistic approach that produces a range of opinions, ideas, and experiences that could lead to insightful information about a phenomenon (Litosseliti, 2003). So, the purpose of a focus group is to collect interesting qualitative data for a researcher (Krueger & Cassey, 2000), and the results yielded from focus group interview was used to support the results obtained in the step of MDS techniques.

Focus group methodology in this study used a format called in-person focus group with a semi-structured questioning approach which relies on participants' responses. A moderator guided them with minimal intervention. Moreover, the moderator directed participants to key questions and managed them so as not to shift away from topic being discussed. The discussion took two hours under relaxed atmosphere without the pressure for participants to resort to any kind of voting or consensus agreement. Therefore, the participants' enjoyment of sharing their ideas and perceptions were enhanced. The discussion was recorded using audiotape throughout the session of discussion in order to facilitate the analysis.

Since this study measured the perception of a destination, participants were selected from domestic tourists with experience traveling to Yor Island and its competing destinations. The participants in this case were of different age, gender, and had different occupation, education and monthly income. In addition, all of them did not

know each other to avoid members talking to other members they knew. Nine interviewees provided in-depth and rich data that the study required.

This section analysed the discussion data based on the same questions used in the quantitative survey questionnaire. Therefore, this section started by reporting results of trip characteristics and the overall perceptions of Yor Island. This is followed by a section that provides a more in-depth understanding of the tourists' satisfaction on the product attributes of Yor Island compared to those of its competitors. On discussion, the results of this qualitative approach are compared to those for consistency.

#### **A. Trip Characteristics of Focus Group Interviewees**

This section presents trip characteristics to Yor Island of nine participants compared to the trip characteristics of 400 questionnaires respondents. This information is summarized and reported in Table 4.10.

**Table 4.10**  
**Compare Focus Group Trip Characteristics to Survey**

Items	Focus Group Interview	Questionnaires	Agreement/ Contrast
1. The number of time visiting Yor Island.	5-6 times (89%)	5-6 times (75%)	Agreement
2. The frequency of traveling to Yor Island.	6 times/year (56%)	6 times/year (32%)	Agreement
3. The time traveling to Yor Island.	03:01 – 06:00 p.m. (56%)	03:01 – 06:00 p.m. (54%)	Agreement
4. The purpose of traveling to Yor Island	Food (26%) Leisure (26%)	Food (28%) Leisure (26%)	Agreement
5. The travel party to Yor Island	Family (30%) Friend (30%)	Family (34%) Friend (28%)	Agreement

Table 4.10 (Continued)

Items	Focus Group Interview	Questionnaires	Agreement/ Contrast
6. The number of companions visit to Yor Island	4 persons (45%)	4 persons (35%)	Agreement
7. The average expenses of traveling to Yor Island.	RM151-200 (56%)	RM50-100 (40%)	Contrast
8. The source of information when traveling to Yor Island.	Friends (44%) Medias (38%)	Friends(60%) Medias(26%)	Agreement
9. The duration of visiting Yor Island	3-4 hours (67%)	3-4 hours (45%)	Agreement
10. The vehicle used when traveling to Yor Island	Private car (89%)	Private car (87%)	Agreement
11. Staying overnight at Yor Island	Do not stay overnight (67%)	Do not stay overnight (83%)	Agreement
12. The type of accommodation	Homestay (67%)	Friend (40%)	Contrast

Based on Table 4.10, it indicated that most information about the trip characteristics of focus group interviewees and questionnaire respondents are similar. However, the average expenses and the type of accommodation are different between focus group interviewees and questionnaire respondents.

## **B. Overall Perception of Yor Island by the Participant of Focus Group Interview**

Similar to previous section, the information about overall perception towards Yor Island by the participants of focus group interview was summarized by comparing it with the results of the findings of the quantitative survey. This data was presented in Table 4.11.

**Table 4.11**  
**Compare the Overall Perception of Yor Island between the Participants in Focus Group Interview and Questionnaire Respondents**

Items	Results of focus Group interview	Results of Questionnaires	Agreement/ Contrast
1. The level of overall satisfaction to Yor Island tourism	medium to high level (100%)	medium to high level (95.5%)	Agreement
2. The attaining of expectation post visit to Yor Island	Meet expectation (78%)	Meet expectation (89%)	Agreement
3. The intention of revisiting	Revisiting (78%)	Revisiting (86%)	Agreement
4. The recommendation of Yor Island to other people	Recommendation (67%)	Recommendation (89%)	Agreement

Data in Table 4.11 reported that the perception of overall tourism towards Yor Island by focus group interviewees and questionnaire respondents are alike on all issues. From these results, it can be implied that some domestic tourists are satisfied with Yor Island tourism because their expectations can be met, so they intent to revisit and are willing to recommend the island to other people.

In terms of loyalty, participant A found that people visit to Yor Island because Tinnasulanon Bridge and the good-tasting snappers are remarkable. Participant E added her opinion that she also recommended other people to visit Yor Island and found that everyone was happy with it.

Participant A: I am one of them who suggested visiting Yor Island. When talking about Yor Island, what I think of are Tinnasulanon Bridge and the good-tastingd snappers. Food is one of the activities that can attract tourists to Yor Island.

Participant E: I usually suggest Yor Island to my friends. When suggesting to other people, I found that they were not disappointed as all of them appreciates this kind of tourism which depends on each group of tourists and their expectation.

On the other hand, some participants did not intend to revisit and recommend to other people because they saw no outstanding points about the island and no coordinated work in developing tourism on the island. These reasons were indicated by participant D and participant B respectively.

Participant D: I do not intend to revisit, and I am not sure to recommend Yor Island to friends. I don't think it is interesting, as I am not an admirer of this style of traveling. As a result, I see that Yor Island hold no interesting point.

Participant B: (tourism groups of Yor Island) work individually as per their ability. So, I am not so sure if I should recommend it to other people.

### **C. The Perception of Similarities and Dissimilarities of Image of the Seven Destinations**

In this section, the results gained from focus group interview were used to support the results gained in the step of the KYST method. The purpose of this section is to identify close competitors of destinations, especially the closest competitors of Yor Island.

To perceive the similarity or dissimilarity about the perceived image of destinations, each pair of the seven destinations was discussed. Firstly, Yor Island was analyzed by comparing it to its competitors. All nine participants agreed that Samila Beach is the closest competitors of Yor Island. This finding is consistent with the result of the KYST method.

These two destinations were perceived to have the most similar image because both of them are marine tourist destination and located in Muang District, Songkhla Province. These comments were highlighted in the following quotes from Participant A and C. Furthermore, Participant F also indicated this point that same groups formed the tourists segments of both destinations.

Participant A: The reason for choosing Samila Beach as the closest competitor to Yor Island is that it is located in Songkhla Town.

Participant A: When (we) compare Yor Island to Samila Beach, one similar thing is that they are marine tourist attractions.

Participant C: The reason for choosing Samila Beach as the closest competitor to Yor Island is that they are marine tourist attraction.

Participant F: It is noticeable that groups of tourists coming to Samila are likely to go to Yor Island too.

However, both of them were perceived to have different images with regards to points of access to the destinations and tourists' activities at destinations. These issues were proposed by Participant A, Participant C and Participant B.

Participant A: The access to Samila Beach is easier than to Yor Island. Even though, Yor Island has plenty of tourist attractions, they are located in different directions. As a result, it is not convenient for the tourists who do not own a car. In comparison to Samila Beach, tourists are able to travel there by bus or motorcycle.

Participant C: I agree with the idea of Participant A saying that going to Samila Beach is more convenient than traveling to Yor Island. When going to Yor Island, tourists should be led by a guide or go in their car.

Participant B: Most tourists go to Samila Beach to relax or use it as a passage way. Few of them go there for shopping; tourists going to Yor Island (usually) have high buying power, as they want to eat in restaurants.

Participant C: The difference is that Yor Island is an island, while Samila Beach is a sea with a mermaid statue and other attractions for tourists to take pictures and enjoy other activities more than they are able to do on Yor Island. Mostly, when tourists visit Yor Island, they go shopping for Yor woven fabrics or local fruits only.

Moreover, Participant A also stated that Yor Island has the most difference compared to Sadao or Padangbesar Border.

Participant A: If (we) compare Yor Island with Sadao or Padangbesar Border, they are absolutely different.

Secondly, Samila Beach was compared to Ton-ngachang Waterfall, Hat Yai Municipal Park, Kim Yong/Santisuk Market, Sadao Border, and Padangbesar Border. According to Participant I and Participant B, the pair of Samila Beach and Ton-ngachang Waterfall and the pair of Samila Beach and Hat Yai Municipal Park are moderately similar to each other. These findings were similar to the findings in the KYST method. Meanwhile Participant F denoted that Samila Beach and Hat Yai Municipal Park are similar in terms of tourist types.

Participant I: Samila Beach and Ton-ngachang Waterfall are similar in the form of tourist attractions as they relate to water, though they are different kinds of water. Therefore, they are not absolutely different, the point is average.

Participant B: As for the differences (it is moderate), as it is different kinds of water; one is marine and another is natural aqua. In general, the atmosphere is the same. The groups of tourists go there for relaxation and both places provide the same feeling.

Participant F: I think Samila Beach and Hat Yai Municipal Park are very similar because tourists and group tours visit (them). Many tourists are brought to pay respect to the Buddha statue in Tang Kuan Hill; while in Hat Yai Municipal Park, tourists are brought to pay respect to Kuan Yin and the Buddha of Hat Yai.

On the other hand, Samila Beach was perceived to have a difference when compared to Kim Yong/Santisuk Market. This opinion was mentioned by Participant H.

Participant H: Tourists come to Samila Beach for relaxation and to eat seafood, while they come to Kim Yong Market for shopping.

Thirdly, Ton-ngachang Waterfall was compared to Hat Yai Municipal Park, Kim Yong/Santisuk Market, Sadao Border, and Padangbesar Border. As a result, Ton-ngachang Waterfall was perceived to have the most similar image to Hat Yai Municipal Park. This result is consistent with the result of the KYST method. The comment of this result was from Participant I and Participant C. However, Participant A did not agree with some part of Participant C's opinion.

Participant I: They are similar in that they are natural tourist attractions and surrounded by forest and mountain. Tourists can go there for relaxation and stay close to the nature. Moreover, they can exercise there.

Participant C: I think that both of them are similar in the time used for sightseeing. Group of tourists going there realized that they have to spend the whole day sightseeing. They have to start their journey in the morning and come back home late in the afternoon.

Participant A: I would like to add more to the comment concerning time used to travel to those two places. It will be more accurate if tourists are from Songkhla Town but if they are from Hat Yai District, it is likely to be less accurate.

Besides, Participant H indicated that Ton-ngachang Waterfall was perceived to have a vastly different image from Kim Yong/Santisuk Market. This opinion was not really accepted by Participant G

Participant H: They are hugely different. Ton-ngachang Waterfall is a place for relaxation, while Kim Yong Market is for shopping.

Participant G: There is only one point making Ton-ngachang Waterfall and Kim Yong Market similar to one another. The group of tourists going there are families. However, the difference is on the kind of activities when there.

To compare Ton-ngachang Waterfall with Padangbesar Border, both of them are said to be alike. As mentioned by Participant E.

Participant E: It is well known that not far from Padangbesar Border is a natural tourist attraction called Khao Rubchang. It is similar to Ton-ngachang Waterfall as it is natural and mountainous.

Fourthly, with regard to the similarities and differences between Hat Yai Municipal Park and three other tourist attractions, Kim Yong/Santisuk Market, Sadao Border and Padangbesar Border, Participant A proposed that all of them are not perfectly different from each other. Participant E agreed with this idea and added more opinion. Likewise, this comment is consistent with the findings of the KYST method.

Participant A: When comparing Hat Yai Municipal Park with those three tourist attractions, the level of point is not completely different because there are plenty of extra activities in Hat Yai Municipal Park such as different kinds of exhibition, trade fairs, markets for flowers and plants.

Participant E: I would like to add more comments on the access to tourist attractions. If we compare between Hat Yai Municipal Park and Kim Yong Market, they are quite similar as they are easy to reach and tourists can go there by public cars.

Next, Kim Yong/Santisuk Market was compared to Sadao and Padangbesar Border. All of them were perceived to have similar image, and this finding is consistent with the result of the KYST method. This opinion was supported by Participant C, B, and D. However, purpose of traveling and details of shopping were the main reasons that Kim Yong/Santisuk Market was perceived to have different image from the two border destinations. These ideas were proposed by Participant D, Participant A, Participant C, Participant G and Participant I.

Participant C: They are similar as the goods sold in these two borders are sold in Kim Yon/Santisuk Market too.

Participant B: If we compare between Kim Yong Market and Padangbesar Border, excluding duty free, one similar thing is the buying behavior of the shoppers who enter each shop. They have to bargain for a price that satisfied both parties.

Participant D: I think the similarity between Kim Yong/Santisuk Market and these two borders is the shopping.

Participant D: The main purpose for going to the borders is not for shopping, but to spend time together with their family. They used shopping as a reason to spend time together while traveling to the borders. They have time and chance to talk, but the purpose for going to Kim Yong Market is solely to shop.

Participant A: What is the difference between Kim Yong/Santisuk Market and Sadao and Padangbesar Border? The answer is going to Sadao and Padangbesar Border made us feel like we are abroad.

Participant C: When my friends come to Hat Yai from Bangkok, they said that if they did not go to the borders, it was like they hadn't arrived at Hat Yai yet. They often asked to go to the borders. But when asked where to shop, they said at Kim Yong Market.

Participant G: The difference between both borders and Kim Yong market is that fewer groups of product are sold at the borders. The products sold in Kim Yong market are more diverse and include sport clothes, shoes, clothes, retail and wholesale products.

Participant I: The atmosphere of shopping at Kim Yong Market is like shopping in semi-department store or supermarket, whereas shopping at the borders is like walking in a market.

As for the last couple of tourist attractions, Sadao Border and Padangbesar Border, they were perceived to have almost 100% similarity. This issue was identified by Participant F, and it was additionally supported by Participant A.

Participant F: The reason I do not give an absolute similar is that they are not entirely the same. The difference is the night atmosphere. Currently, Sadao Border holds more credibility in atmosphere and is a nicer place to visit than Padangbesar Border.

Participant A: The similarity in both borders is that tourists can visit Malaysia. The difference is that traveling to Sadao Border has to be done by car, while traveling to Padangbesar can be done by train too. As for shopping centers, Sadao Border has more shopping centers and more activities. In Padangbesar, there are products that cannot be found in Sadao Border such as fruits imported from overseas.

#### **D. Identifying the Most Appropriate Attributes for Each Destinations**

The purpose of this section is to investigate attribute rating for each of the seven competing destinations and then find which attribute best fit Yor Island and its competitors. Thus, findings of this section were utilized to complement the results of the PROFIT method.

There were 30 product attributes used in this study. In order to determine the best corresponding attributes for the seven destinations, participants were asked to tick the number that best described how they feel about the seven destinations against each of the 30 attributes. This measurement used a seven-point Likert - type with 1 = strongly dissatisfied and 7 = strongly satisfied. The strong attributes of each destination were summarized and presented in Table 4.12. For further details, the results of each attribute rating for each destination were reported in Table B2 in Appendix B. Besides, the best corresponding attribute for each of the seven destinations was identified and then presented in Table 4.13 by comparing it to results of the PROFIT method.

**Table 4.12**  
**The Strong Attributes of the 7 Destinations**

Destination	Strong Attributes
Yor Island	1. Place of historical interest 2. Place of cultural interest 3. Place of traditional architecture 4. Good place for agro-tourism 5. Quality of food 6. Service in restaurants 7. Food prices 8. Price of hotel or guest house 9. Quality of shopping products 10. Variety of attractions 11. Friendly local people.
Samila Beach	1. Place for cruise ship 2. Place of natural scenic beauty 3. Good place for fishing 4. Place for taking pictures 5. Good place for family vacation 6. A safe place for tourists 7. Food prices 8. Quality of lodging facilities 9. Service in hotel or guest house 10. Facilities for meetings or conference 11. Good value for money 12. Close to other holiday destinations 13. Easy accessibility.
Ton-ngachang Waterfall	1. Cleanliness and hygiene 2. Good weather 3. Restful and relaxing atmosphere 4. Place for cruise ship 5. Good place for family vacation 6. Place for taking pictures.
Hat Yai <b>Municipal</b> Park	1. Restful and relaxing atmosphere 2. Parking 3. Easy accessibility 4. Place of natural scenic beauty 5. Place for taking pictures
Kim Yong Market	1. Type of shopping products 2. Quality of shopping products 3. Close to other holiday destination 4. Price of shopping items 5. Easy accessibility 6. Good value for money.
Sadao Border	1. Price of shopping items 2. Type of shopping products 3. Good value for money 4. Quality of shopping products 5. Parking
Padangbesar Border	1. Type of shopping products 2. Price of shopping items 3. Quality of shopping products 4. Parking 5. Local traffic

**Table 4.13**  
**The Best Corresponding Attributes of Each Destination According to the Focus Group Interview as Compared to the PROFIT Method**

Attribute	Focus Group Method	PROFIT Method	Same/ Different
1. Place of historical interest	Yor Island	Samila Beach	Different
<b>2. Place of cultural interest</b>	<b>Yor Island</b>	<b>Yor Island</b>	<b>Same</b>
3. Place of traditional architecture	Yor Island	Samila Beach	Different
4. Good place for agro-tourism	Yor Island	Ton-ngachang Waterfall	Different
5. Place for cruise ship	Samila Beach	Ton-ngachang Waterfall	Different
6. Place of natural scenic beauty	Samila Beach	Ton-ngachang Waterfall	Different
7. Good place for fishing	Samila Beach	Samila Beach	Same
8. Place for taking pictures	Samila Beach	Ton-ngachang Waterfall	Different
9. Good place for family vacation	Samila Beach	Ton-ngachang Waterfall	Different
10. A safe place for tourists	Samila Beach	Ton-ngachang Waterfall	Different
11. Cleanliness and hygiene	Ton-ngachang Waterfall	Ton-ngachang Waterfall	Same
12. Good weather	Ton-ngachang Waterfall	Ton-ngachang Waterfall	Same
13. Restful and relaxing atmosphere	Ton-ngachang Waterfall Hat Yai Manucipal Park	Ton-ngachang Waterfall	Same
14. Quality of food	Yor Island	Samila Beach	Different
<b>15. Service in restaurants</b>	<b>Yor Island</b>	<b>Yor Island</b>	<b>Same</b>
16. Food prices	Yor Island/ Samila Beach	Samila Beach	Different
17. Quality of lodging facilities	Samila Beach	Samila Beach	Same
18. Service in hotel or guest house	Samila Beach	Samila Beach	Same
19. Price of hotel or guest house	Yor Island	Samila Beach	Different
20. Type of shopping products	Kim Yong/Santisuk Market	Kim Yong/Santisuk Market	Same
21. Quality of shopping products	Kim Yong/Santisuk Market/ Yor Island	Padangbesar Border	Different
22. Price of shopping items	Kim Yong/Santisuk Market	Kim Yong/Santisuk Market	Same
23. Facilities for meetings or conferences	Samila Beach	Samila Beach	Same
<b>24. Variety of attractions</b>	<b>Yor Island</b>	<b>Yor Island</b>	<b>Same</b>
25. Good value for money	Samila Beach	Ton-ngachang Waterfall	Different

Table 4.13 (Continued)

Attribute	Focus Group Method	PROFIT Method	Same/ Different
<b>26. Friendly local people</b>	<b>Yor Island</b>	<b>Yor Island</b>	<b>Same</b>
27. Close to other holiday Destination	Samila Beach	Samila Beach	Same
28. Easy accessibility	Samila Beach	Samila Beach	Same
29. Parking	Hat Yai Manucipal Park	Ton-ngachang Waterfall	Different
30. Local traffic	Samila Beach	Ton-ngachang Waterfall	Different

Based on Table 4.13, the data showed that the best correspondence of Yor Island's attributes are: 1. Place of cultural interest, 2. Service in restaurants, 3. Variety of attractions, and 4. Friendly local people.

The explanation of these correspondences can be seen by looking at the translated words of the focus group participants. Yor Island's strength as a place of cultural interest was explained by the folklore museum, namely The Institute for Southern Thai Studies. This museum is located on Yor Island. The strength of the Institute for Southern Thai Studies was disclosed by Participant D. However, some weak points of The Institute for Southern Thai Studies were mentioned by Participant A and C.

Participant D: It is the only place in the South that exhibited the history of Southerners. It is a source of the way of Southern lives and it houses so many things regarding the South with more information than the National Museum.

Participant C: When entering inside, it feels like entering a museum that doesn't explain about itself. If there is a tour guide to explain in details, it will be more interesting. As for the elderly people, if they have to walk and read, it won't be convenient for them.

Participant A: I think The Institute for Southern Thai Studies should be improved to be more interesting.

The food, management of restaurants, especially services of restaurants, at Yor Island is professional. Further, the target customers of restaurants are different between Yor Island and Samila Beach. These ideas were perceived by Participant B, H, E and F.

Participant B: If comparing between Samila Beach and Yor Island, restaurants on Yor Island are more professional than Samila Beach. In addition, there are many restaurants on Yor Island due to its advantage as being a natural place.

Participant H: They are different in the kind of customers and prices of food. Eating at Samila Beach is kind of easy-going like ordering two or three kinds of food and a bottle of beer, while eating at Yor Island is more formal.

Participant E: Eating at Yor Island is to celebrate graduation occasion or during festivals.

Participant F: I think the purpose of going to dinner on Yor Island and Samila Beach is different.

Regarding, the variety of attractions is a remarkable attribute of Yor Island. Many people did not have this information so Yor Island was used as passage way by domestic tourists. This view point was proposed by Participant I.

Participant I: As most people used Yor Island as a passage way, they do not travel around the island, therefore they might missed the good atmosphere. Otherwise, visiting old temple and The Institute for Southern Thai Studies gave different kinds of feeling. The variety of attractions makes the tourists visiting Yor Island amazed that Songkhla has such a tourist attraction like this.

The last outstanding attribute of Yor Island, friendly local people, is the only attribute that best describe Yor Island. Participant F indicated that it is an important attribute that can be developed as a selling point of Yor Island.

Participant F: Most of the tourists are very satisfied with travelling on Yor Island as they liked the atmosphere, and felt safe and warmth because local people are friendly. Even though there are signs along the road to give direction, the local people are happy to lead the way for the lost new comers.

Based on Table 4.13, the data revealed that the best correspondence of Samila Beach's attributes are: 1. Easy accessibility, 2. Food prices, 3. Facilities for meeting or conference, 4. Good place for fishing, and 5. Service in hotel or guest house. As for the easy accessibility attribute, Participant G and I stated that Samila Beach is an easily accessible destination, especially when compared to its competitors.

Participant G: It is easier for the tourists from Songkhla and Hat Yai to reach Samila Beach but harder for them to go to Padangbesar and Sadao Border, as it is 80 kilometers far from Hat Yai and 110 kilometers from Songkhla Downtown.

Participant I: I would like to add that in terms of access to tourist attractions, Samila Beach is more accessible than Kim Yong Market.

Participant H indicated that the food price levels sold at Samila Beach are lower than on Yor Island. This opinion was supported by Participant E.

Participant H: Compared to Yor Island, food price sold at Samila Beach is a little cheaper.

Participant E: Some customers go to eat fried noodle or fried rice because food price sold per plate is not expensive, so it is an accustomed scene.

As for accommodation services, Participant B pointed out that Samila Beach should be the number one in this attribute.

Participant B: I would like to express my opinion on accommodation and the services. I used to stay only once in a homestay on Yor Island, so I give it the second (rating) following Samila Beach.

Participant H proposed that Samila Beach should be the first one on the attribute of facilities for meeting or conference because of the quality hotels located on Samila Beach. However, this opinion was objected by Participant B.

Participant H: There are quality hotels located on Samila Beach. The reason I chose Samila Beach as a seminar venue on the satisfaction point is that a quality hotel is located near the beach which is a tourist spot.

Participant B: Even though Samila Beach is selected as a place suitable for seminar, there are only two hotels on the beach. In my opinion, Yor Island can be a place for seminar because it has plenty of restaurants and most of them can be used for seminar too. Besides,

the services for seminar also provided by The Institute for Southern Thai Studies.

The best correspondence attributes for Ton-ngachang Waterfall that were indicated in Table 4.13 are: 1. Cleanliness and hygiene, 2. Good weather, and 3. Restful and relaxing atmosphere. Participant B and C agreed that tourists go to Ton- ngachang Waterfall for relaxation and to experience good weather.

Participant B: Ton-ngachang Waterfall is a natural attraction that is surrounded by forest and mountain. Thus, tourists can stay close to nature and experience good weather. Moreover, tourists come to Ton- ngachang Waterfall for relaxation.

Participant C: I agree that Ton-ngachang Waterfall is a good place for relaxation.

In comparison, Ton-ngachang Waterfall was perceived to be more of a clean and hygienic destination than Yor Island. This information was pointed out by Participant D.

Participant D: I think that faults are more likely to be found on Yor Island as there are plenty of destination spots in this area. Samila Beach, Hat Yai Municipal Park and Ton-ngachang Waterfall have fewer tourism spots to visit, and this makes them look clean.

Similar to Ton-ngachang Waterfall, the best correspondence attributes for Kim Yong/ Santisuk Market's are: 1. Type of shopping products, and 2. Price of shopping items. Participant C stated that tourists can meet their shopping needs at Kim Yong/ Santisuk Market. Participant B agreed with Participant C, and he added more opinion regarding the pricing of shopping products (Table 4.13).

Participant C: During Chinese New Year, when shopping at Kim Yong Market, people can get everything they wanted, especially various kinds of fruits. Additionally, during vegetarian festival, people go to Kim Yong Market to buy many kinds of vegetarian food.

Participant B: I agree with other members (of the focus group) that if you shop at Kim Yong Market you will get everything on your shopping list rather than shopping at Padangbesar or Sadao Border. In addition, most tourists from Bangkok preferred shopping at Kim Yong Market because pricing of many goods here is cheaper.

Based on the results of focus group discussion in Table 4.13, restful and relaxing atmosphere, and parking are the best correspondence attributes for Hat Yai Municipal Park. However, these results are not consistent with the results from MDS method. As for restful and relaxing atmosphere, Participant H indicated that tourists go to Hat Yai Municipal Park for relaxation and sightseeing. In addition, there is convenient parking lot at Hat Yai Municipal Park. The supporting opinions were disclosed by Participant B and C.

Participant H: Similar to Ton-ngachang Waterfall, tourists go to Hat Yai Municipal Park for relaxation. Especially in the evening, the view at Hat Yai Municipal Park is very beautiful.

Participant B: There is the problem of not finding a parking space around Kim Yong area and furthermore, parking by the roads is restricted to even and odd day. On the other hand, parking area at Hat Yai Municipal Park is convenient and easy to find.

Participant C: I agree that it is hard to find a parking space at Kim Yong area.

However, it is easier to find a parking lot at Hat Yai Municipal Park.

Similar to Hat Yai Municipal Park, focus group results on Sadao and Padangbesar Border are not consistent with the results from the PROFIT method. In addition, the data in Table 4.13 indicated that there is no single best correspondence attribute for these two borders. However, based on Table 4.12, price of shopping items and type of shopping products are the strong attributes of Sadao and Padangbesar Border. The pricing of some goods at the borders is cheaper than buying at Kim Yong Market. It was proposed by Participant C. However, the main purpose of tourists going to the borders is not for shopping. This idea was stated by Participant B and it was supported by Participant A.

Participant C: Some goods bought at Kim Yong Market are more expensive than the ones bought at the borders but they are happy to buy at Kim Yong Market.

Participant B: The tourists from other places like Bangkok want to go to Padangbesar or Sadao Border for sightseeing.

Participant A: Most of them want to go to take a look at the goods and want to be able to tell (other people) that they have already gone to Padangbesar or Sadao Border.

## E. Identifying an Ideal Point

The finding of this section is checked against the results of PREFMAP method.

An ideal point is the point that is assumed to represent the most preferred combination of perceived attributes (Hair et al., 2010).

Table 4.14  
An Ideal Point and Preference Score

Items	Yor Island	Samila Beach	Ton-ngachang Waterfall	Hat Yai Municipal Park	Kim Yong/Santisuk Market	Sadao Border	Padangbesar Border	Ideal Point
Scores	3.8	4	2.9	2.6	2.4	1.8	1.2	<b>4.6</b>
Ranking	2	1	3.0	4.0	5.0	6.0	7.0	*

Based on Table 4.14 (see details in Table B4 in Appendix B), Samila Beach is located nearest to the ideal point which means that it is highly preferred by the participants. The second preferred place is Yor Island, followed by Ton-ngachang Waterfall, Hat Yai Municipal Park, Kim Yong/Santisuk Market, Sadao Border, and Padangbesar Border in that order. Obviously, these findings are consistent with the results from the PREFMAP method.

Based on translated words of the focus group participants, it is evident that Yor Island was less preferred than Samila Beach because it is less convenient in terms of accommodation. Furthermore, Samila Beach is a more suitable place for holding a seminar, and a good place for family vacation. These opinions were proposed by Participant A and H.

Participant A: These factors make Samila Beach more advantageous than other places: accommodation, food and as a suitable spot for holding a seminar, or even as relaxing place for family during holiday. Accommodation on Yor Island is less convenient than the ones on Samila Beach. For instance, some tourists don't prefer to stay at homestay on Yor Island. Even though, staying at homestay can provide the different atmosphere and good traveling experience to them. In their mind, staying overnight at homestay is not convenient because they have to come in group or with family.

Participant H: I think the reason Samila Beach is most preferred is that it is a tourist spot for a family vacation and children can play in the sea. But if the children are asked to play in the sea at Yor Island, they might be refused.

Another weak point of Yor Island is the lack of cooperation among the local people to promote their tourism. This information was stated by Participant B. He further suggested that restaurants on Yor Island should be used as a promotional channel for Yor Island tourism.

Participant B: Personally, I am not highly satisfied with Yor Island because when going to Yor Island, the first thing I can feel is that the villagers do not work in a team. Thus, the development on Yor Island does not go together which is one of the problems of Yor Island, despite the fact that Yor Island can be developed further.

Participant B: Presently, restaurants are like doors opening to tourism of Yor Island but (really) they do not help support it. It is different from Krabi where I used to visit. Even in small restaurants in Klongtom District, Krabi Province, a VCD introducing tourism is played for customers to see while they are eating, whereas there is no introduction to tourist spots on Yor Island at its restaurants.

However, Participant E indicated that Yor Island has more advantage than Samila Beach in the point of natural atmosphere and friendly local people. Some of these opinions were agreed by Participant F. She pointed out that Yor Island is a remarkable place in attributes such as friendly local people, but Samila Beach should be a number one in terms of being a natural destination. Moreover, Kim Yong/Santisuk Market should be the number one shopping destination.

Participant E: I felt that Yor Island was another atmosphere that couldn't be found in nearby places right now. There are many modern hotels in Songkhla but if we want nature, Yor Island can meet our requirement in this regard. I prefer Yor Island than Samila Beach because local people are friendly and warm, and I think I cannot meet this kindness in local people at Samila Beach or other nearby places.

Participant F: In general, the requirements of tourists can be divided into two types: the requirement for nature and the requirement for shopping. Even though Yor Island can fulfill these requirements, it cannot do so as well as the other places. So when ranking, Yor Island is on the second, as more tourists want nature from Samila Beach and then shopping from Kim Yong/Santisuk Market.

## **F. Identifying Target Tourists of Yor Island**

Target market selection is an important step in a marketing strategy (Park & Yoon, 2009). It is a process of selecting the right segments. In other words, it is a necessary strategy for a destination because every market structure of a destination is composed of sub-groups of people and each sub-group has different consumer needs, characteristics, and behaviors (Tkaczynski & Rundle-Thiele, 2010). Based on literature review, many researchers revealed that the data collections and data analysis techniques in the stage of segmentation can be done in many ways (Getz, 2007; Goldblatt, 2008; Hoyle, 2002; Veal, 2005). For this study, findings from the focus group interview were utilized to complement the results from correspondence analysis so as to determine the correct target tourists of Yor Island. The findings by both methods were compared and reported in Table 4.15.

**Table 4.15**  
**Target Groups of Yor Island**

Variables	Focus Group Interview	Correspondence Analysis	Agree/Contrast
Age	25-50 years	25-34 years	Agree
Education level	Undergraduates	Undergraduates	Agree
Occupation	Government employee Company employee Business owner	Government/state enterprise employee	Agree
Income	Above RM1,000	RM2,001-3,000	Agree
Marital status	Married and single	Married and single	Agree
Residence area	-	Songkhla Province	
Others	Family Group Retired group Honeymoon Group Middle-high class group Private car group	-	

Based on Table 4.15, the findings of both methods are similar in demographic variables. The target tourists of Yor Island should be older than 25 years old and graduate from university. This opinion was proposed by Participant H and G. It is also similar to the viewpoint of Participant B and C.

Participant H: I think that the target segments of Yor Island should focus on tourists who are older than 25 years old.

Participant G: I agree. The age of potential tourists should be older than 25 years. They should also focus on graduates. Personally, I think educated family prefers Yor Island because it is the location of The Institute for Southern Thai Studies. The parents want their kids to not only relax but also get more knowledge from their visit.

Participant B: Yes, the potential target tourists of Yor Island should be the family and the retired group. Personally, I think that Yor Island should serve as a weekend destination for the family group because children can experience natural atmosphere and visit The Institute for Southern Thai Studies. Older tourists can visit temples. All of them can enjoy family dinners with Yor's popular seafood.

Participant C: Yes, (Yor's target market) should be a family group. Moreover, Participant E agreed with the opinion of Participant C. Both of them proposed that the target groups of Yor Island should be nature enthusiasts. This is supported by Participant I.

Participant C: In my point of view, (the target group) should be the group of people who are crazy with nature.

Participant E: I agree. The target groups should be the tourists who enjoy eco-tourism and agricultural tourism. However, I think children prefer Samila Beach more than Yor Island because they can swim in the sea at Samila Beach, but they cannot do that on Yor Island.

Participant I: Target group of Yor Island are tourists interested in the nature way of life or eco-tourism.

Participant F proposed that honeymoon group should not be neglected. However, her opinion was objected to by Participant B.

Participant F: I would like to express my opinion that honeymooners will be important target group of Yor Island in the future. Yor Island is a beautiful natural attraction, especially the beautiful scenery on the remarkable Tinnasulanon Bridge. Moreover, it is friendly and safe place for them.

Participant B: I agree the honeymooners can be important target group of Yor Island, but accommodations at Yor Island are not good enough for the honeymooners. Yor Island needs to improve the accommodations to be more modern and convenient.

On the issue of occupation and monthly income, Participant D and B shared similar opinion, while Participant C had slightly different opinion about monthly income.

Participant D: Target tourists can be government employees and company employees. Thus, their income should be more than RM1,000 per month.

Participant B: I think the main target tourists of Yor Island are government employees, company employees and business owners. Thus, I agree their income per month should be more than RM1,000.

Participant C: If the target tourists are older than 25 years old, graduated from university and have their own cars, then their salary must be over RM1,500.

Participant C also indicated that groups of high purchasing power people should be the target tourists of Yor Island. It is similar to the idea of Participant H and A.

Participant C: In my opinion, the target tourists of Yor Island must have high purchasing power because they need to pay a lot of money for seafood and local products.

Participant H: Yor Island should focus on middle and upper-class consumers who have their own car. There are a lot of tourist attractions at Yor Island and all of them are located at different directions. It is not convenient for tourists who have no car.

Participant A: In my opinion, target tourists of Yor Island should only be family and retired group because they are high purchasing power consumers.

#### **4.4 Positioning Results of Yor Island**

Since positioning is based on customers' perceptions, a researcher has to use mixed methods market research techniques to determine the relevant parameters to gain an understanding of how tourists rate different product attributes. In this study, the outcomes of the mixed methods in the second stage, MDS techniques and focus group interview, have been reported in section 4.3. Besides, the findings of this stage were used to indicate the optimum position of Yor Island. In addition, the outcomes from the first stage, i.e. the in-depth-interviews, were also used to support the analysis of Yor Island's optimum positioning.

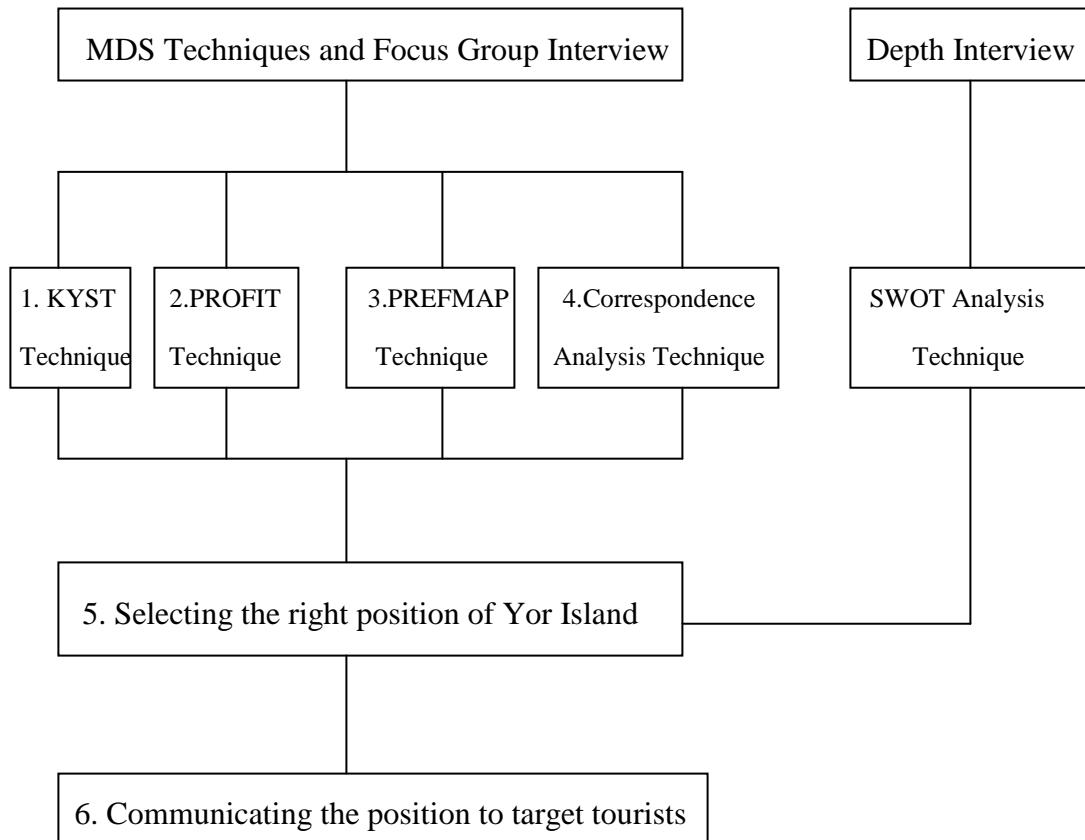


Figure 4.25: Positioning Process of Yor Island

The positioning process of this study is adapted from Kotler et al., (2003). The flow diagram of the market positioning model (Figure 4.25) illustrates how the findings could be utilized to determine an optimum positioning of Yor Island. There are six steps, and each step of this diagram is discussed in details.

The first step is to identify Yor Island's competitors. Based on the results of the KYST technique, the position of Samila Beach has been shown as the closest to Yor Island. This means that Samila Beach is the closest competitor to Yor Island, both in terms of nature destinations and as destinations in Muang District, Songkhla Province. Similarly, results from the focus group interview indicated Samila Beach as the closest competitor to Yor Island. In addition, marine tourist destination and the location on Muang District, Songkhla Province were also the main reasons. As both methods had

given similar results, it can be concluded that Samila Beach is Yor Island's closest competitor.

The second step is to identify the attributes that fit Yor Island. Likewise, based on the results of the PROFIT technique, Yor Island is outstanding in terms of the following product attributes: 1) place of cultural interest, 2) some services in restaurants, 3) variety of attractions, and 4) friendly local people. In addition, the focus group interview revealed that the following are strong attributes of Yor Island: 1) place of historical interest, 2) place of cultural interest, 3) place of traditional architecture, 4) good place for agro-tourism, 5) quality of food, 6) services in restaurants, 7) food prices, 8) prices of hotel or guest house, 9) quality of shopping products, 10) variety of attractions, and 11) friendly local people.

Looking at the above results, it can be concluded that Yor Island is consistently perceived as having the following strong attributes: 1) place of cultural interest, 2) services in restaurants, 3) variety of attractions, and 4) friendly local people.

The third step is to identify an ideal point. Based on the results of PREFMAP programs utilized in the MDS method, the ideal point was located close to Samila Beach, followed by Yor Island and Ton-ngachang Waterfall. This means that domestic tourists considered Samila Beach to be the most preferable place. Next to this is Yor Island and Ton-ngachang Waterfall. These findings are similar to the results of the focus group interview. Therefore, it can be concluded that Samila Beach, Yor Island and Ton-ngachang Waterfall are the most preferable places.

The fourth step is to identify the potential target tourists of Yor Island. Generally, tourist destination cannot attract all groups of tourist because its resources will be wasted (Burnett & Baker, 2001). Therefore, every destination need to evaluate various segments

and decide which ones should be its target. In this study, correspondence analysis and focus group interview were the two methods used in the process of market segmentation. In addition, the different market segments had been evaluated by using two factors proposed by Kotler et al., (2003): segment size and growth, and segment structural attractiveness. The results indicated that target tourists of Yor Island should be those aged between 25-34 years old, has completed bachelor degree and earned between RM2,000 – RM3,000 per month.

The fifth step is to select the right position of Yor Island. From the above findings, it is now time to consider the positioning for Yor Island. Effective positioning must be developed carefully, especially in the selection of the most effective combination of competitive advantages to promote and to contribute to building their positioning strategy. Once the positioning is proposed, it is hard to change what is in the mind of the target consumers (Hudson, 2005). In addition, effective positioning should be done using the strongest point which is different from competitors (Porter, 1980). Hudson (2005) explained more on the issue of different strength that should be unique, and this uniqueness must be the number one driver providing specific attributes in the mind of target market. Accordingly, the differentiation needs to match with the perception of the consumer (Wind, 1977). Therefore, the chosen attributes should be desired and highly valued by target consumers (Hudson, 2005).

Based on positioning concept, the following step that is considered after the step to select the target market segments of Yor Island is to decide what positions to occupy in those segments. In this study, the positioning strategy of Yor Island is based on a specific product attribute (Pike, 2005). There are three main reasons to support the necessity for a destination needs to be positioned on their attributes; 1) it is meaningful

to tourists; 2) it is the destination's strength, and 3) it can be fulfilled by tourism operators (Chandra & Menezes, 2001).

Table 4.13 showed that there are four outstanding product attributes that can effectively contribute to develop the positioning strategy of Yor Island. How many different factors should be promoted? Some marketers proposed that companies should position themselves on more than one differentiating factors (Kotler et al., 2003). However, destination positioning strategy of this study relied on the idea of several marketers that designing a positioning strategy should focus on only one attribute, in other words, marketers should develop one unique selling proposition (USP) and stick to it (Hudson, 2005; Kotler et al., 2003; Pike, 2004).

Before making decision to select an optimum position for Yor Island, the results from the MDS methods and the focus group interview must also be looked at. Based on Figure 4.17, it is evident that Yor Island is most positively perceived in terms of friendliness of the local people. Likewise, the results of focus group interview indicated that friendly local people is the high point of Yor Island's attraction (see Table B2 in Appendix B). Furthermore, the results of the in-depth interviews also indicated that one of the strengths of Yor Island is friendly local people. Thus, the product attribute that should be used to build positioning strategy for Yor Island is friendliness of the local people.

Clearly, "friendly local people" is one attribute that distinguishes Yor Island from its competitors. An effective positioning of a destination should be based on the criteria that an attribute can make a destination distinctive, important and superior (Kotler et al., 2003), is easy to understand and can be clearly communicated to the target customer (Amold, 1993; Temporal, 1999). Moreover, it is a competitive position that is

difficult to be imitated by the competitors (Kotler, 2000; Middleton, 1988) and it is also an attribute that could be used to create tourism opportunity for Yor Island, especially in the management of homestay tourism. Therefore, it can be proposed that a unique selling proposition of Yor Island is friendliness of the local people.

The final step is to communicate this position to target tourists. The aim is to build and maintain a consistent positioning strategy. The goal of positioning strategy is to attract attention from potential target tourists and to satisfy them with product offerings that cannot be beaten by competitors (Pike, 2004). Therefore, an effective communication that supports the destination's position must be developed and promoted in order to establish and maintain the destination's desired position in the target tourists' mind (Hudson, 2005).

To communicate a position in today's world, where societies are swamped by advertisements and other information sources, Pike (2004) suggested that destination marketers must cut through the information clutter to send simple messages that were focused on one powerful attribute. Moreover, communicating a position to target customers should start with public relations before embarking on advertising (Trout & Rivkin, 1996 cited in Kasim & Dzakiria, 2001). Public relations can be successful in communicating the destination's position to the public because it is a tool that can substitute the power of advertising effectively (Kasim & Dzakiria, 2001) due to its personal nature. Compared to public relations, media of advertising is recognized as a biased and costly form of communications (Morrison, 2002). However, advertising is one of the most frequently used components for positioning companies and product (Temporal, 1999).

As has been explained earlier, a suitable target tourism market segment for Yor Island is domestic tourists aged between 25-34 years old, completed bachelor degree and earned between RM2,000 – RM3,000 per month. Thus, suitable public relation strategies that can effectively reach these target segments must be created. In this study, it is proposed that communicating the position of Yor Island to the target groups be developed using their travel characteristics as guidelines. By cross tabulating variables of Yor Island's target tourists against their trip characteristics, the information of these relationships is reported in Table 4.16.

**Table 4.16**  
**Relationships between Yor Island's Target Tourists and Their Trip Characteristics**

Trip Characteristics	Aged between 25-34 years old	Completed bachelor degree	Earned RM. 2,000-3,000 per month
1. The number of time visiting Yor Island	5-6 times (72%)	5-6 times (72%)	5-6 times (77%)
2. The frequency of traveling to Yor Island	More than 3 times/year (56%)	More than 3 times/year (59%)	More than 3 times/year (56%)
3. The time of travel to Yor Island	03:01 – 06:00 pm (56%)	03:01 – 06:00 pm (53%)	03:01 – 06:00 pm (55%)
4. The purpose of travel to Yor Island	Food (70%) Leisure (65%) Shopping (47%)	Food (68%) Leisure (66%) Shopping (48%)	Food (89%) Leisure (49%) Shopping (53%)
5. The traveling party to Yor Island	Family (63%) Friends (71%)	Family (63%) Friends (70%)	Family (63%) Friends (67%)
6. The number of companions when visiting Yor Island	4-5 persons (45%)	4-5 persons (49%)	4-5 persons (55%)
7. The average expense of traveling to Yor Island	RM50-100 (42%)	RM50-100 (40%)	RM100-150 (41%)
8. The source of information when traveling to Yor Island	Friends/Relative (90%) TAT (10%) Press (16%) TV/Radio (11%)	Friends/Relative (90%) TAT (10%) Press (17%) TV/Radio (13%)	Friends/Relative (89%) TAT (14%) Press (9%) TV/Radio (11%)

Table 4.16 (Continued)

Trip Characteristics	Aged between 25-34 years old	Completed bachelor degree	Earned RM. 2,000-3,000 per month
9.The duration of visiting Yor Island	3-4 hours (43%)	3-4 hours (46%)	3-4 hours (44%)
10.The vehicle used when traveling to Yor Island	Private car (91%)	Private car (89%)	Private car (91%)
11. Staying overnight on Yor Island	Do not stay overnight (78%)	Do not stay overnight (82%)	Do not stay overnight (83%)
12. The type of accommodation	Friend /relative house (38%) Lodge (28%) Homestay (19%)	Friend/relative house (35%) Lodge (33%) Homestay (21%)	Friend/relative house (27%) Lodge (46%) Homestay (9%)

The main aim of any marketing strategy in tourism is acquisition and retention of potential tourists. One way to meet this objective is to establish an efficient and effective communication. Based on Table 4.16, the target tourists of Yor Island trusted the recommendations of friends and relatives as their main source of information. Therefore, word-of-mouth communication should be considered by tourism marketers of Yor Island.

Word-of-mouth communication is a process that allows interpersonal communicator to share his or her information and opinions on specific products, brands, and services with other people (Hawkins, Best & Coney, 2004). Lewis and Chamber (2000) stated that word-of-mouth communication is an important issue in hospitality and tourism field because the product offerings in hospitality and tourism field are intangible goods, and they cannot be evaluated before consumption. Many products of hospitality and tourism are seen as high-risk purchases making evaluation by group reference an important aspect of the decision making process. In addition, consumers have the ability

to exert powerful influences on each other (Dichter, 1966; Haywood, 1989). Hence, tourism marketers of Yor Island should devise strategies that can manage the interpersonal influences in order to increase their own advantage. Gonzalez et al., (2007) recommended that destination marketers should work to ensure positive word-of-mouth communications by generating high satisfaction among tourists. Consequently, the focus on this strategy can increase Yor Island's tourist database.

Not only to create tourists' satisfaction, Molina and Esteban (2006) suggested that destination marketers should also focus upon destination image formation by identifying the dominant attribute of image. Accordingly, Um and Crompton (1999) stated that image emerges as a critical element for tourists in the process of choosing their destination. Generally, many potential tourists have limited knowledge about a destination, especially the destination that they have not previously visited. They often solved the problem by listening to media or their social groups. Subsequently, they formulated images of alternative locations. Therefore, public relations can be a good weapon for destination marketer in creating positive image of a destination as the basic aims of public relations involve communicating and developing relationships with various target audiences (Temporal, 1999). Moreover, public relations can be a valuable part of the total communications mix and it must be built-in to any positioning communications strategy.

Normally, public relations can be established in many ways. For this study, leaflet is a suitable media to be used for convincing the target tourists of Yor Island. Compared to another media, it is the most used media and appreciated sources by the destination marketers in order to convey the offerings and/or activities of a destination to the public (Nolan, 1976 cited in Molina & Esteban, 2006). In practice, leaflet

distribution to public can be done in simple way by delivering to every seafood restaurants on Yor Island. Based on Table 4.15, it can be seen that almost 70% of tourists who visited Yor Island aimed to have seafood.

## **4.5 Summary**

This chapter presents the data analysis and the results. In Stage 1, the results of qualitative method, i.e., in-depth interviews, which were the results of SWOT analysis, were presented. Strengths, weaknesses, opportunities, and threats of Yor Island discovered in this study were presented.

In Stage 2, the results of quantitative (survey) and qualitative (focus group interview) methods were also presented in this chapter. Under the quantitative method, the results of Multi-dimensional scaling techniques were presented, beginning with the general profile of respondents, followed by trip characteristics and overall perceptions of Yor Island. Then, results of the KYST, PROFIT and PREFMAP technique as well as Correspondence analyses were presented.

Under the qualitative method, the results of focus group interview, which followed a line of questioning similar to the quantitative method, were discussed. The results of the focus group interview were checked against the results of Multi-dimensional scaling methods. They also provide greater explanation to the quantitative findings. The results presented in the part of focus group interview consisted of 1) the trip characteristics of focus group interviewees, 2) overall perceptions of Yor Island, 3) the perception of similarities and dissimilarities in the images of the 7 destinations, 4) identifying the attributes that fit for each destination, 5) identifying an ideal point, and 6) identifying target tourists of Yor Island.

Finally, the results of positioning methods of Kotler et al., (2003) were presented. In this step, the results of quantitative and qualitative methods in stage 2 were discussed. Next, the results of SWOT analysis in stage 1 were used to support the process of selecting an optimum position for Yor Island. Discussion also focused on how the position can be communicated to Yor Island's target market.

The next chapter will provide summary of the findings in further details. Moreover, the discussion on the results of analysis, implications and limitations of the study, and suggestions for future research in this area will also be presented.

# **CHAPTER 5**

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

Obviously, this study is an attempt to carry out a positioning exercise for Yor Island through the perceptions of tourists' satisfaction. Chapter 1 noted the importance of the domestic tourism in Thailand as a tool to accelerate economic growth and reduce poverty among the Thai people. However, competition of the tourism industry in all regional areas of Thailand has grown rapidly. To survive, Yor Island needs to use positioning strategy to segment, target and position itself as a desirable tourism destination to attract potential domestic tourists.

Chapter 2 reviewed the basic concepts, models and methodology used for positioning strategy. Based on the research design, the combination of both quantitative and qualitative approach and the mixed methods approach in a single study was developed to identify an optimum positioning of Yor Island in Chapter 3. Next, the results of the analysis were detailed in Chapter 4.

In this chapter, an overall review of the results, discussions, implications, limitations and suggestions of the study are provided. The purpose of this chapter is to articulate the findings and limitations of the study in order to establish its implications for tourism planning, especially in formulating tourism marketing strategy and suggestions for future research.

## **5.2 Summary of the Findings**

In this study, the mixed methods approach that consists of qualitative and quantitative methods was used to attain the research objectives. The objectives of this study consisted of primary and secondary research objectives. The primary research objective is to develop an optimum market positioning of Yor Island via the perception of domestic tourists' satisfaction. For this study, there are five secondary research objectives. The internal and external environmental situations of Yor Island were investigated for the first secondary research objective. The second secondary research objective was to identify the strongest competitor of Yor Island by comparing the similarities and dissimilarities of Yor Island and its competitors in terms of destination images. Next, the salient product attributes of Yor Island and its competitors were investigated through the perception of domestic tourists. The fourth secondary research objective was to determine potential domestic tourists' choice of ideal destination between Yor Island and its competitors. Lastly, the fifth secondary research objective was to identify the potential target market segments of Yor Island in terms of socio-demographic variables.

Clearly, fulfillment of these five secondary research objectives provided useful information as guide in the selection the optimum position of Yor Island. Pike (2002) stated that a destination positioning must be selected with care because the destination with successfully selected optimum positioning will become a top destination in the mind of its target tourists. This will result in increasing demand for visitation because a strong position in the mind of tourists will give competitive advantage to the destination.

To achieve the success of the study, a review of related literatures was done to identify research paradigm, research variables and the models to be used for the study.

Furthermore, a construction and testing of the survey instrument was undertaken prior to fieldwork to ensure the validity and reliability of the proposed items of measurement. Qualitative method was the first task of this mixed methods approach. In this step, the in-depth interviews of eight important people related to Yor Island's tourism were conducted to investigate the strengths, weaknesses, opportunities and threats of Yor Island. A SWOT analysis technique was utilized to evaluate the status of Yor Island. The results from this analysis revealed that the attributes namely convenient entry to location and friendly local people are the main strengths of Yor Island. On the other hand, the 'inefficiency in marketing mix' is an important weakness of Yor Island.

Next, the tasks of questionnaire survey and focus group interview were undertaken simultaneously. This study focused only on domestic tourists who had experience traveling to Yor Island and its competitors. Hence, domestic tourists who had visited all of the seven destinations (Yor Island and its competitors) were requested to answer the questionnaire. The questionnaire was utilized to ask the respondents to complete a survey based on their satisfaction towards product attributes of Yor Island by comparing the island to its competitors. A total usable sample size of 400 respondents representing the domestic tourists of Yor Island was used for the analysis. In this step, descriptive statistics were used to summarize the 400 respondents' socio-demographic and trip characteristics data. In addition to that, the three methods of MDS techniques, KYST, PROFIT and PREFMAP, as well as correspondence analysis were used to analyse the data gathered from the questionnaire.

For data analysis, the KYST analysis was used to indicate similarities or dissimilarities between the destinations. To accomplish this purpose, respondents were asked to indicate the similarities of each selected pair of destinations using the seven-

point Likert-type scales. Any pairs perceived as having similar images were interpreted as competitors in a marketplace. The result from this step indicated that Yor Island was placed in the same competitive position with Samila Beach. Next, the PROFIT method was applied to investigate the outstanding product attributes of Yor Island as compared to its competitors. The PROFIT analysis revealed the four strong product attributes of Yor Island are: 1) places of cultural interest; 2) services in restaurants; 3) variety of attractions; and 4) friendly local people.

The next step was to determine domestic tourists' perception of an ideal destination. For this, PREFMAP method was used to analyse the data collected from the questionnaires. Based on analysis using the PREFMAP technique, domestic tourists considered Samila Beach to be the number one ideal destination. The second ideal destination was Yor Island. This result showed that increasing market share of Yor Island can be a possibility. Then, the target segments of Yor Island were identified. To achieve this goal, the relationships between the seven destinations and the socio-demographic variables (age, educational level, occupation, monthly income, marital status and residence area) were analysed via the correspondence analysis technique. The results of this method showed that the target segments of Yor Island should be: 1) people who are aged from 25-34; 2) people who graduated with bachelor degree; and 3) people who earned monthly income between RM2,000 – RM3,000.

Simultaneously, focus group interview using the same questions from the questionnaires was done with nine participants selected as representatives of potential domestic tourists from various backgrounds. This qualitative lens was an important task of this study as it provided richer and deeper insights of tourists, and helped in the process of explaining and interpreting the results of the survey study (Doherty & Terry,

2009). Clearly, the findings of focus group are consistent with the results of the questionnaire survey.

Next, the results of in-depth interviews, questionnaire survey, and focus group interview were considered together in order to select an optimum positioning of Yor Island. Then, these three methods indicated in the same way that the optimum positioning of Yor Island should be 'friendliness of local people'. After the strong and distinctive attribute of Yor Island has been identified, its position has to be communicated to the target segments (Qu et al., 2010). Based on the basic concept of a destination positioning strategy, communication has to be developed specifically for the target segments of a destination (Martin & del Bosque, 2008).

Again, the target segments of Yor Island are the domestic tourists aged 25-34, graduated with a bachelor degree and earned monthly income between RM2,000 – RM3,000. The relationships between the target tourists of Yor Island and their trip characteristics (see Table 4.16) revealed that the target segments of Yor Island trust word-of-mouth communication. Based on this result, destination marketers of Yor Island should consider the important role of tourists' satisfaction, because tourists who are satisfied with their travel experiences will very likely revisit the destination and spread positive word-of-mouth communication.

### **5.3 Discussions on the Findings**

The results of this study revealed that mixed methods approach can provide accurate formulation of a destination positioning strategy. In addition, this study showed that an optimum positioning of a destination can be done through tourists' perception in terms of satisfaction towards product attributes of a destination. It further disclosed that

a successful market segmentation of a destination can be done via socio-demographic variables. These variables can provide guidance in selecting the target market of a destination.

### **5.3.1 Positioning Based on Mixed Methods Approach**

This study demonstrated the application of the mixed methods approach. To attain effective findings of research, diverse and credible information need to be investigated. The sequential exploratory approach is used in a single study in order to tackle the research problem. It consists of two discrete stages. The first stage, the qualitative approach was an in-depth interview used to discover the situation of Yor Island. The second stage, the Quantitative and quality aspects were questionnaire survey and focus group interview which were simultaneously conducted with the same questions. Clearly, the value of using mixed methods approach to answer research questions has been shown in the study. In the following paragraphs, substantive findings of in-depth interviews, questionnaire survey, and focus group interview are discussed.

#### **5.3.1.1 Discussion on the substantive findings of in-depth interviews**

In current study, data gathered through face to face interviews can provide rich, clear, and in-depth information of the tourism situation of Yor Island. It similar to many authors, they suggested that individual interview conducts to an advantage in getting more detail, clarifying vague statements (Van Vurren & Maree, 2002), and gaining in-depth information (Gall et al., 2003). Importantly, these data can provide an effective way to evaluate the strengths and weakness of Yor Island because a lot of the data were obtained from persons who are strategic decision-makers (Coulter, 2005).

The application of SWOT analysis is used in this stage in order to organize and interpret the tourism situation of Yor Island (Wall, 2002). Based on the SWOT analysis findings, the main strengths are convenient entry to location, friendly local people, diverse natural resources, Tinsulanonad Bridge, and is famous for its seafood (i.e. snapper and Gracilaria fisheri salad). These main findings are similar to the findings of Chumsri and Marangkun (2007), as well as Bunro (2008).

Furthermore, the SWOT analysis findings indicate the weaknesses of Yor Island are inefficiency in marketing mix, road signs too small, lack of standard accommodation, and confusing communication routes around Yor Island. These findings agree to the findings of Chumsri and Marangkun (2007). Besides, the SWOT analysis findings and the findings of Bunro (2008) indicated the same weakness point of Yor Island as lacking in the planning to preserve environmental water resources.

In the issue of opportunities, the current research and the findings of Chumsri and Marangkun (2007) proposed in the same way that it is the tourism policy supported by the Thai government. In addition, both of them indicated the same that the unrest situation in the Southern border province is a threat of Yor Island.

### **5.3.1.2 Discussion on the substantive findings of questionnaire survey**

The configuration of Yor Island and its competitors on the KYST perceptual map indicated that Samila Beach is the strongest competitors of Yor Island because both of them are located in Muang District. In terms of location, Samila Beach is located in the central area of Muang District, and Yor Island is located (about 20 kms.) far from the central area of Muang District. Therefore, it can be implied that domestic tourists who stay around the central area of Muang District have a chance to visit Samila Beach more

than Yor Island. However, tourists who stay in the Hat Yai District or nearby provinces such as Nakorn Sri Thammarat and Pattalung Province have a chance to visit Yor Island more than Samila Beach.

Moreover, the results of PROFIT analysis revealed that Yor Island is the most positively perceived by domestic tourists in terms of friendly local people, service in restaurants, variety of attractions, and places of cultural interest respectively. In terms of friendly local people, this finding is similar to the findings of Bunro (2008). She mentioned that local people of Yor Island are highly willingness in greeting tourists. Next, the finding in term of service in restaurants is in the same way of Suwannachot (2005). She found that many tourists are highly satisfied by the service in restaurants of Yor Island. Finally, the finding in the two attributes, variety of attractions and places of cultural interest, are similar to the findings of Chumsri and Marangkun (2007). They mentioned that Yor Island has a variety of attractions and tourists who visit Yor Island have a chance to experience the way of life of the community.

In addition, this method determined that the ideal destination among these seven destinations is Samila Beach. This finding is not same to the finding of Liangpornpan (2004). He proposed that Samila Beach and Yor Island (The Institute for Southern Thai Studies and Tay Yor Temple) are high potential destinations of Songkhla Province. However, The Institute for Southern Thai Studies is ranked with the highest level score, Samila Beach is ranked in the 5<sup>th</sup> position, and Tay Yor Temple is ranked in 8<sup>th</sup> (in the group of high potential destinations of Songkhla Province).

Finally, correspondence analysis indicated that the domestic tourists who are aged from 25-34, had completed a bachelor degree, and earned between RM2,000-3,000 should be the target segments of Yor Island. The more findings are similar to the

findings of Bunro (2008). She mentioned that domestic tourists who were aged between 25-34 years preferred to visit Yor Island. Most of them are government employees, and have completed bachelor degree. However, most of them have a monthly income of less than RM1,000.

### **5.3.1.3 Discussion on the substantive findings of focus group**

In this study, the findings obtained from the focus group interview were used to support and explain the results gained from the questionnaire survey. The focus group findings suggested the same findings as the questionnaire survey; that Samila Beach is the closest competitor of Yor Island. It is because both of them are marine tourist destination and located in Muang District.

Moreover, the focus group findings suggested that the strong aspects of Yor Island are 11 attributes; the best corresponding attributes of Yor Island according to the finding of the questionnaire survey are: 1) places of cultural interest, 2) service in restaurants, 3) variety of attractions, and 4) friendly local people. Many participants in the focus group interview proposed that the attribute of places of cultural interest is perceived as the strength of Yor Island because it is the location of a folklore museum namely, The Institute for Southern Thai Studies. In the issue of service in restaurants, the participants of the focus group indicated that the food management of the restaurants at Yor Island is professional. Next, the participants of the focus group mentioned that the variety of attractions is a distinguishing attribute of Yor Island, but many domestic tourists did not obtain this information. Therefore, Yor Island was used as a passage way by them. Eventually, the participants of the focus group proposed that many tourists are

satisfied with travelling on Yor Island because they feel safe and warm as the local people are friendly.

In addition, the focus group findings suggested that Samila Beach is an ideal destination. Many participants of the focus group mentioned that many tourists preferred Yor Island less than Samila Beach because the accommodations on Yor Island are less convenient than Samila Beach. Further, the participants indicated that Samila Beach is a more suitable place for holding a seminar, and it is a good place for family vacation.

Finally, the focus group findings suggested that the target segments of Yor Island should be the people who are aged between 25-34 years, graduated from university, earned income more than RM1,000, were nature enthusiasts, and the group on their honeymoon. The participants indicated that tourists who are older than 25 years and graduated from university prefer to visit Yor Island because it is the location of The Institute for Southern Thai Studies. As the parents want their kids to not only relax but also get more knowledge from their visit, and all of them together enjoy dinner at the seafood restaurants. The participants mentioned that the target tourists of Yor Island should be people who get monthly income more than RM10,000 because business owners, government and company employees, prefer to visit Yor Island. In addition, the participants proposed that honeymooners should be the target group of Yor Island because it is a beautiful natural attraction.

Clearly, the focus group interview provided valuable information in understanding and interpreting the results of the questionnaire survey (Doherty & Terry, 2009). As the task of the focus group conducts to the richer and deeper insights of tourists.

#### **5.3.1.4 Discussion on convergence or divergence of the findings**

A mixed pattern of the convergence between questionnaire survey and focus group interview was found on the four issues: 1) Yor's Island's competitor, 2) the strong attributes of Yor Island, 3) an ideal destination, and 4) target segments of Yor Island. Both of these methods, questionnaire survey and focus group interview, indicated the same that the closest competitor of Yor Island is Samila Beach. In the issue of the strong attributes of Yor Island, the two methods pointed to the same four attributes (1. places of cultural interest, 2. service in restaurants, 3. variety of attractions, and 4. friendly local people). Next, the suggestion of focus group interview and questionnaire survey indicated the same that Samila Beach is an ideal destination. In addition, the convergence findings of both methods were found in the issue of identifying the target segments of Yor Island. The survey finding suggested that the target tourists of Yor Island should be people who are older than 25 years, completed a bachelor degree, and get monthly income between RM2,000-3,000. These findings were agreed to the findings of the focus group. However, the groups of nature enthusiasts and honeymooners were mentioned in the results of focus group interview.

Eventually, the convergence among in-depth interviews, questionnaire survey and focus group interview was seen on the issue of identifying the right position of Yor Island. The three methods indicated in the same way that friendly local people should be the best positioning of Yor Island.

### **5.3.2 Positioning Based on Tourists' Satisfaction of a Destination's Product Attributes**

The results of this study demonstrated that tourists' satisfaction towards a destination product attributes can be used to develop competitive positioning strategy. Similar to the results of studies by Ibrahim and Gill (2005) and several authors such as, Zabkar et al., (2007), Rodriguez-Pinto et al., (2008) and Fei et al., (2010), tourist's satisfaction towards a destination product attributes can effectively contribute to the development of a positioning strategy for a destination, as increase in tourist's satisfaction can improve competitiveness of a destination.

On the issue of measuring tourists' satisfaction, this study adopted the notion that the most efficient way to evaluate tourists' satisfaction was to take a multi-dimensional view (Yoon & Uysal, 2005). Therefore, three major aspects were measured: attribute satisfaction, overall satisfaction and using the theory of expectation/confirmation. These measurements were similar to the evaluation of tourists' satisfaction by Valle et al., (2006). The results of tourists' satisfaction in this study showed that domestic tourists whose expectations about a destination were met had high level of overall satisfaction. Subsequently, this satisfaction made them more willing to return to the same destination in the future and recommend the destination to others. Clearly, the results of this study were supported by findings of several authors such as Bramwell (1998), Appiah-Adu, Fyall and Singh (2000), Kozak and Rimmington (2000), Oh (2000), Opperman (2000), Bigne et al., (2001), Kozak (2001b), Valle et al., (2006) and Yoon and Uysal (2005). However, Seiders, Voss, Grewal and Godfrey (2005) argued that although satisfaction can enhance tendency to revisit, but it cannot guarantee actual revisit of tourists to a destination. Furthermore, the overall results of tourists' satisfaction from this study

demonstrated and supported the conclusion of Chi and Qu (2008) that destination image, overall satisfaction, attribute-based satisfaction and destination loyalty can be considered simultaneously when carrying out a positioning exercise for a destination.

In the issue of identifying the best corresponding attributes of Yor Island, the results of survey and focus group interview were considered together. The results of both methods indicated that these four attributes of Yor Island, place of cultural interest, services in restaurants, variety of attractions and friendly local people, could be offered to the target tourists. The first attribute of “place of cultural interest”, may not be good for Yor Island because many domestic tourists perceived Samila Beach and destinations near Yor Island more appropriate as destinations of cultural interest than Yor Island. This perception has been gained over the years through many events and festivals that took place in those destinations such as the 11<sup>th</sup> Songkhla Seafood Festival (Venue: Samila Beach), Lark Phra and Tak Bard Devo Festival (Tang Kuan Hill and Samila Beach), Songkhla’s Itinerary of “Node, Na, Lay” Folkways on Sathing Phra Peninsular (Venue: Sathing Phra District) and Ta-Yai-Yan Tradition or Bathing Ceremony in Celebration of Chao Mae Yu Hua (Venue: Sathing Phra District).

The second attribute of “services in restaurants” may also not be a good positioning for Yor Island. Selling prices of seafood at many restaurants on Yor Island are more expensive, especially when compared to Samila Beach. Critically, price control mechanism for seafood in this area has not been announced. Therefore, some restaurants on Yor Island sharply increased selling prices of seafood, especially during major festivals such as Songkhla Festival and New Year’s Eve. Besides, there was no co-operation among the restaurants on Yor Island to protect nature and environment. As all

of the restaurants on Yor Island are located near the sea, customers sometimes inhaled the bad smell coming from the seawater while eating their food.

The third attribute is “variety of attractions”. Comparing this attribute to the closest competitor of Yor Island, some tourists preferred Samila Beach to Yor Island because many destinations at Samila Beach are easily accessible. On the other hand, many destinations on Yor Island are distributed far apart and the routes to these destinations are not convenient, such as too small or confusing, for new tourists. Hence, this position may not be good for Yor Island.

More importantly, the results of survey and focus group interview both indicated ‘friendly local people’ as the best positioning of Yor Island. This position is the most appropriate for Yor Island because this attribute is difficult to be copied by competitors (Kotler et al., 2003). In addition, it is only one among the four attributes that differentiated Yor Island from its competitors. Accordingly, many authors stated that the aim of marketing positioning is to build a unique image in tourists’ mind different from competitors (Fei et al., 2010; Gilbert, 1990; Hudson, 2005). Eventually, the results of the SWOT analysis indicated that most tourists perceived this area to be a 100% safe zone for visiting, and local people on Yor Island are pleased to welcome and provide services to tourists. Similarly, several researchers used to propose this product attribute as an optimum positioning for a destination in their studies (Foley & Fahy, 2004; Mok, Armstrong & Go, 1995; Zabkar et al., 2010). Therefore, the attribute ‘friendly local people’ should be an optimum positioning of Yor Island.

Furthermore, Yor Island was positioned by the domestic tourism body on one key product attribute. This method is in line with proposal of Kasim and Dzakiria (2001)

and Tkaczynski et al., (2008). However, Fei et al., (2010) suggested that the best way is to find two positioning points, one as the main one and the other as the second one.

### **5.3.3 Positioning Based on Socio-demographic Segments**

As demographic characteristics have a significant influence on satisfaction thresholds (Paulssen & Birk, 2007), socio-demographic variables were chosen in the process for segmenting a market. In this study, market segmentation using socio-demographic variables was carried out. A lot of researchers have suggested similar demographic segmentation approach to define the segments of a market (Baloglu & Shoemaker, 2001; Kim et al., 2003; Lee, et al. 2006; Mykletun et al., 2001). However, there are several ways to segment a market such as benefit segmentation (Frochot & Morrison, 2000; Kasim & Dzakiria, 2001; Sarma, 2003; Uysal et al., 2000), geographic segmentation (You, O'Leary, Morrison & Hong, 2000; Morrison, Braunlich, Cai, & O'Leary, 1996) and psychographic segmentation (Baloglu & Uysal, 1996; Oh, Uysal & Weaver, 1995).

For this study, market segmentation was conducted by using socio-demographic variables prior to deciding a positioning strategy. This method was selected as it is one of the most popular methods for segmenting a market (Morrison, 2002). Another reason was that demographic variables are easily observable (Scott & Parfitt, 2004). In addition, these variables can provide key guidelines to marketers when classifying tourists into homogeneous subgroups (Tkaczynski et al., 2009). On the other hand, demographic segmentation has been criticized for its failure to predict who will travel to a destination in the future (Johns & Gyimothy, 2002; Letho et al., 2002).

On the issue of segmentation approach, the completion of this research demonstrated that single segmentation approach is suitable and adequate to achieve the purpose of this study. It is in line with the findings of previous research by Moscardo, Pearce, Morrison, Green, and O'Leary (2000) as well as Johns and Gyimothy (2002). However, it has been proposed that single segmentation base may be less useful to management than the use of combined segmentation base (Beh & Bruyere, 2007; Chang, 2006; Frochot, 2005). In addition, this approach is less popular than a combined segmentation approach as only 10% of tourism studies used a single segmentation base (Tkacznski et al., 2009).

The socio-demographic variables used in this study are age, educational level, occupation, monthly income, marital status and residence area. All of these variables are discussed in details and presented below.

#### **- Age**

The results of the correspondence analysis in this study indicated that tourists within the age group of 25-34 years old preferred Yor Island. This reaffirmed the fact that age is one of many factors that influenced people's choice of destination (Hsu, Tsai, & Wu, 2009) and therefore can be used for segmenting potential tourists. This finding is consistent with the finding of Martin et al., (2006) and Valle et al., (2006). Moreover, many researchers contended that age is closely related to loyalty (Chowa et al., 2007; Paulssen & Birk, 2007). They found that older customers may be more likely to remain loyal to a product or service, whereas younger customers may be more inclined to switch. Therefore, age is an essential variable in segmenting appropriate tourists.

Moreover, the finding of this study also contradicted the findings of Ibrahim and Gill (2005) as well as Esu and Arrey (2009). In this study, correspondence analysis showed that age is related to satisfaction. An explanation of this finding may lie with the fact that tourists' satisfaction may be affected by previously accumulated perceived image of a destination. Many authors pointed out that age groups and image perception of a destination are significantly related (Baloglu, 1997; Baloglu & McCleary, 1999; Beerli & Martin, 2004; Walmsley & Jenkins, 1993).

#### **- Gender**

In this study, the correspondence analysis showed that gender can not be used as a variable for segmenting a market. This finding supports the findings of Kim and Agrusa (2005), Kim et al., (2005) and Lee et al., (2006), who also used correspondence analysis to segment customers. Considering the relationship between gender and satisfaction, many authors indicated that both variables are not related (Esu & Arrey, 2009; Ibrahim & Gill, 2005; Valle et al., 2006). On this point, Ibrahim and Gill (2005) explained that the relationship between gender and overall satisfaction of experience are not significant owing to the fact that a destination may offer a wide variety of quality products and services to meet the needs of both gender. In contrast, Huh (2002) stated that overall tourist satisfaction and gender have significance based on tourists' past experience. Besides, several authors have found some differences in perceived image between gender (Baloglu & McCleary, 1999a; Chen & Kerstetter, 1999).

### **- Educational Level**

The findings of this study indicated that educational levels are significant to tourists' satisfaction, and they can be used as variables in the process of segmenting a market. These findings agree with the study of Valle et al., (2006). However, there are many other studies that revealed no significant relationship between educational levels and overall tourists' satisfaction (Esu & Arrey, 2009; Huh, 2002). Many authors indicated that there are significant relationship between education levels and image of a destination (Baloglu & McCleary, 1999a; Beerli & Martin, 2004). The results in Chapter 4 showed that tourists with bachelor degrees preferred to travel to Yor Island. This finding is similar to the study by Bunro (2008). She found that 50.4% of the tourists traveling to Yor Island have bachelor degrees. Thus, the target group for Yor Island is educated tourists.

### **- Occupation**

The results of this study indicated that occupation is a variable that can be used for segmenting tourists. However, the result is not congruent with the studies by Vall et al., (2006) and Huh (2002), which concluded that occupation and satisfaction variables are not significantly related. On the issue of destination image, many previous authors have said that there is a significant relationship between occupation and image (Baloglu, 1997; Baloglu & McCleary, 1999a; Stabler, 1995). Therefore, it may be concluded that occupation variable has a significant relationship to tourists' satisfaction through the destination image.

### **- Monthly Income**

This study found that monthly income is one of the socio-demographic variables that can be used for segmenting a market. This finding is similar to the studies of many authors (Esu & Arrey, 2009; Martin et al., 2006), but in contrary to the studies of Huh (2002) and Ibrahim and Gill (2005). On the relationship between monthly income and image, many authors concurred (Baloglu & McCleary, 1999a; Chen & Kerstetter, 1999; Ibrahim & Gill, 2005) that income variable and destination image are significantly related. Based on the findings of this study, tourists earning RM2,000 – RM3,000 per month preferred Yor Island. Hence, it can be implied that the target tourists for Yor Island are the group of middle class.

### **- Marital Status**

This study found that both single and married tourists like to travel to Yor Island. Hence, marital status could be used as a variable for segmenting a market. However, this finding is in contrast with the findings of many authors (Huh, 2002; Martin et al., 2006; Valle et al., 2006), which concluded that marital status was not significantly related to tourists' satisfaction. However, several authors found that there was significant relationship between marital status and destination image (see Baloglu, 1997; Baloglu & McCleary, 1999a; Chen & Kerstetter, 1999). Therefore, it may be said that marital status variable has a significant relationship to tourist satisfaction through the destination image. The finding of this information is very useful for creating destination activities that cater to both single and married tourists.

#### **5.4 Implication of the Study**

This study has attempted to develop an optimum market positioning of a destination using customer's satisfaction variable to determine a strong attribute. In other words, this purpose has been used to develop the positioning strategy for Yor Island. Using the mixed methods approach, this study drew upon a body of knowledge about tourism marketing strategy and adopted SWOT analysis, KYST, PROFIT, PREFMAP method as well as correspondence analysis for data analyses. Thus, this study's approach and instrument could be emulated by other researchers to develop market positioning strategy in different geographical areas, especially the many islands in Thailand that need to be revived through positioning exercise. A combination of qualitative and quantitative methods can provide accurate and facilitate understanding of tourists' satisfaction that motivate decision making of tourists by linking it to the destination attributes.

Besides, this research showed that satisfaction variable based on the expectation-disconfirmation paradigm (Oliver, 1980) can be used in the development of positioning strategy for a destination (Ibrahim & Gill, 2005). Referring to previous research, Chen and Chen (2010) proposed that positive tourist's satisfaction depended on quality of experience and tourist's satisfaction has direct relationship to tourists' behavioral intentions. Interpretation of this concept revealed that significance of the quality of tourist's experience towards their behavioral intentions can be recognized through satisfaction variable. Obviously, experience of tourist is an important concept in destination marketing strategy (Chen & Chen, 2010).

The total experiences of tourists obtained during their traveling can be made up of leisure, education and social interaction (De Rojas & Camarero, 2008). In addition, it

is suggested that destination marketers concentrate on tourist's expectations in order to provide quality experience (Campo-Martinez et al., 2010; Chen & Chen, 2010) because prior experience will enhance certain expectations in tourists' mind (Campo-Martinez et al., 2010). This implied that ignored expectations will effects negatively the satisfaction level of tourists and future purchase behavior. Therefore, enhancing quality of experience that meets tourists' expectations is an important task of destination marketers, for it will lead to tourists' satisfaction and finally contribute to tourists' loyalty. Furthermore, this research supports findings of previous research that product attributes should be used in the study of destination positioning (Botha et al., 1999; Ibrahim & Gill, 2005). This current research also assumed that tourists' satisfaction depends on their overall travel experience, which in turn is affected by destination attributes (Chi & Qu, 2008). To achieve a high overall visitors' satisfaction, destination marketers should coordinate and cooperate all parties involved in tourism management, public and private sectors as well as local suppliers, to produce a positive tourism experience.

Besides, Qu et al., (2010) proposed that positioning strategy should start with identifying a unique destination differentiated from its competitors, as focusing on too many attributes simultaneously will lead to a decrease in a destination's comparative advantage. In the current study, the most useful differentiating destination product attribute for Yor Island is 'friendliness of the people'. Based on this finding, a suggestion for destination marketers is to develop the tourism of Yor Island with focus on nature-based tourism with friendly, spirited people and the freedom and space for visitors. This attribute (friendliness of local people) offers emotional benefit of hospitality to the tourists. Therefore, destination marketers of Yor Island should translate

this emotional benefit into rational benefit by focusing from the view point of an experience in the land of friendliness.

Eventually, the optimum positioning of a destination needs to be communicated to the target tourists. To meet this goal, slogan need to be created as it is an important element of destination positioning (Pike, 2004). An appropriate slogan for Yor Island can be suggested as “**Yor** Friendly Island”. Based on the finding of the current study, it must be stressed that the most important source of travel information for domestic tourists is recommendations from friends and relatives. It follows that destination marketers should concentrate on positive words of mouth communication. In addition, a high level of tourists’ satisfaction leads to positive words of mouth communication (Chen, 2003). Therefore, destination marketers should allocate and deliver differentiated destination attractions and activities to target tourists, while at the same time improve the weak attributes that may lead to negative words of mouth communication. In addition, communication through mass media such as TV, press, radio, mobile phone, social network and public relation should be included in these actions. Importantly, socio-demographic information of the target segments should be used to design media promotions that match their profiles. In other words, a specific communication plan that fit each group of tourists should be developed by the destination marketers.

## **5.5 Limitations and Suggestions for Future Research**

Although the current study provided some significant conclusions, the design of this study limit its ability to generalize the interpretation of the findings. A few limitations of the current research should be addressed. First, the study was concentrated on the context of domestic tourism. Consequently, all of the data was collected only

from domestic tourists in Thailand. In this way, the population of this study was specific. To overcome this limitation, future studies should be extended to international tourists.

Second, the sample of respondents was selected only from domestic tourists who had the traveling experiences at the specified destinations (Yor Island and its competitors). Hence, the results from the study could not be generalized as the sample was limited. In this regard, researchers may replicate the study with samples of other domestic tourists, such as tourists who has the knowledge and understanding of all the destinations to be evaluated, and compare the results obtained from different samples. Doing it this way would be crucial for increasing the generalization of the findings.

Third, generalization of the results was limited because more than 90 % of the respondents were people from Songkhla Province. This may cause possible non-representation issues, thereby restricting the ability to generalize the research findings. Future research should extend to domestic tourists who came from other provinces or regions in order to make possible more generalization of the findings.

Last but not least, developing a model that fits every destination is impossible (Gomezelj & Mihalic, 2008; Sirakaya & Woodside, 2005). Likewise, the attributes are specific for only one destination and cannot be generalized across different destinations (Zabkar et al., 2010). Therefore, when taking measurement of tourists' satisfaction towards a destination attributes in future research, it is advisable to replicate the measurement with different attributes in order to test the universality of the destination attributes.

## **5.6 Summary**

A prominent feature of this thesis is that it demonstrated the usefulness of the mixed methods approach in conducting a destination positioning exercise, when previous studies concentrated only on the use of either quantitative or qualitative approach. It used qualitative method such as in-depth interview, focus group interview and quantitative method such as questionnaire survey. The mix of KYST, PROFIT, PREFMAP and correspondence analyses in the study of positioning can be developed as an efficient tourism marketing positioning approach. Previous studies have indicated that consumers' satisfaction with a destination could provide strong attributes which can be used in the development of the destination's positioning strategy.

The results of this thesis showed that Yor Island can be an ideal destination, especially for domestic tourists seeking friendly and homely type of hospitality. It also showed that Samila Beach was the close competitor of Yor Island and that the island should concentrate on tourists aged between 25-34 years old, holding bachelor degrees and earning RM2,000 – RM3,000 per month as its most desirable target market. A slogan has been proposed for Yor Island as a result of the analyses. Marketing activities and channels based on the findings have also been proposed. Besides, there is a theoretical implication of this study. It is believed that the use of various MDS methods as demonstrated in this thesis can be extended to other marketing research topics, even to industries outside tourism and hospitality.

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## **Appendix A- Depth Interview Transcript**

**Table A.1**  
**Interviewees' Background**

Name	Position	Public/Private Organization	Experience with Yor Island Tourism
Participant A	Deputy	Yor Island Sub District	More than 10 years
Participant B	Director	Tourism and Sport Songkhla Office	3 years
Participant C	Senior Officer	Tourism Authority of Thailand Hat Yai office	More than 10 years
Participant D	Tourism Scholar	Prince of Songkhla University	8 years
Participant E	Managing Director	President Hotel	9 years
Participant F	Guide association President	Professional guide association Songkhla Province	More than 10 years
Participant G	Souvenir shopkeeper	Yor Island local fabric weaving housewives group	More than 10 years
Participant H	Restaurant owner	Sirada Restaurant	More than 10 years

**Restaurant Owner:**

This study invited the most popular seafood restaurant owner to participate in the interviews. Several researchers have indicated that seafood is one of the most popular tourism products of Yor Island and one major reason that domestic tourists visit Yor Island is to have fresh seafood (Bunro, 2008; Chumsri & Marangkum, 2007; Rattanatri, 2005). The restaurant owner has many opportunities to contact and talk with tourists, so she gets to know tourists' need and understand their opinion about Yor Island tourism.

**Souvenir Shopkeeper:**

As with local fabrics is among the most popular products attracting tourists to the island. (Chumsri & Marangkum, 2007; Panupakorn, 2004). There are many groups of local fabric weaving. One of the head of Yor Island local fabric weaving groups was invited to this interview in order to provide a different perspective on tourists' demand.

**Hotel Director:**

As any hotel director has a high level of contact with guests, especially with regards to their complaints and needs. So the hotel director, who is interested in Yor Island tourism, was invited to participate in the interview because he has a lot of experience with Yor Island.

**Tour Guide Operator:**

There was a need to invite a tour guide operator to participate in this survey. As guides must understand tourists' needs and wants well and also be familiar with the local tourism supply and operations. The president of the professional Guide Association of Songkhla Province was invited to participate in the interview in order to provide in-depth information, concerning Yor Island tourism industry.

**Tourism Scholar:**

In destination marketing, a tourism scholar plays an importance role for tourism marketing strategy. Thus, a scholar who had experience with Yor Island tourism research was invited to have an in-depth interview to discuss Yor Island tourism management.

**Government Tourism Officers:**

This study needed the opinion of Songkhla's government tourism officers to explore the current tourism state and its development policy for Yor Island, particularly, as a governmental point of view may be different. Therefore, three persons from government tourism units were invited from Yor Island Subdistrict, Tourism and Sport Songkhla Office, and Tourism Authority of Thailand, Hat Yai office in order to offer their opinions and provide some documents on the development of tourism of Yor Island to further validate the findings.

## **Interviewee 1**

### **- What are the real tourism services and products of Yor Island?**

The tourism products of Yor Island to attract tourists are as follows. 1. Natural scenery. 2. The way of life and the living conditions of the villagers. 3. The culture, which can be divided into two parts, namely:

3.1 Religious activities such as the traditions of making merit which are specific to the island. The islanders make merit on April 30<sup>th</sup> annually, by floating a small watercraft to eliminate their miseries. This has been done for many hundreds years. (Detail of the activity: in the morning, a religious ceremony will be performed by bringing food to the temple, and in the afternoon the villagers float small handmade watercraft which made from banana trunks. They believe that such an act is to put all of their miseries to the small watercrafts and to remove these miseries by floating them away.

3.2 Historical sites which can be divided into 2 categories. 1. Temples such as the remarkable Tay Yor Temple, which is well known in the South. It is an old temple. It was built in 1768 after the loss of Ayuthaya. The Fine Arts Department has financially supported its restoration, which is now complete. When tourists visit the temple, they will see an ancient Thai Southern style house which is now being used as a monk's house. 2. The Institute for Southern Thai Studies.

### **- What are the prices of tourism products and services like in Yor Island?**

There are 2 kinds of tourism groups on Yor Island. 1. The tourist groups that come for study trips, mostly from the government sector, and whose stay is covered by the authorities. 2. The tourist groups who pay by themselves, organized by some tourism

management group of Yor Island. For example, for the entrance fee for integrated farming is 30 baht.

**- What are the advantages of Yor Island?**

1. It is a well-known island. 2. Its natural beauty. 3. It has a beautiful and very long bridge called Tinnasulanon. 4. According to its location situated in the sea, it gives a sense of living in the sea to visitors. 5. The fresh and various kinds of seafood. 6. Tourists expenses are low when visiting.

**- What are the prominent products and services of Yor Island?**

There are 2 kinds of products and services of Yor Island. They are woven fabrics and seafood. Woven fabrics are original products and now are diversified. The seafood of Yor Island is fresh, good-tasting and not too expensive. Therefore, when the tourists come to visit Yor Island, they will experience nature, taste the delicious and inexpensive seafood, see and touch the Southern culture and the old Thai-style houses as well as the villagers' way of life. In easy words, visiting the island is worthwhile.

**- How is tourism of Yor Island supported?**

On studying the tourists, it was found that there are few groups that return, except when there are new activities. In addition, if they have not travelled though the island yet, they will come back again. Tourists do not want to come back to see the old Thai-styled houses many times. Thus, new activities should be added to encourage tourism of Yor Island. Apart from the inland activities, some marine ones should be organized too, such as kayaking, cycling around the island and many other activities. Yor Island Sub-district Administrative Organization is trying to add extra activities for the tourists to have new experiences on the island. For example, when some of the tourists drive here in their own cars, they might change to traveling by boat once here.

Besides, Yor Island's Sub-district Administrative Organization is planning to setup a parking area for buses and to provide bicycles for the tourists to cycle around the island to see the original way of life. It is the community that preserves the way of life to live in harmony with nature. However, Yor Island's Sub-district Administrative Organization does not plan to pave the road for the buses to be able to drive around the island. Instead, they plan to pave the roads to make them look clean, beautiful, lined with well-tended trees and let the villagers put their products to sell in front of their houses. So, the tourists can stop by to buy seasonal fruits that they can taste first and buy later. The idea is still being planned but not yet launched.

**- How are tourist numbers coming to Yor Island?**

There are not a big number of tourists on Yor Island because the public relations has not yet been done thoroughly and it is affected by the situation in the three Southern border provinces too. Besides, bringing in tourists into Yor Island partly depends on tour guides and the community has to pay commissions to them. But the community cannot afford it because the tourism products are sold cheaply.

**- What type of tourists comes to Yor Island?**

There are 2 types of tourists. 1. They come on their own and do not join a group. 2. They come in a group to pay respect to the monks in the morning and then go to Hat Yai later for the night life.

**- How is tourism activities presented to the tourists?**

The community used to have an idea that if the tourists spend their time on Yor Island for the whole day, instead of letting them eat at the restaurants, they would get together to make food and sell it to them, so, the community would have another way to earn money. The community used to cooperate with the Institute for Southern Thai

Studies to provide dinner and performances such as shadow puppet shows or the Manora Dance. They did this about 2-3 times but it did not work. It can be done if the tourists come in groups and if there are enough of them. If only 5-10 are in a group, it would not be worth it. Sometimes, there were long gaps between visits by groups and the community had to wait too long. As a result, the villagers turned to doing something else to earn their living because they could not wait that long.

Besides, the government sector could not hire the villagers for the tourism related jobs. Thus, this work lacked continuity. When groups of tourists visited, the villagers would be called, but sometimes they were not ready to do the job. This is one of the problems for tourism management of Yor Island and it is one of the reasons that the tourists do not come to Yor Island. For example, when 4-5 tourists wanted to travel by boat no boat would be ready because it had not been in service for a long time. When it had to start over again, the villagers needed time to get everything ready: checking tools, readiness, and safety. After everything was ready, the tourists came only once. In 1-2 months, they would come again and everything would not be ready again. This is the main problem for Yor Island tourism. If the tourists keep coming, the villagers will certainly have work in tourism and tourism of Yor Island will survive.

#### **- How does Yor Island tackle the situation when there are not many tourists?**

If the tourists want to visit any particular spots, we will make it available for them. We do not force them to go to any place that they do not want to go to. It does not mean that they have to buy a holiday package. At the same time, we will recommend other tourist spots to them, too. For example, when the tourists stay at a home stay, we will suggest to them that they could go and observe the way of life, the temples, the Institute for Southern Thai Studies and other spots.

**- Is it positive or negative for Yor Island tourism as the location of it is convenient for accessing?**

Even though the convenience of accessing to Yor Island is a good point, it might yield negative results because if the tourists are not impressed, they might leave for Hat Yai, city of Songkhla or Nakornsritthammarat Province.

**- What are the obstacles to increasing tourism of Yor Island?**

1. The tour guides do not give information to their customers about the attractions on Yor Island, so they use it for transit only. If they want to stop there, they do so at the Institute for Southern Thai Studies. 2. The problem of narrow roads which makes it difficult for big buses to get in. 3. The woven fabrics which support the tourism are overstocked and it results in a higher cost of production for the villagers.

**- How does the Yor Island Sub-district Administrative Organization coordinate with the tour guides to increase the number of tourists?**

The guides or the tour agencies used to ask for package tours and the Yor Island Sub-district Administrative Organization did the preparations for them, but did not include the commission in the quotation for the guides, so they asked for it later. If they included the commission in the quotation, the quotation would be too high, so the guides would not bring in the tourists.

**- How much does the Yor Island community pay attention to tourism?**

In truth, many local people want a lot of tourists to visit Yor Island because they have fruits to sell. They do not want to bring their fruits to sell outside therefore the price sold to the tourists is not too high. Making 5-10% profit satisfies them.

**- How does the Yor Island Sub-district Administrative Organization make preparations for tourism?**

Yor Island community and the government sector have cooperated to prepare its readiness for the expansion on tourism. The Yor Island Sub-district Administrative Organization gets ready by giving knowledge to the community, informing them what to do when the tourists visit, checking on the services and their opinions, and preparing the basic information for each group. When the tourists come in and tell the purpose of their visit, the villagers will be ready with the information. The readiness for tourism of Yor Island is based on the attempt to bring about unified thought between the community and the government sector.

**- What are new tourist attractions of Yor Island?**

It is Sai-tiem Beach. A budget of approximately 200-300 million baht is being requested to improve it as a tourist spot with canoes and kayaks. This beach will have a bus parking lot. A monorail will be built for tourists to look around the island. Besides, this beach will be used as a tourist center, so the villagers can sell souvenirs and local products there. It's another way for the community to earn a living.

**- What are problems facing the development of tourism on Yor Island?**

Many people know of Yor Island but do not know what is good about it. This is the big problem. They do not know that there is a 200 year old temple there, or that there is a hill at Khao Kut with a great view of the front part of Yor Island, and Tay Yor Temple from which you can see the back part of Yor Island. Thus, beautiful sunrises and sunsets can be seen.

**- Where are the domestic tourists from?**

Presently, most of the people who visit the Hat Yai and city of Songkhla area are local people. There are hardly any tourists from Bangkok and other regions.

**- How is the present situation of tourism when compared to the past?**

There are only 10% of the tourists nowadays when compared to the past. It has gone down in the past 1-2 years. The decreasing started in mid 2007. In the past, there were tourists from all over the country. For example, the tourists from Chiang Mai came to Yor Island but after the unrest situation in the three Southern border provinces, they stopped and now there are only local tourists.

**- What is the percentage of returning tourists?**

Approximately 10-20%

**- How much is the daily average expense for traveling on Yor Island per person?**

Approximately 300 baht/day/person

**- What tourist groups does the Yor Island Sub-district Administrative Organization expect?**

The target groups of Yor Island should be the tourists aged over 25, working groups, family groups and groups interested in nature and culture.

**- What is the percentage of the market share in Yor Island of the entire number of tourists traveling in Hat Yai-Songkhla area?**

Presently, there is only 5-10%.

**- What is the rate of overnight stay on Yor Island?**

Most of the tourists do not stay overnight on Yor Island but they do so on Hat Yai or city of Songkhla. The percentage of overnight stays is less than 5%. Even though they come to Yor Island in the afternoon to see the view and enjoy their meal, they

travel back to Hat Yai or city of Songkhla and stay overnight there. Yor Island is not suitable for building big hotels because it is situated next to the green zone where buildings should not be higher than 12 meters.

**- Why do many tourists not stay overnight?**

The reasons that tourists do not stay overnight on Yor Island are: 1. They do not know that there are accommodations on Yor Island because the tour guides do not tell them. 2. Many tourists want to stay at the luxury hotels, and the tour guides will receive commissions if the tourists stay overnight in a hotel at Hat Yai District.

**- What kinds of accommodations are there on Yor Island?**

There are home-stays and a few accommodations at the Institute for Southern Thai Studies.

**- How safe is it to travel on the island?**

The safety on Yor Island is virtually 100%. There is no burglary.

**- What are images of Yor Island?**

The images of Yor Island are snapper and fruits such as sapodilla, plum, and champadak. As the good taste of them are well known.

**- What are the main tourism advantages of Yor Island if compared to its competitors?**

Nature and the way of life are different from other places. People who enjoy fishing and seeing fish farms would be interested in such a place.

**- Is it possible for Yor Island to become a more favorable place? How?**

The following possibilities can be considered: 1. Tourism management and the community on Yor Island are well prepared. Now, the community is prepared to welcome tourists, only some spots need to be improved and made more attractive. 2. If

the tour guides recommend the tourist spots on Yor Island, the number of tourists will increase and so that they do not come only for a meal. 3. Yor Island will be a more favorable place if some government sectors at provincial and district levels support tourism on Yor Island by giving more budgets, and adding extra activities to support tourism. Presently, Yor Island has struggled to develop tourism on its own.

**- What make tourists unsatisfied when traveling to Yor Island?**

Mostly, it's about the narrow roads, so that the big buses cannot run around the island. Moreover, there are not enough public toilets. However, Yor Island Sub-district Administrative Organization will provide them more in soon.

**- What is the attitude of Yor Community towards tourism?**

The community wants tourism of Yor Island to flourish because they will get a better income. They have a positive attitude toward tourism and are ready to welcome and offer services to the tourists because tourism will not change their way of life. Presently, they expect tourism of Yor Island to grow.

**How does the Yor Island Sub-district Administrative Organization plan to market tourism?**

They plan to focus mainly on the outstanding points such as fresh and tasty seafood; its natural beauty; its way of life and its historical sites.

## **Interviewee 2**

### **- What is the outstanding point of Yor Island?**

Yor Island is filled with a variety of historical, cultural and architectural attractions. The most remarkable point of Yor Island is the people's way of life. It is all about culture and religion.

### **- What are the tourism products of Yor Island?**

Tourism of Yor Island started over 10 years ago but it has not gone very far. The real attractions of Yor Island are 1. Agricultural tourism, 2. Culture which includes the way of life and especially the well-known fabric weaving, 3. Historical sites, such as the Institute for Southern Thai Studies, 4. The ancient temples on Yor Island, and 5. The sea food restaurants.

### **- What customer groups visit Yor Island?**

There are different groups of people who visit Yor Island. Some go there to enjoy their meals and after eating, they just go back without being interested in the tourist sites. Some groups think of Yor Island as a transit point. As they pass through, they might stop by to buy souvenirs or to eat food and then go back without visiting the tourist sites. Moreover, they are not interested if there is anything on Yor Island to see.

### **- How was tourism marketed of Yor Island previously?**

Really, tourism marketing on Yor Island is not new. According to the viewpoint of Tourism Authority of Thailand, it can be said that Thais know about Yor Island but why do many people not come to visit?

### **- What are the reasons that people do not visit Yor Island?**

In my opinion, the reasons that tourists do not come to the island related to the lack of development of tourist attractions. In addition, Yor Island Sub-district

Administrative Organization must be able to figure out which developments should be continued. If there is only policy and the work is not done, it will be a failure. Moreover, many activities were promoted but when the tourists visited, there were none. Furthermore, a poor management of Yor Island Sub-district Administrative Organization is the problem and means that quality cannot be sustained.

**- What types of tourist groups visit Yor Island?**

There are 2 types. Firstly, the group that is genuinely interested in Yor Island. Secondly, large groups which go to Yor Island for eating food, shopping and transiting through the island.

**- What are reasons for tourists not visiting Yor Island?**

The main reason is the tourist spots are not interesting. If they are not interesting, why are they not improved? In addition, the tourists might not enjoy such kinds of things, for example, they might not enjoy seeing the way of life.

**- Which is the most famous tourist spot of Yor Island?**

The most famous tourist spot of Yor Island is the Institute for Southern Thai Studies. It is the main site that people prefer to visit. As the Institute for Southern Thai Studies is the most prominent tourist spot on Yor Island, the relations between the institute and Yor Island Sub-district Administrative Organization should be considered because management of this place has been done by Thaksin University.

**- How is Yor Island community take part in tourism management?**

It can be said that Yor Island is the legendary of tourism. Tourism of Yor Island has been carrying on for more than 10 years now, but the local people do not pay much attention to it because they are not concerned whether or not tourism develops. In fact, formerly tourism management was handled by the community and concentrated only on

ecotourism, and not other kinds of tourism. However, it should be pointed out that if the local people are not in trouble, they might not be interested in tourism. When they are in trouble, they will try to work together. So, it is possible that if they are not in trouble, they will not join in. The reason is that they tend to be well-to-do and already earn a living, so there is no drive to support and develop tourism. If compared to other communities, it can be seen that the villagers on Yor Island are not poor because they own land. The price of 1 rai (or = 1/5 acre) of land is approximately 2-3 million baht. Therefore, they have everything they want. Tourism is solely one part of their earnings. They might or might not do it and it is not necessary for them because if it really were important to them, the 10 year tourism of Yor Island should go farther than this and it would not need to start all over again.

**- What are the gathering purposes of the villagers of Yor Island?**

At a superficial level, it seems like they get together because they want something, but in truth it is not so. The background of the local people must be considered. Who is responsible for tourism? What committees are there? Really, some of the team of Yor Island is retired teachers. Often, they just want to promote themselves. Unfortunately, there is no information as to how to carry on the work, and the real local people are hardly found these days.

**- What are the tourism problems of Yor Island?**

The main problem of Yor Island is the tourism marketing management cannot be done continuously. To conduct marketing, the tourism products must be ready. In tourism concept, readiness is essential. In addition, marketing of tourism will be complete when it is ready to be sold. On the contrary, if the product is not ready, the market is like a double edged sword. If it is good, but it turns out bad, everything comes

to an end. Thus, the product must be checked for its readiness. As for Yor Island, if tourists buy a package deep in detail, it cannot be sold because tourism products of Yor Island are not ready.

**- Are attractions of Yor Island in the future still being the same?**

It is likely to be the same as it is not possible to change existing products such as nature, culture, and tradition which Yor Island has a lot of.

**- What are the problems that need to be fixed to make Yor Island a better tourist spot?**

If they want tourists to visit Yor Island, activities must be organized continuously. The main problems of Yor Island are that 1. It lacks continuity on the tourism activities, 2. It must be figured out how to stimulate local people to improve themselves to be more service-minded, 3. It must be figured out on how to get Yor Island ready to welcome tourists at all times.

**- What are the problems that hold back tourism management of Yor Island and how can they be solved?**

To make tourism of Yor Island successful, attention must be paid to each conflicting group. The main problem of Yor Island is that the community is not strongly united which can be seen from the woven-fabric groups on the island. There are a lots of woven-fabric groups. Besides, the policies of the Yor Island Sub-district Administrative Organization must be considered to see whether it is compatible with the need of the community regarding tourism. Similarly, the compatibility of development must be checked too. Moreover, problems are needed to be solved at all points from policy level to practitioners who are the community. It should find the solution on how to get the villagers ready to give service. It is not the kind of service of putting products on the

market only, but it should consider on how to carry out decisions, how to get the tourists to travel around the island, what should be done to improve and increase everything to become more interesting. It means to get the product ready before conducting marketing.

**- As for some kinds of facilities on Yor Island such as narrow roads, does it cause any problems to ecotourism of Yor Island?**

The narrow roads do not cause any problems to ecotourism. The tourists can leave their cars at Lampor Temple and then ride bikes around. Thus, the narrow roads are not a problem, because there is not a high percentage of tourists coming with tour agencies or travelling by bus. However, they should encourage the tourists to walk in, bike, or drive to Yor Island on their own. In my opinion, Yor Island should be developed in this way.

**- What groups of tourist should be expanded to?**

The group of tourists that Yor Island should attract is group of university students who come to take a look at the work in the Institute for Southern Thai Studies and travel around the island. Each year, there are a big number of the students coming to Yor Island. Thus, Yor Island should make plans to organize activities throughout the year to invite these target tourists to travel around Yor Island.

**- What is the suitable kind of Yor Island tourism?**

Yor Island is suitable for ecotourism but it was managed in the wrong way. Example, some activities should be arranged but there are none.

**- How to stimulate to make the villagers really care about tourism?**

Tourism of Yor Island does not focus mainly on income because more people are not poor. Really, if the pride in the Island can be concentrated on to encourage the people, and then real attention can be paid to tourism. The benefits from tourism are not

only money, but pride in their community which the outsiders would come to learn. They are not energetic on tourism but something might inspire them to become interested.

**- What factors do you think might contribute to the development of Yor Island's tourism?**

Yor Island has the prospects to develop in tourism because; 1. It is near the well-populated towns of Hat Yai and city of Songkhla, which can provide a certain number of tourists. 2. There are five universities in Songkhla Province. If these universities arrange activities all through the year, there will be a lot of tourists. In marketing field, it can be seen that certain tourist groups already exist and certain people want to go to Yor Island. Moreover, tourism policies of the Yor Island Sub-district Administrative Organization and the leader of Yor Island's community are important roles to make tourism in the area flourish especially how they are going to organize the area for the tourists.

**- Why do people who live in the towns not go to Yor Island, despite the fact it is not far?**

In fact, the people who live in town want to go to Yor Island but there is no one to organize tourism, so they have no idea whom to contact. They do not know which organization is responsible for tourism in Yor Island. If it is well-organized, there would be a lot of people going to Yor Island, especially from Hat Yai. There are a large number that have never been to Yor Island, so it means traveling throughout the island, not just passing through.

**- What factors make Yor Island suitable for ecotourism?**

The outstanding points for ecotourism of Yor Island are: 1.The unique fabric weaving, 2.The gardens that are include various kinds of fruits on the same areas or it

called integrated farming, 3. The temples, 4. Houses over a 100 years old, And 5. the way of fishing life. Generally, Yor Island is popular on some kinds of seasonal fruits such as Sapodilla plums, Champadak, especially some Santol trees which are so big that two people cannot stretch their arms around them. Importnatly, the taste of the fruit is unique. Furthermore, there is the historical site of Tay Yor Temple. In summary, it can be seen that there are a lot of things on Yor Island and the advantages are more than the disadvantages, especially the products which are remarkable and unique.

**- What is the weakness of Yor Island?**

The mainly weakness of Yor Island is tourism management.

**- Can tourism of Yor Island be bloomed?**

Certainly, the tourism trend in the present is more “back to nature”. It means many tourists want to go back to learn about their culture and history. In addition, the trend for future is slow tourism in which people will have more time to learn at the destinations. This kind of tourism can match the requirement of people who live in towns. For instance, they drive from town to eat Aunt Noo’s mixed herbal rice (the most famous local dish of Yor Island). As a result, Yor Island has a lot of tourism opportunities because there is no tourist spot nearby those houses with such varieties of products as of Yor Island. In addition, the city people are ready to adapt themselves to the situation. Yor Island is likely to have big advantages if it is properly handled. Besides, if there are some good proposals, it might help improve tourism there.

**- How to improve the weaknesses of Yor Island?**

As the main obstacle is the leader, I think to get someone who is able to communicate with the villagers to work on tourism continually is difficult.

### **- How is the market share of Yor Island?**

Mostly it is found out that there are certain groups of tourists but how to develop the product to be able to sell is another point. Personally, I do not worry about market share because it already exists. For instance, a lot of the restaurants on Yor Island have closed down or changed owners, while Sirada or Ko Mient Restaurant which are located at the back of the island still remain in existence. I see that market share depends on products. If the product is good, the market share will be able to survive.

### **- How are prices of goods and services for tourists determined in Yor Island?**

Previously, tourism activities were free of charge on Yor Island. However, fees are charged for the Institute for Southern Thai Studies, ecotourism and home-stay, but it is still very cheap. For example, the price for home stay per night is 100 baht per person which does not cover food and laundry. As the price for agricultural products are very cheap, the tourists would judge that the quality is low. In my opinion, I think the price of Yor Island tourism can be higher. Many people from the city are able to buy package tours for 500 baht per person daily. I think it can be done, especially if there is a pick-up service from Hat Yai which includes snacks during the visit and a tour guide. Unfortunately, it has never been done before and it is not under the Thai Tourism Authority's umbrella to fix the weakness. Currently, price determination is too low. However, we cannot force them to charge more than 100 baht because they are happy with the price but it will degrade other tourism products on the Island.

### **- How are images of Yor Island?**

It is a source of ecotourism where tourists go there to learn about way of life, cultural community such as fabric weaving, temples, historical sites, old houses and different kinds of fruits which are not the same as other places, the good taste of

seafood, especially snappers. Furthermore, they can go to the Institute for Southern Thai Studies to study the history of the South.

**- How safe is it to travel on Yor Island?**

If you are not going to board a boat, there is nothing to worry about. If looking at routes around villages, you will see that the roads are narrow and the chances for accidents slim. The community is safe and there are few robberies. Due to its small size, it is a safe destination.

**- If there were a big hotel on Yor Island, would tourism of Yor Island be better?**

Actually, there are home-stays and resorts to accommodate the tourists. Yor Island does not need a big hotel because there are plenty of hotels in town which is only 15 kilometers away. The development must be done according to the suitability of the area too. Yor Island is known for ecotourism and a place where tourists can see community life, so a big investment is not suitable. Besides, building a hotel with 100-200 rooms is not worth the investment and it will not be allowed because of its effect on environment as Yor Island has a land development protection law.

**- How about home-stays on Yor Island?**

The meaning of home-stay on Yor Island is to build a small hut on the water in which anyone can stay. It is not home stay according to its real meaning. Home-stay in the South is not popular because the Southerners do not welcome strangers to stay in their houses. Thus, home-stays are not obvious when compared to other regions.

### **Interviewee 3**

#### **- What causes Yor Island not to be well-known for tourism?**

Tourism of Yor Island is not appropriately managed because it consists of many jointed sectors. The management of tourism must create adequate proportions in those factors, so that the tourism will bloom. As for Yor Island, it has its own products but they are managed poorly by those who are not conversant with tourism. This means each person performs their own duty in their own way and this includes those who are uninformed in tourism participating in the work too, which causes degeneration of tourism of Yor Island.

#### **- Why do people visit Yor Island?**

They go to Yor Island to enjoy their meals.

#### **- Can tourist spots on Yor Island attract tourists?**

Each tourist spot on Yor Island cannot attract tourists very well because it looks like a copy. For instance, the temples copy one another and they do not have their own character. This is the tourism management problem of Yor Island. Further, the tourist spot such as the Institute for Southern Thai Studies seemingly looks good but it does not work because the administration staffs from Thaksin University do not know how to manage in this area and misjudge the customer target group. Therefore, most of the visitors are students who go there because their teachers bring them, whereas most tour agencies do not bring their customers there because there is no commission. This means the executives from Thaksin University do not know how to manage tourism.

Besides, temples on Yor Island do not attract many tourists because there are plenty of temples in Songkhla Province. Moreover, the temples on Yor Island such as Kokpiew temple or Tay Yor Temple have no particular features to attract people to

visit. Nothing is different from other temples in Songkhla Province. Thus, if Tay Yor Temple attempts to look for various kinds of selling points to attract people, it turns out there is no selling point at all. In my opinion, the selling point must be supernatural forces or faith.

**- How should tourism of Yor Island bloom?**

Firstly, the Institute for Southern Thai Studies must be transformed to be a lively place. Presently, it is lifeless. Multi-media must be brought in to enliven it. Additionally, every weekend, extra activities such as teaching classical dance, teaching performance and teaching cookery should be organized and any other activities that can fit in each period of time.

**- What kinds of local products should be marketed?**

In my opinion, the temples on Yor Island cannot be marketed because there is nothing remarkable about them. Even the old monk's house at Tay Yor Temple which tourists come to see, I think it is not outstanding enough to attract tourists to visit. Besides, other products of Yor Island are the integrated farming by Mr. Paichit, the old Kokpiew Temple, Khao Temple which houses old and small sputa, Yor Island woven fabric and local products namely crispy fish skin and seaweed salad which is famous among Bangkokians. It is well-known because it was exhibited at TTM (Thailand Travel Mart) in Muangthong Thani and sold 40,000 baht worth daily. Yor Island buns which seemingly are not popular in Yor Island are well-known when exhibited somewhere else. In truth, many natives of Songkhla should know the product of the province.

**- What is the important point that makes Yor Island successful?**

The most important factor which will lead to success of Yor Island is the ability to manage. For instance, Renu Restaurant on Yor Island is the most important spot for

raising crabs and snappers. The right management is to let the tourists pick the fish from the floating nets by themselves. It gives them direct experience of snapper raising and they will be impressed with it.

**- What are the weaknesses of Yor Island tourism management?**

The weakness is to let the persons who do not understand tourism to manage it. Apart from not being able to manage tourism, they decide to respond to KPI which does not have a good outcome for tourism. For instance, they do not determine target groups of Yor Island but they expect crowds to come. It is not the right thing to do. In summary, it can be said that they do not totally understand tourism.

Besides, the tourists are misled by tour guides. Most of the guides do not care anything apart from their own benefits. The people on Yor Island have never coordinated with the tour guides on how to bring in tourists and how to give the tour guides commissions. Hence, fewer tourists come into Yor Island. In my opinion, commission in tourism field is common. It is a must because in tourism we cannot win unaided.

**- How appropriate and accurate is tourism promotion in each area by the government?**

As for tourism promotion from government sectors in each area, mostly it is done in a form of events only. However, the way of looking at tourism by the government is not right but it seems as though the government fully understands tourism. In my opinion, it is not true because the objective of the local government is to gain financially and other issues. It is in contrast with the private sector which looks at how to make such a tourist spot famous. As for the government sector, it considers how to answer KPI. Therefore, the working method of the government does not focus on

whether it will be successful. Despite the fact that the government sector has aimed to make that spot successful, it is not able to pinpoint how to do it successfully.

**- What needs to be done to make tourism expand?**

Tourism will be successful when it is cooperated with community, and the tourism responsibility persons have to set up a master plan and then promote it to be accepted by tourists. I think the first thing should do to stimulate tourism of Songkhla is to list all tourist spots and rank them at district, provincial, national, and international level. After ranking, products should be considered next. As a result, each place can be informed which rank it is in, because each place thinks that they are in a high rank and do not realize their real level. Moreover, they do not know how to handle tourism. For instance, the Institute for Southern Thai Studies has invested money in construction but it turns out to be a dead tourist spot because the persons who are ignorant of tourism are elected to manage it. Multi-media must be added to the Institute for Southern Thai Studies. When tourists visit it, they should be given a headphone with different languages, so they can listen and understand the Institute better. There is no guided tour and it is not suitable for the tourists to read all the information by themselves.

Previously, Yor Island Sub-district Administrative Organization had organized activities but it did not work. Therefore, they should identify the problems. For example, Yor Island has weakness in public relations, and each activity does not take long enough. In conducting business, when reaching a critical point, it will take off immediately and when it does not reach a critical point, yet each business must come back and consider the marketing mix; how to fix it because when the time arrives, and then it will take off.

### **- Can woven fabric of Yor Island be used to promote tourism? How?**

Fabric weaving of Yor Island is family-run business which the Yor Island Sub-district Administrative Organization has never brought out to officially promote because it is made by families, tax need not be paid and the villagers can do it at home while raising their families. Each day, they cannot produce a lot of woven work because they have to do other kinds of work too, so the woven fabric of Yor Island is not much promoted. Besides, there are not many patterns and there are conflicts in the groups.

In my opinion, the woven-fabric of Yor Island can be a tourism product by bring all the groups together. The best place for the group is the Institute for Southern Thai Studies. In addition, the product line of the fabric should be exhibited to the tourists, the management should be designed and a presentation should be made to sell the fabric to the tourists. As soon as the presentation is done, the weaving machine must be brought to the spot too but it is inconvenient. Furthermore, the villagers have to create an interesting presentation because this sale presentation is not the same as bringing products to sell in the market.

The successful of Yor Island woven fabric can be done by developing its product design and packaging. Product design is very important process but presently there are not many graphic designers, especially in fabric patterns. Mostly it is focused in cutting design. Fabric design is particular and it is important to develop for the villagers to design new patterns. Previously, the patterns of Yor Island were totally symmetrical. The community leaders should discuss this point and encourage the villagers to create new patterns. It should be improved but currently the villagers argue that they do not know who to sell it to. When the Princess came to Klonghongkong Temple, she

supported weaving by opening the vocational training center which might be a good opportunity for the woven fabric of Yor Island.

**- Which product should Yor Island use to stimulate its tourism?**

In truth, only one product cannot be used to promote tourism because tourism must consist of various factors. As for Yor Island, what should be done first to stimulate tourism is food which should be presented properly. Next is the Institute for Southern Thai Studies, but it should be improved to attract tourists. The religious issue is remarkable of Yor Island. The sport should not only be about fishing, but Triathlon should be considered, such as kayaking from Paprem Park to Yor Island, running around the island and cycling to Had Kaew. It should be sporting activities which involve other things because tourists cannot swim at Yor Island. So, kayaking should be brought in to replace it. I am proposing that the Provincial Administrative Organization should buy and provide air-boat service as it is a new thing that has not been done anywhere else in Thailand yet. Yor Island should be the first place in Thailand for providing this service. Airboat is suitable to run at Yor Island as it does not have helm, or water fan. The water fan is on top so the boat can run around the nets without destroying them. Besides, it is safe and not shaky when boarding. Naturally, the tourists are concerned about their safety and want to feel comfortable when getting into the boat.

**- In what ways should Yor Island be developed to support tourism?**

The most important thing is that the image of being “primitive” be changed. They want to present old-style things to tourists who are in the form of unreformed and raw products but it makes Yor Island an uninteresting tourism place. So, other aspects should be presented such as getting air-boats at the pier at the new beach (Sai-tiem Beach) and taking tourists around the island, or by air-boat from the Sai-tiem Beach to

Khu Khut Waterfowl Park or to Samila Beach. It will be another impressive experience and they can be charged 200-300 baht each.

**- What is the most important thing causing Yor Island to be less developed?**

Yor Island cannot be one of the top famous tourist attractions of Songkhla Province because the executive teams including the civic leaders of Yor Island and the community of Yor Island are not know each other well, and they have not enough power to contract other units to join with them. To encourage tourism, Yor Island Sub-district Administrative Organization has to evaluate its potential, the objectives of tourism, the good points of Yor Island and what should be done to continually bring in tourists. They should not come only one time and then disappear. Yor Island must be a timeless tourist attraction. To be thus, it should be gradually developed. The development must include various factors, especially knowing the demand of the tourists when visiting and what should be developed next. Therefore, the requirements of tourists coming from different place must be examined, such as those who come from Bangkok and those who come from the South.

**- Previously, Yor Island presented culture, fruits and temples. Are these right and appropriate to Yor Island?**

In truth, culture, fruits and temples are the selling points added to Yor Island community by Tourism Authority of Thailand and villagers used these selling points to deceive themselves continuously. The reason that Tourism Authority of Thailand added these selling points to Yor Island because they want only KPI, without taking into consideration whether or not tourism will develop. To make any tourist spot famous, there must be an attracting magnet. The big one must attract first and next come the minor ones. For instance, when the tourists come to Songkhla, they have to go to Yor

Island to enjoy their meals. After the meal, the minor magnets are that they have to go to the Institute for Southern Thai Studies, see the fabric weaving and see snapper raising. Lastly, they will decide to go to a shopping place selected by its presentation which will not be the same as buying from the roadside shops or buying mixed-herbal rice from auntie Noo.

**- Is Yor Island capable of selling tourism in a mass tour style?**

It is better to sell small group tours. Mass tours are impossible, due to the narrow roads which are only 5 meters wide. There are only two lane roads and it is difficult for the coaches to get in. This is one of the reasons that tour guides use for not bringing tourists into Yor Island. In fact, if tour agencies receive commissions, they can change coaches for minibuses. Besides, the villagers have been entirely deceived by the government officers who came to hold seminars on tourism but who do not teach them how to run businesses. As a result, the villagers do not know that tourism involves benefit and they have to give commissions to the tour guides when they bring in tourists. As Yor Island villagers have not worked up enough to be able to pay commissions, the tour guides hardly bring in tourists.

**- Are there any possibilities for Yor Island to develop its tourism?**

Yor Island can be developed if given a hand by the government. Unfortunately, the government has offered favors on pointless issues. The government prefers to organize events because they are visible. On the contrary, the government does not like to perform the tasks that involve gradual growth. In my opinion, the real tourism development of Yor Island must be started with systematic thinking. It is the process that should be done simultaneously. Working on it as a form of project is the most dangerous thing for development because development needs continuity and takes time.

Importantly, it solely depends on the big figures. The general ones or only one person are not able to get the work done. To make tourism work, various savvy groups must take part and work together. Unfortunately, the previous work on tourism of Yor Island was done by the Yor Island Sub-district Administrative Organization and the Provincial Administrative Organization who just worked separately in a disunited ways. While, the researchers do the research, the business runners make money. Each part is confident that only they know what to do.

#### **Interviewee 4**

##### **- What is it that attracts people to come to Yor Island?**

Apart from nature, there are not a lot of outstanding things to attract tourists to visit Yor Island. In general, it is the sea that attracts people to come and relax, and get away from town. There are trees, mountains and the way of life of the people who raise snappers. Mainly, it is still natural of Yor Island. When the people get bored with their city life, they come to the nature of Yor Island. Thus, it's the nature that attracts the people to visit Yor Island. Apart from that, there is nothing to attract people to stay long. There are no big hotels or shopping places. Most of the products are local which actually are brought from Hat Yai, such as clothes. As for dry shrimps and squid, they are brought from somewhere else. They are not original products from Yor Island. The outstanding point of Yor Island is its natural surroundings, which the villagers help preserve, especially the cleaning of the sea.

##### **- What are important products of Yor Island?**

The important products of Yor Island are champadak, jackfruit and sapodilla plum which are the only local fruits.

##### **- What are the prominent points of Yor Island for appropriately supporting tourism?**

The important things that attract tourists to visit Yor Island are nature and the way of life. Previously, Yor Island Sub-district Administrative Organization used to promote local culture to stimulate tourism of Yor Island but it was unsuccessful because the villagers did not know what they were good at. The good point of Yor Island is its woven fabric but the Yor Island Sub-district Administrative Organization did not realize this, so they emphasized the wrong aspects. For instance, when organizing a fruit event,

they did not do it in the right season because the fruits of Yor Island are champadak, jackfruit and sapodilla plum which bear fruit during March – April each year. But the fruit festival held to promote Yor Island was organized during July and the villagers had to look for fruits from elsewhere to sell. They could not sell their own fruits because it was not the season. Therefore, the event was not compatible with the way of life of the villagers thus showing its failure in tourism. The products that should be brought to sell such as woven fabrics were not brought into the market. Instead, they focused on the restaurants. Actually, the restaurants already existed, so they should be a part of the marketing. The most attractive products of Yor Island should be woven products and fruits.

**- How do the woven fabrics of Yor Island be promoted because the best features of it can become tourism product selling points?**

As for the woven fabrics, the elderly natives who are good at weaving should be brought to teach fabric weaving by setting up a weaving club or a school. Most of them have passed away. Thus, those who are still alive should be appreciated more. Formerly, the government was trying to work on this point but the villagers were uncooperative. Consequently, the fabric of Yor Island is not widely-known. It is familiar to particular groups, but in fact Yor Island should have something better than this. Besides, when someone wants to buy woven fabrics such as Ratchawat woven fabrics, they cannot find the shop, or it is difficult to find, as it is not attractive. There is no investment in decorating the shop. For example, at Mr. Nit's house which is a popular woven fabric shop, even though it is situated by the road, it is not noticeable as a shop for selling woven fabrics.

**- What are the weaknesses and strengths of Yor Island woven fabric?**

Yor Island woven fabric is not more popular, due to the shininess of the silk. Artificial silk is used in the woven fabrics. However, the woven fabric of Yor Island focuses on cotton more, which has the advantage of being cool when worn. This can be used as a selling point. As it is not suitable to be tailored into ready-made clothes, the fabric should be sold in pieces. It is appropriate as a gift for a senior. The disadvantage is that the villagers cannot make their own silks.

The villagers have to buy cotton or silk thread from other places and wind them at home. Moreover, there are not many people left who can wind the silk now. Importantly, the Institute for Southern Thai Studies should merge all the woven fabrics on Yor Island and promote them as a woven fabric handicraft which helps support a unique pattern of hand-weaving of Yor Island.

**- Will creating a new tourist spot such as Sai-tiem Beach help improve tourism of Yor Island?**

The Sai-tiem Beach will encourage tourists to visit Yor Island but there must be something else too, such as a cruise boat.

**- How should tourism development of Yor Island be?**

To attract more tourists, many things should be done to offer more services to the tourists such as toilets and basic facilities. Currently there are not enough public toilets for the tourists on Yor Island, in addition the size of direction signs are too small. These are some example to show that tourism management of Yor Island Sub-district Administrative Organization is not efficient.

Trips should include staying overnight and having meals because the villagers will have a chance to work and earn more income. Especially, if there is a nice, big

resort, there will be a lot more tourists visiting Yor Island. If they come to stay overnight, a large amount of villagers will have job opportunities. However, due to the provincial policy that wants to preserve nature of Yor Island, it is not possible to have high buildings as it is a conservative area. Currently, even if there are some accommodations on Yor Island, they do not meet the required standard. Most of the customers using the service are there for a short visit.

**- What is the concerning point of Yor Island tourism?**

If the villagers do not care about nature, it can't be sold. Consequently, tourism of Yor Island will not survive. Besides, the lands on Yor Island have changed hands and more outsiders have come to live there. Presently, Yor Island is transforming into a city community and fruit which they used to grow are barely found. Until now, people have started building more houses than growing fruits. However, they some villagers still grow fruit in the inner part of the island.

**- Is there a likelihood that tourism in Yor Island will expand?**

I don't think so. Not, if the tourism of Yor Island is still administered by the current group of people. Tourism of Yor Island won't be able to flourish, if the villagers do not change their vision in selecting their leaders. Presently, some of them are still obsessed with gambling, especially cockfighting. They have not yet changed themselves.

**- What kind of tourism is suitable for Yor Island?**

It should be groups of tourists who really love nature. There are nice resorts suitable for families or honeymooners and places for conferences and seminars which provide food and accommodation. But presently, the accommodations are not enough. The villagers have done a poll and it showed that they don't want hotels and resorts to be built. They want to live with nature as they are living now. That's why Yor Island still

continues in this condition. In addition, Yor Island can be promoted as a food center, as it produces the best quality snappers in Thailand. The snapper flex here softer and oilier than that from other places. The ones from Yor Island are good taste.

**- How about tourism of Yor Island.**

Yor Island is situated in the sea. The community raises snappers for its livelihood. It has fresh, beautiful and good-tasting fruits. The best are sapodilla plum and champadak. It has woven fabrics and a simple way of life. The original community was Chinese.

## **Interviewee 5**

### **- What are the strengths of Yor Island?**

The strength of Yor Island is its suitable location. It is located in the lower part of Songkhla Lake which houses varieties of ecosystems. The upper part at Talaynoi in Pattalung Province is a fresh-water lake; in the central part is a brackish-water lake which is around Pakpayoon District and in the lower part around Yor Island through Khaodang Hill and the gulf of Thailand. As a result, Songkhla Lake is provided with tourism potential due to its varieties of marine ecosystems, location and the surrounding communities which hold cultural variety, ways of living, and ways of life. Another strength is its accessibility. Yor Island is linked to the main road of Muang District in Songkhla Province by Tinnasulanon Bridge. As a result, commuting to Yor Island is convenient. After leaving Yor Island, the visitors are able to continue their journey to Pattalung Province. Its location is accessible and connected to other tourist spots such as Tay Yor Temple and other handicraft centers. Therefore, the strength of Yor Island on place is due to its highly convenient routes.

Another strength regarding location is food because it is positioned on Songkhla Lake which supplies white snappers, the most important fishery resource in Songkhla Lake. Besides, its settled community also provides interesting insights into its way of life. Therefore, as for the tourist attracting points on food, and the community way of life, Yor Island holds more advantages than other places.

### **- What are the weaknesses of Yor Island?**

The weakness of Yor Island is its convenient accessibility which means it can just be used for transit. Besides, another weakness is that the tourist spots of Yor Island are not located on the main road. Tourists have to take smaller routes which are badly

signposted. Moreover, on the main road, there are no tourist spot signs to inform the tourists. Thus, it is unavoidably a transit route. As all the tourist spots are located inside the island, the tourists who do not know about them will not be able to find them. Another weakness is the Institute for Southern Thai Studies which is managed by the government unit. It is inconvenient for the tourists because it opens late and closes early, despite the fact that it is a good place for viewing the beautiful sunset. Thus, this point should be solved.

#### **- What are prominent tourism products of Yor Island?**

The prominent tourism products of Yor Island are its natural beauty as well as its way of life and culture. As ecotourism is compatible with the current tourism trend and it is advantageous to the island. Therefore, the ecotourism should be able to attract more tourists. The next strength of the island is its woven fabrics, which has been handed down for many generations. It is suitable for the tourists to study. Besides, Tay Yor Temple is also worthy of note as it is hundreds of years old.

However, as for outstanding points, it can be seen that Yor Island is not the most outstanding. As the woven fabric production can be found in other places. In truth, the woven fabrics were not originally here because in the present the villagers no longer produce it. Due to expensive labor costs in Yor Island, and some of the woven fabric is produced by local people from Kasaesin Sub-district. Thus, this product of Yor Island, it is not outstanding because it can be found somewhere else too. In summary, it can be said that Yor Island has variety in products but they are not outstanding.

Moreover, the product has a weakness as it is unfashionable. For instance, natural dyes are not used, the silk should be adjusted to make fabric worth using more but now the silk is the same as in the past. The patterning is still the same and there is no

development at all. There is no innovation for new patterning; such as the old pattern from parents' to child's generation is when weaving it is up 3 lines and down 2 lines. This pattern is still inherited by their children and there is no modification at all. Instead of lifting 3 lines, they should modify to lift 2 lines. Can the big bullet wood pattern be modified to the smaller bullet wood pattern? As for the silk, can we change the type of silk; for example using the silk from Chiang Mai Province? They have to look outside and see what other people are doing to make their fabric soft and desirable to use.

The problem of Yor Island fabric is that it is not comfortable and hot to wear because the fabric is not able to release air. Whilst Chiang Mai Province uses natural silk, synthetic silk is still be used in Yor Island. Even though we cannot raise silk in the South, we can order it from the North. Due to its high cost, if the price is 100 baht higher but the customers would get a better quality and as the material would be cool, they will not mind paying a higher price. As Yor Island villagers are used to their old ways, they order the silk from their old places and the way of dyeing is still the same. Compared to other areas, there are adaptations in the fabrics produced from Sukhothai Province or in the Northeast where they use natural fibers, and dye with natural dyes. They improve their products and develop selling points but Yor Islanders have never improved their products.

Besides, patterns of woven fabrics of Yor Island should be improved. From my experience, I found that the patterns of Yor Island woven fabric have not developed. Example, I find out that the patterns are the same as the previous visits. In really, It should be slightly adjusted as seen in Namuensri Group from Nayong District, Trang Province. They improved their product to be more modern and developed their work to produce more varieties suitable for different ages. For example, they start with children's

t-shirt patterns. When tourists realize that the price is only 100 baht, they can afford to buy it because it is just a t-shirt which is not entirely made of woven fabric. The woven part is just a small rabbit or other kinds of pattern which is unique.

Moreover, they have improved the tailoring by handing it down to the villagers who are good at sewing. They can design for the customers, put them on the dummies and display them in front of the shop. They are made-to-order for contests too. They will display dresses from contests and inform which ones got prizes from which events. When the tourists see and like them, they can order, change to the color or style they like and then the villagers will make it. So, Yor Island has to develop its products and should not only sell the original products but have to think how to add value to them.

As for integrated farming, it should be improved too. Presently, the selling point of the integrated farming is still the original. Obviously, all of activities have been managed by the old owner and they have never been improved. For example, tourists have to go there in the fruit season only because they will have a chance to eat sapodilla plums or champedak, but the garden owner stills do not find a way to preserve these fruits for the tourists. Therefore, the products of Yor Island in the present are still original, or it can say that they are sold their products in the original forms. Consequently, the tourists who go there for the first time and see these kinds of product will be excited but they will get bored after seeing them too many times. Thus, the integrated farming should develop its selling pattern such as finding a way to process the sapodilla plums, the same way that is done with durian. They have to study if it can be done, it will be an extra activity for the tourists to come and visit.

For example, if the tourists pay 150 baht for an entrance fee to travel around Yor Island for the whole day, the integrated farming will no longer be a pick-up-and-eat-

integrated farming, but the tourists will have a chance to take part in stirring jackfruit or other fruits. It is believed that what the tourists have done by their own hands, they will be glad to buy it and take it back home. They have the feeling that they have cut and stirred the fruits by themselves. As for child tourists, they should let them dip it in different kinds of molds. When the fruits are dry, they can pack and sell to the tourists too. Besides, some activities can be added in the integrated farming, such as when tourists walk around to see the farm, they can be thirsty, so there should be a drinking corner selling juice to the tourists such as jackfruit juice. The tourists will be happy to buy it and they might feel that coming to integrated farming, they can drink sweet coconut juice and fresh jackfruit juice too. In brief, the tourism product of Yor Island in present is needed to add more value. To do this, research and developments must be done.

**- What are the weaknesses of Yor Island's tourism products?**

Mainly, there are lacking of packaging and transportation. Compared to some places, home delivery is provided such as when buying teak furniture from the North. In addition, the products of Yor Island lack innovation and are not value added. Moreover, the selling point on its old community is not developed, no one to tell the stories. Yor Island should have tour guides who know about the history of Yor Island. It can be developed by training the local people. At first, they might apply to be local guides and after that they can become professional tour guides.

Furthermore, Yor Island is still in need of centralized management which is a problem. It can be seen when going to Yor Island that there are many groups of local people such as fabric weaving groups, snapper groups etc. Consequently, the tourists do not know which one to go for. It lacks systematized management for services or tourism

products. For example, if the tourists are interested in woven fabrics and they know only the Ratchawat group, they will go there, or if they know Mr. Nit's group, they will go to Mr. Nit's group only. Therefore, Yor Island should have a center for fabric woven management. For example, if the tourists visit during 1<sup>st</sup> – 10<sup>th</sup> of each month, they should go to Ratchawat Group so the tourists are able to see the whole process of fabric weaving. Anytime of the year they will have a chance to see the villagers weaving. They do not weave only when tourists visit. If tourists visit during 11<sup>th</sup> – 20<sup>th</sup> of each month, they should go to Mr. Nit's Group. As for management like this, the villagers will have a working schedule and they do not need to wait for tourists every day. Yor Island still needs systematic management for its services. It has to be thought out properly. At the present time, Yor Island still lacks this and the income distribution cannot cover the entire area. As a result, there are conflicts among groups and when a tour guide brings in tourists, he/she does not know who and where to contact. Thus, tourism in Yor Island is for some particular groups only.

In the present, the tourist attractions on Yor Island are still in need of being taken care of and developed. The selling of tourism in a form of package is slight. There is no selling of new products. When tourism products have not been developed, and selling the old product is still being done, there is nothing to attract tourists. It is different from other tourist spots which are developed in a package; such as ones which are summer, winter and rainy season packages. Still, there is no change in Yor Island, in the tour program or the routes to attract tourist in each period of the year.

As for the management, it can be seen that Yor Island has no motivation for the tour guides or tour leaders. For instance; normally when charging a tourist 150 baht/day, the tour guides will be given 10-20 baht per one tourist but in Yor Island, the tour guides

never receive the commissions. As a result, they do not bring in tourists. If they bring in tourists, they only stop at the market for them to shop and then they continue on their way. It is the important that Yor Island is in need of networks in selling which means Yor Island still cannot build good relations with the tour guides to increase their sales.

**- What are the strengths of Yor Island's tourism promotion?**

The strength of it is that Yor Island is promoted as a part of Songkhla Lake. Furthermore, it is on the route from Songkhla to Nakornsrihammarat Province so the passers-by have to cross Tinnasulanon Bridge. Therefore, it is already promoted by its location. Moreover, there is seafood festival in order to promotion on seafood, particularly snapper. These are the points that bring in visitors. It is normal that if they come to Songkhla, they will have to come to eat snapper on Yor Island. Certainly, the strength of Yor Island is seafood with the well-known good taste of snapper which the tourists have to come to taste.

Also, the Local Administration Office of Yor Island has made a bilingual VCD in Chinese and English and gives them to tour agencies to play for their customers while traveling. As a result, it encourages the tourists' interest to come to Yor Island more. It is a public relation approach to attract tourists. Many restaurants have created delicious menus such as Sak Restaurant promotes snapper in sour curry or called in Thai " Gaeng Som". It's like promoting Yor Island too. The campaign for restaurants is a joint-project between the restaurants and Provincial Administrative Organization. The budget is from the Provincial Administrative Organization. In summary, the Provincial Administrative Organization and the Local Administrative Office have cooperated on this public relation approach by producing a bilingual video presentation about Yor Island and the delicious food.

**- What are the weaknesses of Yor Island's tourism promotion?**

The weakness is that Yor Island is in need of the units that will be responsible for public relations and direct marketing. It lacks self-promotion. It should create an annual calendar to inform people about seasonal fruits; namely the four months when jackfruit and champadak are available. Yor Island does not organize events which are truly needed. It should be the event that represents Yor Island. Besides, it lacks a strong magnet to attract visitors. For example, when people visit Phukadueng Mountain Loei Province, they prefer to have their photos taken at the cliff which is the sign of Phukadueng Mountain but there is no such a thing on Yor Island. So, Yor Island is still in need of a character that represents itself.

Furthermore, it needs to create a marketing strategy such as when the tourists visit Yor Island they have to buy a ticket. When they buy a 150 baht ticket/day which is for one person, they still can use this ticket for a discount somewhere else; namely use it as a discount at JB Hotel. Yor Island still lacks coordination with other units to conduct a joint-promotion to motivate visitors to use the one-stop service; namely when they come to Yor Island to taste snappers, they have to go to Samila Beach to buy souvenirs too. Yor Island hardly organizes road shows, unlike other places. There is no analytical research to find out which groups of customers belong to Yor Island and how to approach them.

**- Who should be the target customers of Yor Island?**

There should be 2 types of customers on Yor Island. One group should come to learn agricultural methods as Yor Island has a strong point in agricultural tourism. Another would be the ecotourism group. They are tourists who like nature and come to look at the way of life on Yor Island.

**- How the promotion that Yor Island should do in order to attract to the target group?**

It should promote study trips by sending letters to agriculture related units to introduce Yor Island for its potential and its special services. It is one of the ways to promote Yor Island too. As for ecotourism, Yor Island has to find ways to promote ecotourism, such as it should join with others to promote itself more. In really, Yor Island lacks integration to comply with the world tourism trend which is slow tourism. In this tourism trend, it focuses on reducing its use of energy. Instead of using planes, people should use trains more, allowing tourists to absorb the way of life and culture more. Thus, Yor Island should use this as a selling point by introducing marine tourism or travel by walking on a cultural route. It's a shame that the walking road was closed. In the past, the road started from Aunt Noo's mixed-herbal rice shop and it was organized by the corporation from Srikiatpat Center by Mrs. Phannipa Sotiphan who wanted to create a cultural road on Yor Island. It is a pity that the project lacked of continuity. In my opinion, it is a good project, especially if the road could be closed and used as a walking road only. In practically, it might be closed only half day on Saturdays which is the day that a lot of visitors come but it has to be permitted by the villagers too. If it can be done, the villagers will have a chance to sell their products in front of their houses. If all of the villagers gain benefit from this, they will not mind closing the road. If the road is open and there are only some groups that gain benefits, they will not allow this to happen. Yor Island has never used the tourism trend as its selling point and boosting its potential. In fact, Yor Island can do everything according to the trend of slow tourism such as creating a walking road or creating marine tourism but there is no leader to start these.

**- What are weaknesses of Yor Island's tourism pricing?**

Low price are the weakness of Yor Island. Generally, every island is a fragile natural resource because of not being part for the mainland. Hence, there is limited water, power and natural resources. Subsequently, it needs control and management on how to bring in tourists according to its capacity. Similarly, on Yor Island, pricing should be high and it should limit the amount of tourists who visit and travel around the island each day. The purpose of high pricing is to sell to quality tourists. Furthermore, to pose high price, Yor Island has to create a complete program for day trips, for what a tourist should experience in one day. The program must be set and the route must suit the price. For example, if the tourist takes a boat to experience the way of life in raising snappers and seeing fishing equipment in Songkhla Lake, it means there must be some points that the tourist has a chance to do the same as the fishermen do; namely they have a chance to trap squid. Thus, the tourist should have a chance to do something natural.

Besides, the number of tourists coming by boat should not be too many in each trip. For example, if the boat can fit 10 people, there should be only 5 in each boat so they can sit comfortably while waiting in the boat as the activity should take at least 3 hours. The organizers should estimate the total amount of the boat and how many tourists they can provide service to. In short, Yor Island has to limit its capacity in bringing in tourists to meet with its resources such as water and power. Yor Island has advantages on these things because it does not need to be highly strict when compared to other islands such as Tarutao Island, Li-pe Island or Phi-Phi Island which are located very far from the mainland. Mostly, the tourists do not stay overnight on Yor Island. They prefer to visit on a day trip.

**- How does that the tourists do not stay overnight affect on Yor Island?**

As the accommodation on Yor Island is not interesting, it holds back tourism in which will have an effect on expenditure. Obviously, the tourists are likely to do most on Yor Island is come to have lunch or dinner and then travel back. On the other hand, in the view of tourism economy, the idea is how to keep the tourists for a longer period and make them pay as much as possible. Yor Island is hardly successful in this point and does not know how to encourage payment by the tourists.

**- What should accommodation be like on Yor Island?**

The suitable accommodation for Yor Island should be home-stay but without further investment. The tourists can stay in the villagers' houses. Some houses have only elderly couples whose grandchildren have left to further their study or live somewhere else, so there are empty rooms. Therefore, if the tourists can stay there, it would be home-stay that does not need more investment. But in the villagers' opinion, they think that they have to build a house and wait for the tourists to come. It is a wrong way of thinking. They also want to build a comfortable lodge. But it has to be a good lodging that distributes income inside the community. In other words, it must be a community lodging. The money for building the lodging must come from the villagers who want to develop tourism and responsibilities must be assigned among them. When tourists come in, there should be some brochures from the lodging that informs of routes they can take such as for fabric weaving, or the agricultural way of life or snapper raising in floating baskets. Such routes should be linked to the community lodging too.

**- How does the convenient location of Yor Island affect tourism?**

As the short distance to Yor Island results in low costs, it gives both positive and negative outcomes to tourism. On the positive side it is good that tourists spend less

money on traveling. However, the short distance and the convenient traveling are more negative to tourism than positive. The short distance results in one-day trips. To solve this weakness, Yor Island should provide some activities that can be done at night only such as watching stars and sipping wine on a tower. These activities can be strong magnets that attract tourists to stay overnight.

**- Due to its low pricing, will it affect revisits?**

There might be chances for revisits but it will not be often because there are no new activities to attract tourists. There are no events in each season for attracting the tourists to see differences when coming to Yor Island such as coming during this time, they will see the agriculture, or coming another time, they will see fabric weaving. Yor Island is not clear on its position. Due to its variety in tourism, it is not able to find what it is best at and does not know which product to sell to the tourists. In my opinion, the real attracting point of Yor Island is seafood and snappers.

**- Could Yor Island expand tourism better?**

The tourism of Yor Island can be bettered if it is done in a complete circle, but it does not mean that the tourists who come to Yor Island to eat seafood are counted as traveling to Yor Island. Yor Island must clearly position itself for what it wants to sell; such as if it wants to sell the way of community life, it must clearly tell what those wisdoms are; such as fabric weaving, snapper raising or any other activities. At this point, the wisdom must be lined up in a tourism route in the form of one-day trips and how much the tourists can see in one day. If two-day-trips are organized during which the tourists can experience the island by night, they must know what they will see and then high pricing must be determined to inform the tourists what they can experience and pay for while traveling in Yor Island. For this kind of trip, there must be tour guides

to tell stories. Consequently, Yor Island will be not a passage way only and the people who come to eat in Yor Island will not be counted as traveling to Yor Island.

In tourism field, high pricing is for quality tourists. When they come to travel and experience Yor Island, there will be the possibility that they will come again. As for this kind of pricing, there are 2 types of target group; the group that comes to learn about agriculture and the one that comes for ecotourism. Besides, tourism routing must be done thoroughly and the routes must pass through the entire community and every vocational training group. There must be a center for management system that is able to distribute income to every group. If Yor Island is capable of doing this, there will be a chance that the villagers will be interested and help support tourism more.

As for the previous problems, the income from tourism passed on to only some particular groups. Thus, some groups that had never received such income would not be happy to cooperate. On the contrary, if the villagers are informed that there will be walking cultural routes which will pass everyone's home and everyone can sell their products in front of their home, and if it is not convenient for them to sell but allow others to use the area and be paid for that, the villagers will feel that they have taken parts in income distribution.

#### **- What do the villagers think about tourism of Yor Island?**

They see tourism of Yor Island as their opportunity but they are sorry if such opportunity does not come to them. The villagers have a culture for welcoming guests which can be seen from the way they display their products. There are plenty of products when compared to other unwelcoming communities such as Talayban Park Satun Province. On the way to Talayban Park, there is no stall for selling products at all. Due to the guest-welcoming culture, if the tourism positioning is clearly systemized, the

tourism of Yor Island will expand more. However, one thing is that they need to be careful not to allow any lodgings that are not involved in tourism to be built. Sadly, they already exist. If Yor Island is not able to take control of this, the image of Yor Island will be spoiled for tourists.

**- What is the image of Yor Island?**

The image of Yor Island is that it is a part of Songkhla Lake which is located in a very beautiful part and the lake can be viewed from the island. When entering Yor Island, the view and the scenery of white snappers can be seen. It is the area that links to the community raises snappers in floating nets. Obviously, the fish raising in floating nets is the charm of the island, the province has to come in to organize the zoning by dividing the raising zones and use them for tourism and for the community way of life. In this way, it means they cannot pull out all the floating nets.

**- Does Yor Island has any strong competitors in tourism?**

If looking at its location, there is no competitor. As an island, it has an advantage on location. It is only one island in Thailand located in Songkhla Lake and it linked by Tinnasulanon Bridge to the mainland. As from its physical examination, Yor Island is a unique island in Thailand.

If looking at the tourist attracting point, it can be seen that Yor Island has plenty of competitors. For example, if looking at the weaving products, Yor Island has a lot of competitors such as Namuensri fabric from the Northeast which is more interesting in patterns. There are many places that have integrated farming namely Chumphon. In Suratthani Province, there is a lot of sea food, even though it is said that Yor Island is the best source of good-tasting snappers. In fact, it's not true.

If considering location and the strategic advantages, surrounded by nature and the way of life inside it, it can be seen that Yor Island has no competitors. This is the uniqueness of Yor Island because the lake that holds three kinds of water is solely found in one place in Thailand.

**- Are there too many or too few tourists visiting Yor Island currently?**

Currently, Yor Island does not have a checkpoint or a tourist center to count the number of tourists. However, there is one place that can check the number of the tourist which is the Institute for Southern Thai Studies. If it is counted as a part of Yor Island, and the number of the tourists can be counted from there.

If looking at the number of tourists when compared with the potential of the area, it can be said that the number is small. If it reaches its full potential, it can attract a lot of tourists. Presently, most of the tourists are excursionists or passers-by that do not stay overnight, or group of people who come to shop for shrimp paste and clothes etc. These kinds of visitors are not counted as tourists. They only come to shop at some spots. One more issue of concern is that most of the sellers are not Yor Island natives.

The challenge on Yor Island's tourism is that it is in need of development, high pricing must be posed, and strategy is needed to approach planned positioning. The tourism of Yor Island is a challenging work which is the same as Songkhla Lake, that there are not many people visiting it when looking at its potential.

## **Interviewee 6**

### **- How do the tourists from Songkla and Hat Yai travel to Yor Island?**

Tourists from Hat Yai going to Yor Island do not buy a tour package from the guides because it is near. They can travel on their own and most of them travel by themselves.

### **- Do the tourists driving past Yor Island know that there are tourist spots on Yor Island?**

Most of them do not know that there are tourist attractions on Yor Island because they have to drive inside to visit them. But when they drive inside and want to see woven fabric, they do not know where to go. If there is a tour guide leading them, they will know.

### **- What are main problems that cause tourism of Songkhla Province unsuccessful?**

The main problem is the 3 Southern border provinces. There are a small number of tourists because Thai people from other regions still think that it is not safe to travel to Songkhla. If they come to the South, their farthest destination is Suratthani Province or Nakhornsritthammarat Province only. This is the behavior of Thai tourists. Even though the Thai Tourism Authority Hat Yai office and tourism private sectors have organized road shows for tourism of Songkhla for 3-4 years, there are still not many Thai tourists coming in. They are not confident because we cannot make them feel that they are safe coming to Songkhla.

### **- How are the tourism products of Yor Island?**

Yor Island sells the Institute for Southern Thai Studies and culture. They are cultures of traditional way of life and raising snappers in floating nets. The outstanding local tradition of Yor Island can see at Tay Yor Temple. For seeing woven fabrics, they

have to go to the villages. There were a lot of woven fabrics in the past but there are not many now. Formerly, they grouped together to weave the fabric but now there are not many tourists to come and see or support them, so the weaving is less.

**- Do the government sectors support tourism activities of Yor Island?**

The government sectors have helped tourism activities many times such as supporting Yor Island as a cultural center but it has not been successful. It is strange why tourism of Yor Island does not bloom, despite the fact that it can be promoted with its beautiful scenery and other factors that are perfectly suited to tourism. I have no clue why tourism of Yor Island is not successful.

**- How do the guides support tourism of Yor Island?**

The guides have tried to help. For example, when conferences are organized, they try to bring tourists to Yor Island, bring them to eat seafood and stop by at the Institute for Southern Thai Studies to learn about the history of Songkhla Province. However, it is not suitable to go deep into each community because the customers come for a meeting and the location of Yor Island is just a passage way. Going into the community depends on each person. Even though the guides have told them about the way of life and culture of Yor Island, it seems as though the tourists are not interested.

**- What are the problems that make Yor Island unsuccessful?**

Yor Island does not have a major tourist attraction. For example, when bringing tourists to visit Lampor Temple which is a beautiful temple, I find that it is not successful because the tourists are not impressed and do not feel that it is exceptional.

**- How are the expenses for traveling on Yor Island?**

In bringing tourists to Yor Island, the tour companies charge for transport, food and entrance fees to the Institute for Southern Thai Studies only. There is no other additional charge.

**- Why don't you take the tourists around Yor Island?**

When taking the tourists around the Island, I don't know what to show them. I've surveyed the routes around the island. Formerly, it is a route for running competition but there are not interesting things on this route. If I have to show them around the island, it must be the group of tourists who are really interested in studying the natural conditions of Yor Island. It will be difficult for Yor Island if they are using this as a selling point to general groups of tourists because Yor Island does not have a major attraction. Selling fisherman, temples and ancient house does not work. As for the historical sites, it is not clear in this spot either, as Yor Island has never promoted its information on this matter. It's quiet.

**- What are the reasons that the guides do not recommend Yor Island to the tourists?**

The guides are happy to recommend Yor Island to the tourists but we need to ask back what the guide will receive after doing so. The income from recommending Yor Island is not clearly stated. The business owners want the tourists to come but there is no profit for the guides. The fabric weaving and fish raising groups have never paid to the guides. They have never come to meet us. Yor Island community does not really want to support their tourism and there is no cooperation between the guides and the community. The guides see that Yor Island community does not take the tourism business seriously.

Please do not forget that it has been said that Songkhla Lake will be improved but it does not work. Running a business means helping each other. Even though it is far, the guides are able to bring the tourists; such as to the golden beach in Pattalung Province or boarding a boat to pay respect to Prakhao. What to do or see on Yor Island, if the guides bring the tourists? For example, if the guides bring the tourists to see the raising of snapper, after seeing it, the tourists have to eat the fish too. The process must be completed; after watching, they have to eat the snappers for lunch or dinner. The community has to set the price per person. It is an interesting point which will bring more tourists into Yor Island.

**- Is Yor Island able to adjust itself to bring in more tourists?**

There is a chance if the management system is changed. Because 1. Yor Island is not far from Hat Yai and it takes only 30 minutes. 2. Commuting is convenient and the routes are all around the island. Though the routes are small, if the tourists are interested, we can change from bus to minibus. The most important thing is that the villagers have to know what their problems are and try to fix them. If they don't try to solve their problems, the tourism of Yor Island will not work. If they do not accept and change their tourism management, it will be difficult. Moreover, the leadership of Yor Island does not work. If the leader is good, I think Yor Island can go farther. In truth, Yor Island is famous for fruits so they should work on fruits. The fruits of Yor Island taste much better than other places; such as sapodilla plum or jackfruit. They try not work on bringing tourists to the integrated farming; or they might have done it already but it didn't work.

**- What are the products of Yor Island that are its real selling point?**

It should sell nature, its way of life which is the raising of snapper and the Institute for Southern Thai Studies.

**- How is the popularity of Yor Island's fabric weaving among local people?**

In the past, Yor Island woven fabrics were well-known among the people in Songkhla Province, especially groups of government officers who had to wear outfits tailored from Yor Island fabric every Friday. After changing the leader (the governor of Songkhla Province), the trend faded.

**- What are weaknesses in tourism management of Yor Island?**

The weakness is the lack of readiness such as if tourists are brought to see snapper raising; where and who to contact, how, who is going to give information, who is going to arrange everything, and the tour companies do not know what to do. They don't know if they contact the Local Administration Officers, whether they will be able to organize the tour for them. If the tourists want to see fabric weaving groups, we can bring them at once because there are certain weaving groups, but we are not sure if there are snapper raising groups or not. They get the information about snapper raising when they come to see the snappers in floating nets only. In fact, the guides in Hat Yai do not have much experience in tourism of Yor Island.

**- Do the tourists want to stay overnight on Yor Island?**

Most Thai tourists stay at Hat Yai and nobody has ever asked to stay on Yor Island. Even though there is accommodation at the Institute for Southern Thai Studies, nobody asks to stay there. Most of them want to stay at Hat Yai because there is everything there: accommodations, shopping and restaurants.

**- What is the image of Yor Island?**

Yor Island is famous for snapper raising and woven fabrics. There is nothing else.

**- What are selling points of Yor Island?**

The selling point is to encourage people to come to enjoy their meals. In the past, the food on Yor Island was very famous but in the present the restaurants are fewer. In the past, if wanting to eat seafood, you had to come to Yor Island, there were plenty of restaurants to choose from.

**- What does Yor Island have to do in order to stimulate its tourism?**

Currently, tourism of Yor Island lacks improvement, maintenance and care of the areas that are needed to boost its tourism. To be a touristy place, it has to be improved on every aspect. For example, conveniences are needed to add to the places that they want to promote. Yor Island wants to promote its nature but if it is not convenient. For example, there are no clear road signs and if the tourists want to see the snapper raising then the signs are not clear, and they have no idea who to contact. There are no road signs in Yor Island at all. Moreover, there is no tourist center. We are always informed to contact the Local Administration Office which is not convenient because there is no sign informing us where it is located. To sell tourism, Yor Island needs to have signs that clearly give directions. Besides, there is no public toilet for tourists.

**- Will creating a new destination help improve tourism of Yor Island?**

Even if a new destination (Sai Tiem Beach) is built, tourism of Yor Island will still not work because the sea around the island is not clean. People cannot play in the water because it is not clear and the water is brackish.

**- Can safety be a selling point of Yor Island?**

Even if it is safe to travel in Yor Island, the tourists do not know what to see.

**- Despite the fact that the tourism of Yor Island has been supported by local government sector, but there are still not many tourists visiting Yor Island, why is that?**

Even though the Thai Tourism Authority has helped make tourism campaigns, there are still not many tourists. It's because of the products of Yor Island. Although, the Local Administration Office has said that the sunset at Yor Island is very beautiful, why do many people not go there? If it is really beautiful, there must be some people who want go to see it, but why does no one want to go? As for arranging to see the sunset, having dinner and watching the Manorah Dance, if it works, why can't it be sold? Why not do it continuously? When many factors are grouped together, then tourism of Yor Island deteriorates. However, the most important thing is the unrest situation in the South which keeps out the tourists from other regions. They dare not come to Hat Yai-Songkhla and so they won't come to Yor Island.

## **Interviewee 7**

### **- Are there a big number of tourists coming to Yor Island each day?**

There are a lot of them, especially, those who come with friends or relatives to eat seafood and relax. Many restaurants on Yor Island are full with their customers almost every day.

### **- What attractions can be promoted to Yor Island's tourism?**

There are 3 aspects of Yor Island that can be promoted for tourism. 1. It has a remarkable landscape. It is natural and clearly bordered because it has every element: mountains, the sea, the gulf, capes, and especially Tinnasulanon Bridge which adds to the beautiful scenery. 2. It is an area rich in natural resources, the sea for fishing and the laying of nets and fishing traps, whilst the fertile land supports fruit planting. There are more than 1,500 floating fishing nets in Yor Island and in each floating net, 400 snappers can be raised. When the tourists have a chance to feed the big snappers up close, they are very excited and pleased with the experience.

As for the fruits, Yor Island is famous for its sweet tasting fruits. They are delicious and make Songkhla Province famous. Yor Island is well-known for tasty fruits is that the soil is special. It is loose from the flat area to the top of the hill. It can be said that Yor Island is a source of wet, black soil. Being loose up to the top of the hills, the soil produces fertile crops. Moreover, as Yor Island is located in the sea, the salty water from the sea crashes onto the shore, vaporizing and mixing with the fertile land which helps sweeten the fruits even more. In summary, the tourists are satisfied when they watch snapper raising and tasting fruits from Yor Island. They pay compliments, saying that no fruits from any other places are sweeter than the ones on Yor Island.

3. Folk wisdom. Woven fabric is the top folk wisdom of Yor Island which has been handed down for more than 200 years, since the Ayuthaya era. The fabric weaving of Yor Island is its local identity, especially in patterns. They can make all kinds of flowery patterns such as the Ratchawat pattern which has been woven for more than 200 years and has become the pattern of Yor Island. Currently, Yor Island has more than 40 patterns namely Pikul, Chomnad, Kretkaew which we are continually developing it.

**- How is pricing for travelling on Yor Island?**

It is pretty cheap. For example, Home-stay is only 100 baht per person per night. If compared to home-stays elsewhere, they cost around 500 baht. The most well-known home-stay belongs to Mr. Decha. At night, some activities are organized. Mr. Decha will bring the tourists to lay out the fishing nets. When the fish are trapped, they cook and eat together. Sometimes, he brings them to fish in the sea. Presently, Mr. Decha's home-stay is fully booked every week. The tourists come from everywhere, the North, Central, the Northeast and the East. Word of his place has spread far and wide. There are 3 huts in his home-stay, 10 people for each, so all of the three huts can accommodate more than 20 people.

**- What is the main advantage of Yor Island?**

It is the landscape. Other places are situated in the forest or on the mainland and the restaurants in town are situated in a small square room, whilst Yor Island's restaurants are located near the natural landscape. Travelling to Yor Island is convenient and it is situated between 2 big cities. It is 20 kilometers away from Hat Yai and 15 kilometers from Songkhla Town. Besides, the cultural way of life can be used to promote tourism namely the snapper raising which is the way of life of the villagers. They promote it to encourage people to come to see the snapper raising. After that they

make the tourists come back to eat at the restaurants. Thus, the snapper raising-spots are usually at the restaurants. It can be said that it is a complete circle of business. The snappers of Yor Island will not be exported as the domestic sale is sufficient.

**- How does the religious activity promote tourism of Yor Island?**

The religious activity of Yor Island is not prominent as it is similar to Songkhla Province such as at Todkathin, Lakpra, and Thodpapa. It is only Thamboonduensip which is slightly different. The villagers will help to weave a big 20 meter-long sheet of fabric and wrap it around the statue of Somdej Yor Island and parade it around town. It is the first place in Songkhla Province that had this kind of ceremony. Besides, they wrap the fabric around Thaojatulokbal sitting in four directions which means they wrap around the four gods in each direction. This religious ceremony is different from other places in Songkhla Province but it is similar to the one in Nakhornsritthammarat Province.

**- How safe is it to travel on Yor Island?**

Safety is the top priority of Yor Island because the villagers cooperate well. As it is an island it is easy to take care of its safety. The villagers live like brothers and sisters. Even though there are not many policemen, it is safe.

**- What is its prominent architecture?**

It's strange that the Thai style house on Yor Island is the only place that has been awarded by the Supreme Patriarch as a stone marker of a temple precinct and also by Princess Maha Chakri Sirindhorn. It means it is religiously and royally awarded. The monk house on Yor Island represents beauty and outstanding artistic architecture which was built completely in a traditional style. The whole house didn't use even one nail. It was built by stabbing down carved wood and using Thai styled carved wooden walls. It

is more beautiful than other places. Besides, the Thai style houses that belong to the villagers look similar to the house of Phya Chakri. In easy words, they are look like the Thai style houses which were built old than 200 years. Therefore, it can say that Yor Island is rich in architecture and most of tourists are very impressed.

**- What are tourism trends of Yor Island in the future?**

I am not afraid that other places will win over Yor Island. Apart from its variety in tourism, in the future, Yor Island will have the biggest aquarium in Thailand at the Fishery College and it might be the biggest in South East Asia. It will be the place to attract tourists. Besides, the museum of General Prem Tinsulanonda located near Yor Island is going to be completed. It is another place that has a beautiful viewpoint. These surrounding attractions will help increase the number of tourists visiting Yor Island. It will complete their sightseeing trips as after visiting the museum, they will come to eat, buy woven fabrics and travel around Yor Island.

**- How will the policy for supporting tourism of Yor Island be in the future?**

To develop tourist spots on Yor Island, there must be other convenient facilities. A new beach, Sai-tiem Beach, will be developed. The beach will be constructed laying into the sea and a statue of snapper spraying water will be built as a photo-taking point. It can be said that the snapper is a symbol of Yor Island. Moreover, there is a project to improve 2 routes; 1. a road will be built from Aunt Noo's mixed herbal-rice shop through Moo 6 to Tay Yor Temple. The total distance is 3-4 kilometers. The purpose is to beautify the main road of Yor Island. It will be lined with potted trees, unneeded branches will be trimmed to make the road look open and the road will be well lit at night. There is a project to build a symbol of Yor Island from the beginning to the end of the road by using 3 outstanding things of Yor Island; woven fabric, fruits and fishery.

The pictures of woven fabric, snappers and champadak will be placed in the middle divide of the road to represent Yor Island. In addition, there is to be a project to build a pavilion for tourists which provides food and beverage, a tourist center and public toilets. It is very important project because Yor Island has viewpoints around the island but it does not have a pavilion.

**- What is the feeling of the villagers towards tourism?**

They like tourism and want it to expand. Because tourism brings in money and it does not affect their way of life.

**- What is the image of Yor Island?**

The image of Yor Island is its natural beauty, the stunning sunsets and sunrise from the sea. Most of the tourists like to see the sun at Khaokhut Temple or at the Institute for Southern Thai Studies.

**- How does the government sector support tourism of Yor Island?**

The government has supported the tourism of Yor Island by letting SME provide money to 25 reporters all over the nation to visit Yor Island and let them promote it by writing about Yor Island. Moreover, TV 5 and TV 11 and other channels have broadcast and recommended tourism here.

**- What is the capacity for accommodating tourists on Yor Island?**

Accommodation on Yor Island is available at both lodge and home-stays. Currently, there are 10 lodges of 100 rooms each. The room price is 400 baht per night. Even though the condition is not very good but it is good enough. Besides, there is Taopumrieng which is accommodation on the Institute for Southern Thai Studies.

**- Which kind of prize has Yor Island been awarded?**

Yor Island was awarded an OTOP village award for 2 consecutive years (2005-2006). Only 10 other places have been awarded this prize for 2 consecutive years.

## **Interviewee 8**

### **- How many tourists visited to Yor Island?**

The number of tourists visiting Yor Island has been continually increasing. It is because Yor Island is better known and it has been included in tour programs. In the past, the natives of Songkhla did not come to Yor Island but currently it is one of the destinations in tour programs.

### **- What is Yor Island famous for?**

It is famous for its woven fabrics and the Institute for Southern Thai Studies. Most tourists go there to visit the Institute and some buy woven fabric.

### **- How does the tourists stay overnight on Yor Island?**

There are not a big number of tourists staying overnight on Yor Island. If they stay overnight, mainly they stay only one night. Some stay at a lodge and some at the Institute for Southern Thai Studies.

### **- How much is the average expense for coming to Yor Island?**

On average, it costs 1,800 baht per person per day, as the goods on Yor Island are not highly diverse for shopping. Most of the products are cloths, and the prices of them are not high. Moreover, there are no places for snacks or entertainment.

### **- What is the revisiting ratio like?**

Due to its tourist attractions, it is 100% likely that tourists will revisit. The tourist attractions on Yor Island are as follows; 1. Due to the good quality of woven fabric the tourists want to revisit because they want to come back to buy the fabric. 2. Due to its own charm, Yor Island is not a highly hectic touristy place and its natural beauty is not yet spoiled. As for the nature lovers, when coming to Yor Island, they will like it and are

not bored even though they come here many times. With its unspoiled beauty, they can come again and again.

**- What kind of tourism should Yor Island have?**

It should be ecotourism. For instance, agricultural tourism focuses on fresh snappers from Yor Island, the way of unchanged village life which still preserves traditions and old ways of life.

**- Have tourism of Songkhla or Yor Island been supported by the government sector?**

As per the tourism act which determines to allocate areas to develop tourism and form committees for tourism development of Songkhla. The main role of the committees is to determine and issue tourism policies for Songkhla. Their duties are to brainstorm and find out the attractive points or the outstanding points which will attract tourists to come to Songkhla. Moreover, they have to plan on how to extend the tourism selling points of Songkhla. Even though we have entertainment in Hat Yai, the effect from the 3 southern border provinces has threatened the tourists and their confidence for traveling to Songkhla because most of them come for entertainment in Hat Yai and look for happiness, comfort and safety. Thus, the committees must consider what activities that Songkhla can sell apart from entertainment.

Besides, the committees have to plan strategies which will lead to the execution of plans and short or long-term projects concerning tourism. Afterwards, they will invite local and provincial administrative officers relating to tourism to participate. If any government units consider requesting a budget for tourism, they have to follow the procedure and it must be approved by this committee.

**- How was the previous tourism situation of Songkhla Province?**

The previous tourism situation of Songkhla did not look good. Partly, it was affected by 3 southern border provinces. Even though the government and private sectors of Songkhla planned to improve tourism there, however, after the bomb explosion the number of tourists has decreased by 20%. Tourism is very sensitive. Besides, when the group of People's Alliance for Democracy closed Hat Yai Airport, tourist activities and arrivals were 100% cancelled.

**- How is tourism in the private sector?**

The private sector tourism of Hat Yai is very strong, especially the tourism association of Mr. Nimit Chaijirathikul. He is the leader of tourism groups of Hat Yai District. He is strong and powerful. He can take control and ask for cooperation from the private sector to stimulate and promote tourism. More importantly, the tourism association can accumulate funds used in management and is able to ask for cooperation from other sectors.

**- How can we build confidence regarding safety for traveling in Songkhla Province?**

To insure the safety of tourists in Songkhla Province, the government sector should consider providing budget to build confidence on safety for tourists. Meanwhile, the private sector has donated money to buy 3 sets of explosive detectors to promote tourist confidence.

**- Please explain the direction of tourism development of Songkhla Province.**

In the future, tourism of Songkhla will be developed according to the concept called “the miraculous 2 oceans” which consists of 1. The Andaman charm, 2. The Miracle of Thai Gulf, 3. Border commerce, and 4. IMT-GT. In order to be compatible

with the above mentioned idea, the communities must be strengthened. It should be done by conducting overall development starting by increasing facilities, building roads, logistics, the development of tourist spots, tourism staff, safety and the relationship with neighboring countries. Besides, as for the Songkhla OTOP center, it is being built and when the building is completed, the center will also be the bus parking spot for shopping. However, this center should not be built, as the goods center already exists in Kim Yong market.

**- How does the government sector designate the responsibilities on tourism?**

The Tourism Authority of Thailand will be responsible for public relations and marketing of tourism products such as tourist attractions. The Provincial Administrative Office and Local Administrative Office will be responsible for the entire province. As the officers of the Local Administrative Office have no direct knowledge of tourism, when they have to take responsibility for local tourism, there is hardly any improvement. Currently, Songkhla has gained financial support by 200 million baht and it will be used to improve Songkhla according to its vision. Unfortunately, the vision of Songkhla does not focus on tourism. Therefore, only 70-80 million baht is allocated to tourism from the total amount of 215 million baht. Even though the budget for tourism is very slim, due to the strength of private sector, a lot of tourism activities have been organized.

**- How is tourism in Yor Island being developed?**

The strongest magnet of Yor Island is The Institute for Southern Thai Studies. The way of village life is partly interesting. Besides, Yor Island is famous for woven fabric, delicious fruits, and moderately good restaurants at high price. Thus, the tourists visit only once due to the high prices. Sometimes, they want to bring relatives, friends and bosses to try the restaurants in Yor Island but the price is too high so they refuse to

go. Therefore, we are going to call on the restaurateurs to discuss price setting and talk to them about not imposing high prices. However, some business owners of Songkhla are very difficult to deal with and uncooperative which makes it hard to gain cooperation from the tourism business.

**- What are weaknesses of tourism in Songkhla Province?**

The weakness is that the tourism magnet of Songkhla is yet to be found. Currently, Songkhla is still well-known for entertainment and good food. If Songkhla manages to build confidence regarding tourist safety, tourism in Songkhla will develop better. The present main problem of Songkhla tourism is the confidence which private sector is trying to bring about by purchasing explosive detectors. Moreover, the private sector has promoted tourism by organizing new activities. The more the tourists are confident in safety, the higher their confidence.

**- How should Yor Island build its selling points?**

It should have a rest area for vehicles and be equipped with toilets and an OTOP center. Yor Island is a passage way with lots of cars crossing the Tinnasulanon Bridge each day. The attractiveness of Tinnasulanon Bridge can be promoted as a selling point. Coaches can stop for a break for 2-3 hours and the passengers can see the beautiful view of Yor Island. Unfortunately, the director of Local Administrative Office has a policy to maintain Yor Island as an ecotourism tourist spot and has no intention to improve Yor Island in this point. It is certain that some parts of Yor Island should be preserved but some parts can be developed.

## **Appendix B- Focus Group Interview Transcript**

**Table B1**  
**Personal Data of Nine Participants**

Participant	Age	Place of Birth	Education Level	Occupation	Position	Monthly Income
A	54	Bangkok	Master's	Private	General	RM 8,000
			Degree	Employee	Manager	
B	45	Songkhla	Bachelor's	Business	Managing	RM.10,000
			Degree	Owner	Director	
C	53	Songkhla	Bachelor's	Business	Manager	RM.3,000
			Degree	Owner		
D	30	Phatthalung	Master's	Government	Lecturer	RM.2,000
			Degree	Employee		
E	35	Songkhla	Master's	Business	Manager	RM.5,000
			Degree	Owner		
F	32	Songkhla	Master's	Government	Information	RM.1,200
			Degree	Employee	Scientist	
G	28	Songkhla	Bachelor's	Business	Owner	RM.5,000
			Degree	Woman		
H	27	Songkhla	Bachelor's	State Enterprise	Officer	RM.1,750
			Degree	Employee	Level 4	
I	21	Songkhla	Bachelor's	Student	-	RM 500
			Degree			

### **Overall perceptions of Yor Island**

**Moderator:** In this topic, four participants were satisfied with Yor Island tourism at a high level, and the remaining five participants were satisfied at a medium level. Most of participants (seven persons) met their expectations when they traveled to Yor Island. Consequently, most of them (seven persons) intend to revisit and are willing to recommend Yor Island to other people. Do you have any opinion regarding this issue?

**Participant D:** If consider the opinions, my group is a minority, as I don't think Yor Island is number one on the issue of revisiting and the recommendation of visiting. I can answer that I do not intend to revisit. As a result, I am not so sure to recommend Yor Island to friends. As my mother's relatives, my grandmother and aunties, are living on Yor Island, I visit them once a year. I go there in April every year and go to the monk's house. As for other activities such as the Institute for Southern Thai Studies, I don't think it is interesting, and I don't enjoy this kind of traveling. As a result, I see that Yor Island holds no interesting point. If you compare Yor Island with Samila Beach, I feel that Samila Beach is more beautiful and a place for relaxation. If you compare Yor Island with Ton-ngachang Waterfall, I feel that traveling there you are going to a forest which is outstanding; whereas there is no outstanding point on Yor Island.

**Participant C:** As for this item, I do not choose Yor Island. Despite being a native of Songkhla Province, though I occasionally went to study in Bangkok, most of the time I have stayed in Songkhla, but I still don't know Yor Island for real. Every time that I go to Yor Island, I go to buy the woven Yor fabrics for guests only. Thus, I don't think of recommending it to my relatives. As I feel that when going to Yor Island, I only want to eat aunt Noo's mixed herbal rice, buy the woven fabric and then go back home. I don't feel like traveling inside Yor Island, despite the fact that I am the secretary of a businesswomen's group for restaurants of Songkhla Province and it is the group that continually supports Yor woven fabric. But after viewing the VCD shown earlier introducing tourism of Yor Island, I have

learned that there are many places that I have not visited and known. As a result, I feel that Yor Island is a very interesting tourist attraction and see that it can be developed to attract both Thais and foreigners. Personally, I think that Yor Island is a nice place to visit, especially around the island and think that some spots can be developed as selling points but nobody is doing it now. It might be because of its lack of public relations, so it is not very well-known. If the support of tourism of Yor Island is taken seriously, such as appointing the local people as guides and setting up a good system for tourism, it will be by word of mouth that interest will spread regarding Yor Island. As a result, it will boost tourism there. As for Samila Beach, I view that it is similar to many beaches. As soon as the tour coaches stop, there are sellers selling their products. Most of the goods are food and coconut juice which are sold at every tourist attraction.

**Participant B:** In my view it seems that the villagers of Yor Island work individually. So, I am not sure if I should recommend Yor Island to other people because for tourism the community of Yor Island has not worked as a team.

**Participant A:** Those are viewpoints from each person and it can be found that the local people of Yor Island do not want to sightsee in the Island, while Songkhla natives see that Samila Beach has no attraction in tourism. It might be that they get used to it and have lost interest in it. I am from Bangkok but have lived in Songkhla since 1984. As I am not a local, I still don't fully know every place. However, as I have lived here long enough and having had responsibilities for activities regarding Yor Island, I am one of those who

suggest visiting Yor Island. When talking about Yor Island, what I think of are Tinnasulanon Bridge and the good-tasting snappers. But it is strange that even though the restaurants on Yor Island attract people to come to eat, bring their customers for a meal and welcome their famous guests, when asking which restaurants have good food, the answers vary - such as Kokeng, Chomchan, and Sirada Restaurant. It is all about the taste of the food. But presently Kokeng Restaurant has changed, as the taste of the food is not the same. Thus, the stability of the restaurant depends on how long they can maintain their quality. As Participant B said that the people on Yor Island worked individually, it is the nature of running business because they are competitors against each other. What is the most important, I think, it is the ability to improve their business. Using foods to attract tourism, there should be a central committee or organization to organize food festivals where there can be competitions for the best food, menu and restaurants. It is one of the activities that can attract tourists to Yor Island. As for the variety of tourist spots, if Yor Island can be developed to satisfy the tourists in general, it will gain more advantages than other places.

**Participant E:** I enjoy eating and shopping on Yor Island, and I usually recommend it to my friends. I need fresh air and prefer a natural environment, and I can get those at Yor Island. When I recommended it to other people, I found that they were not disappointed as all of them appreciate this kind of tourism which depends on each group of tourists and their expectations.

**The perception on similarities and differences in the image of Yor Island and its competitors (for supporting the KYST method)**

**Moderator:** In this issue, the members can rank the similarities and the differences of each pair of tourist attractions. Number 1 means the lowest mark and 7 the highest one.

The comparison of Yor Island and another six tourist attractions can be seen from the results as follows. Yor Island and Samila Beach got seven points from six people, while Yor Island and Ton-ngachang Waterfall got five points from five people. Yor Island and Hat Yai Municipal Park got two points from five people. Yor Island and Kim Yong/Santisuk Market also got two points from five people. Yor Island and Sadao Border got one point from eight people. Yor Island and Padangbesar Border got one point and two points from five people and four people respectively. As from the points appearing above, the members have unanimously agreed that Samila Beach is the closest competitor to Yor Island, because of the following view points.

**Participant A:** The reason for choosing Samila Beach as the closest competitor to Yor Island is that it is located in Songkhla Town. And access to Samila Beach is easier than to Yor Island. Besides, traveling to Songkhla is not too far when compared to going to Yor Island. Even though Yor Island has plenty of tourist attractions, they are located in many directions. As a result, it is not convenient for the tourists who do not own a car. In comparison to Samila Beach, tourists are able to travel there by bus or motorcycle. It is seen that many tourists use motorcycles to go to Samila Beach.

**Participant C:** The reason for choosing Samila Beach as the closest competitor to Yor Island is that they are seaside tourist attractions. The difference is that Yor Island is an island, while Samila Beach is a beach with a mermaid statue and other attractions where the tourists can take pictures and enjoy other activities more than they are able to do on Yor Island. Mostly, when tourists visit Yor Island, they go shopping for Yor woven fabrics or local fruits only. There are no other activities to attract tourists. Meanwhile, on Samila Beach, it is found that there are many more attractions like the cat statue and the mermaid sculpture and many other things. Moreover, they are able to access other attractions which are compatible with the idea of Participant A saying that going to Samila Beach is more convenient than traveling to Yor Island. When going to Yor Island, tourists should be led by a guide or go by car.

**Participant B:** When comparing visits to Yor Island and Samila Beach, I think the point given should be between 3 and 4, as Yor Island and Samila Beach are highly different considering the culture of the people and the target group of visitors. Most tourists go to Samila Beach to relax or just pass through. Few of them go there for shopping. Meanwhile, tourists going to Yor Island have high purchasing power, as going there; they want to eat in the restaurants. Another important issue is that the traveling mood for going to Yor Island and Samila Beach is very different. Another big disadvantage of Yor Island is that it does not have a beach like Samila does.

**Participant E:** I think that Yor Island is similar to Ton-ngachang Waterfall because 1. They are natural attractions, and 2. They attract similar groups of tourists traveling with their families.

**Participant B:** When comparing Yor Island and Ton-ngachang Waterfall, I am the only one who gave seven points. Since Ton-ngachang Waterfall includes a wildlife sanctuary and I think that when we compare it to Yor Island, there are some similarities. The villagers use the land for crop cultivation in the attraction area. As for the charm of Yor Island, I do not consider it only on marine side but the natural attractions too. Tourists going to Ton-ngachang Waterfall will be able to travel through agricultural areas too.

**Participant G:** I think that Yor Island is similar to Ton-ngachang Waterfall, as when traveling to both places, the tourists are able to be in touch with nature and taste local fruits. Either in Yor Island or at Ton-ngachang Waterfall, the tourists will see that the villagers will bring out their local fruits to sell in front of their homes.

**Participant A:** When comparing Yor Island with other attractions, it can be seen that Yor Island holds more advantages than other places, as there are many things there. When comparing it to Samila Beach, one similar thing is that there are seaside attractions. When compared with other places like Kim Yong/Santisuk Markets, where food, appliances and clothes are sold, OTOP products are sold on Yor Island. If comparing Yor Island with Sadao or Padangbesar Border, they are absolutely different. However, if talking about duty-free shops or entering Malaysia for duty frees shopping, there can be some comparisons. When considering making decisions for tourist attractions, aside from their differences and similarities, it also depends on the objective of travel and the time it takes. For instance, as the tourists are not local people and they have only two days for traveling, they have to

consider the routes for the places to visit. Some places cannot be visited at night, while some are good to visit at night like Kim Yong Market where tourists can go shopping in the evening and sellers can put their stands to sell their goods late. In the daytime, tourists are able to travel to some places farther, come back to their hotel later for a shower and dinner and then go to other places. Traveling like this, tourists have to consider, time and distance.

**Moderator:** After we compared Yor Island with six other tourist attractions, we then compared Samila Beach with five other tourist attractions with the following results: Samila Beach and Ton-ngachang Waterfall each had four points given by four people. Samila Beach and Hat Yai Municipal Park got four points each from five people. Samila Beach and Kim Yong/Santisuk Market got one point from five people. Samila Beach and Sadao Border and Samila Beach and Padangbesar Border got one point each from eight people. When looking at these, it can be seen that Samila Beach, Ton-ngachang Waterfall and Hat Yai Municipal Park are related in their results.

**Participant I:** In my opinion, Samila Beach and Ton-ngachang Waterfall are similar in the form of tourist attractions as they relate to water, though they are different kinds of water. In easy words, they are different in some issues. Therefore, the point is average, as they both relate to water.

**Participant B:** When comparing Samila Beach with Hat Yai Municipal Park, if tourists go for beautiful views, there are difference moods between the two, but tourists can go to both places at night. Especially, in Hat Yai Municipal Park, the view is very stunning when going in the evening. So, it will be nice if the tourists go for beautiful views. As for the differences, the point given is

4, one is marine and another is natural aqua. In general, the atmosphere is the same. The groups of tourists go there for relaxation and both places provide the same feeling.

**Participant D:** I want to talk about the different kinds of tourists. Local tourists and tourists from other regions are vastly different. Local ones know Samila Beach better than other places. Next after Samila Beach is Ton-ngachang Waterfall. As for Hat Yai Municipal Park, visitors mostly are from Hat Yai or Songkhla, while tourists visiting the borders are local and from nearby provinces. Tourists from the North, the Northeast and the Central are likely to go to Samila Beach and Ton-ngachang Waterfall.

**Participant F:** I think Samila Beach and Hat Yai Municipal Park are very similar because tourists and group tours visit. Many of them are brought to pay respect to the Buddha statue on Tang Kuan Hill; while in Hat Yai Municipal Park, tourists are brought to pay respect to Kuan Yin and the Buddha of Hat Yai. If you compare Samila Beach and Kim Yong/Santisuk Market, it is found that the goods sold at Samila Beach and the nearby area is similar to those sold in Kim Yong/Santisuk Market. It is noticeable that tourists coming to Samila are likely to go to Yor Island too. They stop by to buy local foods and some of them, before going back to Bangkok, will go shopping at Samila Beach but do not go to Kim Yong Market.

**Participant H:** I would like to express my opinion on the issue of Samila Beach and KimYong Market. Tourists come to Samila Beach for relaxation and eating seafood, while they come to Kim Yong Market for shopping. Thus, they are hugely different. As Kim Yong Market is a shopping center, it is similar to Padangbesar and Sadao Border which are tourist attractions for shopping.

**Moderator:** Thank you for all of your points of view. Next is the comparison between Ton-ngachang Waterfall and four other places. Ton-ngachang Waterfall and Hat Yai Municipal Park got 5 points from six people. Ton-ngachang Waterfall and Kim Yong Market, Ton-ngachang Waterfall and Sadao Border and Ton-ngachang Waterfall and Padangbesar Border got one point from eight, eight and nine people respectively.

**Participant I:** I would like to express my opinion about Ton-ngachang Waterfall and Hat Yai Municipal Park. They are similar in a way that they are natural tourist attractions and surrounded by forest and mountains. Tourists can go there for relaxation and get close to nature. Moreover, they can exercise there.

**Participant C:** I think that Hat Yai Municipal Park and Ton-ngachang Waterfall are similar for the amount of time needed for sightseeing. Groups of tourists going there realize that they have to spend the whole day sightseeing. They have to start their journey in the morning and come back home late in the afternoon. Going to Ton-ngachang Waterfall, tourists want to relax, bring picnics and play in the water. Similarly, going to Hat Yai Municipal Park, they go to relax, for a walk and enjoy their time in the park. They come back

to their home in the afternoon. Therefore, both places are similar as a place that needs time for visiting.

**Participant A:** I would like to add more to Participant C's comment concerning the spending time to those two places that it will be truer if tourists are from Songkhla Town but if they are from Hat Yai District, it is likely to be less true.

**Participant H:** I would like to comment on Ton-ngachang Waterfall and Kim Yong Market in that they are hugely different. Ton-ngachang Waterfall is a place for relaxation; while Kim Yong Market is for shopping. Besides, both places are different in terms of access. Traveling to Ton-ngachang Waterfall, tourists need to go there by a car as the distance is quite far; whereas tourists can go to Kim Yong Market by public transportation as it is located in town.

**Participant G:** There is only one point making Ton-ngachang Waterfall and Kim Yong Market similar to one another. The groups of tourists going there are families. However, the difference is in the kind of activity when there. At Ton-ngachang Waterfall, tourists can take time to enjoy nature, view, scenery and playing in the water; while at Kim Yong Market, the families enjoy shopping which stimulates the economy of Hat Yai.

**Participant A:** If we consider tourist attractions, they can be divided into two major groups. 1. Tourist attractions for shopping: where tourists go to buy souvenirs or goods to use or sell. 2. Natural tourist attractions - such as enjoying the trees or water. Thus, if the objectives of tourist trips are considered, it can be seen that they are different. However, they can be

arranged in groups them together. Firstly, it can be arranged that they visit natural tourist attractions and then go shopping later.

**Participant E:** I would like to express my opinion on Ton-ngachang and Padangbesar Border. It is well known that not far from Padangbesar Border is a natural tourist attraction called Tham Khao Rup Chang. It is similar to Ton-ngachang Waterfall as it is natural and mountainous.

**Moderator:** Next is the comparison between Hat Yai Municipal Park with three other tourist attractions: Kimyong/Santisuk Market, Sadao Border, each of which got two points from four people, and Padangbesar Border which got two points from six people.

**Participant A:** When Hat Yai Municipal Park is compared with those three tourist attractions, the points it gets should not be completely different because there are plenty of extra activities in the park, such as different kinds of exhibitions, trade fairs, markets for flower and plants and so on.

**Participant E:** I would like to add more comments on access to tourist attractions. If you compare Hat Yai Municipal Park and Kim Yong Market, they are quite similar as they are easy to reach and tourists can go there by public transport.

**Moderator:** Does anyone have any more comments? If not, next will be the comparison of Kim Yong/Santisuk Market and two tourist attraction: Kim Yong/Santisuk Market and Sadao Border with seven points from five people and Kim Yong/Santisuk Market and Padangbesar Border with six points from five people.

**Participant C:** If you compare Kim Yong/Santisuk Market with the Sadao Border and Padangbesar Border, they have similarities as the goods sold in all of them are similar.

**Participant B:** When comparing Kim Yong Market and Sadao Border, if we look deeply, we find that the tourists are different in group and style of shopping. The products sold in Kim Yong Market are general; whereas the ones sold in Sadao to Changlun border are not outstanding. But if Kim Yong Market and Padangbesar Border are compared, excluding Duty Free, one similar thing is the buying behavior of the shoppers who enter each shop. They have to bargain for the price until both parties are satisfied. One thing that can be noticed is that if tourists have to choose where to shop at the border, most of them will go to Sadao Border so they can go shopping at Duty Free, even though they cannot bargain for lower prices there.

**Participant D:** Personally, I think the similarity between Kim Yong/Santisuk Market and these two borders is the shopping. As for the difference in how time is used, as the main purpose for going to the borders is not for shopping, but is a reason to spend time together with their family. They have the time to talk, but the purpose for going to Kim Yong Market is solely to shop.

**Participant A:** The answer to the question in what way is Kim Yong/Santisuk Market different from Sadao and Padangbesar Border is that going to Sadao and Padangbesar Border has the feeling of going abroad.

**Participant C:** I agree with Participant A. When my friends come to Hat Yai from Bangkok, they said that if they did not go to the borders, it was like they hadn't arrived Hat Yai yet. They often asked to go to the borders and enter Malaysia. At least, they were proud that they had visited Malaysia. But when asked where to shop, they said at Kim Yong Market.

**Participant B:** The reason tourists go shopping at Kim Yong Market is that the price is cheaper.

**Participant G:** The difference between both borders and Kim Yong Market is that fewer types of product are sold at the borders. Mostly Patek fabric and the prices are more expensive. The products sold at Kim Yong Market are more diverse and include sport clothes, shoes, clothes, retail and wholesale products. Not only do Thai tourists prefer shopping at Kim Yong Market, but so do Malaysian ones.

**Participant I:** I think both borders are different from Kim Yong Market when it comes to the shopping atmosphere. Shopping at Kim Yong Market is like shopping in a semi-department store and semi-market; whereas shopping at the borders is like walking in a market. However, another different point is the night atmosphere which is highly different at the Sadao Border.

**Moderator:** Next is the comparison of the last two tourist attractions: Sadao and Padangbesar Border each of which got six points from eight people.

**Participant F:** The reason I do not give an absolute similar is that they are not entirely the same. The difference is the night atmosphere. Currently, Sadao Border holds livelier atmosphere and is a nicer place to visit than Padangbesar Border. As for similarity, both of them have Duty Free shops and sport shops and general shops which are different from Kim Yong Market. At Kim Yong Market, shops are in the same area but divided into blocks, according to the kinds of product.

**Participant B:** In my view, the difference of both borders is that in Sadao Border traveling on the Thai side is more fun; whereas it is more fun to travel on the Malaysia side of Padangbesar Border.

**Participant A:** The similarity in both borders is that tourists can visit Malaysia and the difference is that traveling to Sadao Border has to be done by road; while traveling to Padangbesar can be by train too. Besides, the goods transported across the country, if shipped in containers, have to go via Sadao Border, but if shipped by train, have to go via Padangbesar Border. As for shopping centers, Sadao Border has more shopping centers including more other activities. As a result, Sadao Border is better-known. As in Padangbesar, there are products that cannot be found in Sadao Border namely fruits imported from overseas and some products favored by Chinese people and bought during festivals. Though, they can be found in Sadao Border, tourists can buy them in Kim Yong Market too. Thus, going to each border depends on the objective of the tourists.

### **Dominant Attributes of Each Destination (For supporting the PROFIT Method)**

The purpose of this section is to investigate what attribute corresponds best to each of seven destinations. Prior to the group discussion, the participants were asked to tick the number that best described their feelings about seven destinations on the list of 30 attributes. Consequently, the results of each attribute rating for each destination are reported on Table B2.

**Table B2**  
**Attribute Rating of Destinations**

Attributes	Yor Island	Samila Beach	Ton-nga chang	Hat Yai Municipal Park	Kim Yong Market	Sadao Border	Padang Border
1. Place of historical interest	6.5	5.8	4.1	3.3	4.0	3.4	3.3
2. Place of cultural interest	6.7	4.2	3.9	3.3	3.5	3.1	3.2
3. Place of traditional architecture	5.2	4.2	2.8	4.1	3.0	2.7	2.4
4. Good place for agro-tourism	6.5	2.5	4.5	3.3	1.0	2.4	2.0
5. Place for cruise ship	6.1	6.9	6.8	3.3	1.2	1.3	1.3
6. Place of natural scenic beauty	6.3	6.5	6.0	5.9	2.1	2.7	2.4
7. Good place for fishing	5.0	5.8	3.8	2.8	1.2	1.4	1.3
8. Place for taking pictures	6.4	6.5	6.0	5.9	3.5	2.4	2.7
9. Good place for family vacation	6.2	6.8	6.2	5.2	4.7	3.4	3.0
10. A safe place for tourists	5.8	6.0	4.5	5.7	4.7	3.7	3.3
11. Cleanliness and hygiene	5.2	5.6	5.7	4.3	3.7	3.3	2.7
12. Good weather	5.9	6.1	6.8	5.5	2.8	3.0	2.5
13. Restful and relaxing atmosphere	5.9	5.4	6.3	6.3	2.0	1.9	2.0
14. Quality of food	6.5	5.7	3.9	4.2	3.5	2.7	2.2
15. Service in restaurants	6.2	5.4	4.3	4.5	3.3	2.8	2.5
16. Food prices	4.4	4.4	4.3	4.2	4.2	3.7	3.3
17. Quality of lodging facilities	5.1	6.3	4.3	2.0	4.1	2.8	2.3
18. Service in hotel or guest house	5.0	5.3	4.2	2.2	3.5	3.4	2.5
19. Price of hotel or guest house	5.9	5.7	4.7	2.4	3.8	2.7	2.4
20. Type of shopping products	4.3	3.8	2.4	2.3	6.4	5.5	5.6

Table B2 (Continued)

Attributes	Yor Island	Samila Beach	Ton-nga chang	Hat Yai Municipal Park	Kim Yong Market	Sadao Border	Padang Border
21. Quality of shopping products	5.3	5.0	3.4	2.4	5.3	4.7	4.8
22. Price of shopping items	4.8	4.3	3.3	3.2	5.2	4.9	5.1
23. Facilities for meetings or conferences	4.9	6.2	4.2	3.1	2.2	2.2	1.9
24. Variety of attractions	6.5	6.0	4.6	5.9	4.2	3.4	3.1
25. Good value for money	5.9	6.0	4.8	5.2	4.9	5.5	3.4
26. Friendly local people	6.1	4.8	5.7	4.0	4.1	2.8	3.3
27. Close to other holiday destination	5.7	6.5	3.3	5.8	5.5	2.0	2.0
28. Easy accessibility	5.9	6.7	3.9	6.4	5.1	4.0	3.8
29. Parking	5.3	5.8	5.0	6.4	1.9	4.4	4.2
30. Local traffic	5.7	5.9	4.5	5.8	2.5	3.9	3.9

In order to gain an in-depth understanding of the participants' perceptions, thirty product attributes of the study were discussed. During the discussion, the participants proposed that all of the attributes should be discussed simultaneously, and some attributes should be grouped such as those for food and accommodation in order to have an efficient discussion. The transcript of the focus group discussion is presented below.

**Moderator:** On historical and cultural issues, Yor Island was found to be number one. What do you think about that?

**Participant D:** I would like to express my ideas on The Institute for Southern Thai Studies located on Yor Island. It is the only place in the South that exhibits the history of Southerners. It is a source of the way of Southern lives and it houses so many things regarding the South and has more information than the National Museum.

**Participant C:** But there is one point of weakness at the Institute for Southern Thai Studies. When entering it, it feels like entering a museum that has no explanation of what it is. If there were a tour guide giving details, it would be more interesting. As for elderly people, if they have to walk and read, it won't be convenient for them but it is okay for children to read. However, not many children are interested in visiting it, unless a trip is arranged by their school to study aspects of the South.

**Participant B:** On the cultural issue, if considering only Samila Beach, I think Samila Beach is not outstanding in its culture. If compare the culture of Songkhla with Yor Island, it is found that Songkhla is more culturally remarkable than Yor Island. Songkhla has Seng-Meng Road displaying the culture of constructing buildings. Besides, the whole of Nang-Ngam Road consists of many restaurants and shops selling local snacks. Some shops sell food found in Songkhla only. Nang-Ngam Road can be organized as a cultural road. There are more tourists here than in Yor Island. After visiting Samila Beach, they can visit Nang-Ngam Road which is a cultural road. As this research is to compare Yor Island and Samila Beach, I do not go with it, but if we compare Yor Island and Songkhla town, in my opinion Songkhla is more interesting culturally.

**Participant A:** I think the Institute for Southern Thai Studies should be improved to be more interesting. In selecting a place to visit, it should consider from the demanded by tourists. It is found that there are plenty of them. But when considering how to access some tourist spot or how to get from there to another attraction, it is found that there are not many, maybe four-five only.

Besides, it depends on where the tour guides want to promote to tourists. Most of them choose places that give them commission, which include restaurants and hotels too. If bringing tourists for shopping or seeing shows to places where they do not receive commissions, the tour guides will not take them there. Even though there is a training program for tour guides to get them educated and they get permit card, it still cannot solve the problem. Tourists want to visit certain places, but they have no idea how to get to them when it is difficult to get there. And if there are some places that they want to visit but are not in the program, it is likely that the tourists are forced to miss them. These are limits that must be considered and paid attention to improve tourism.

**Participant G:** I would like to talk about access to tourist spots. It is easier for tourists from Songkhla and Hat Yai to reach Samila Beach, but harder to go to Padangbesar and Sadao Border, as it is 80 kilometers from Hat Yai and 110 kilometers from Songkhla downtown.

**Participant I:** I would like to add that Samila Beach is more accessible than Kim Yong Market.

**Participant B:** I agree that Kim Yong Market is hard to reach as there is a lack of parking lots. In other words, there is a problem of not finding a parking space around Kim Yong area and, furthermore, there is parking restriction on the roads to even and odd days. On the other hand, parking at Hat Yai Municipal Park is convenient and easy to find.

**Participant C:** I agree that it is hard to find a parking space at KimYong area, compared to Hat Yai Municipal Park.

**Participant B:** Rushing shopping spoils the mood of shopping.

**Participant A:** I would like to make understanding point on parking spaces and access to tourist spots. Parking spots are related to traffic. It means driving a car to the attraction and there is a place to park your car. As for access to the attraction, it must be clear how people are traveling and how easy or difficult it is for them to get to a tourist spot. It will be convenient to the one who owns a car but difficult for the ones who don't. Thus, on the issue of access to the attraction how convenient it is of concern.

**Participant G:** I would like to talk about access to tourist attractions, if location be considered then Kim Yong market should be the first one.

**Moderator:** As for restaurants, it is found that Samila Beach and Yor Island are similar.

**Participant B:** On the point of restaurants' service, if Samila Beach and Yor Island are compared, restaurants on Yor Island are more professional than those on Samila Beach. In addition, there are several restaurants at Yor Island due to its natural advantages.

**Participant H:** Even though Yor Island and Samila Beach are similar as far as restaurants go, they are different in the kind of customers and pricing. Eating at Samila Beach is kind of easy-going. One orders 2-3 kinds of food and a bottle of beer; while going to Yor Island is more formal. Compared to Yor Island, food prices at Samila Beach are a little cheaper.

**Participant E:** People go to eat at Yor Island to celebrate graduations or festivals.

It can be seen that during festivals, the income on Yor Island is very high but on normal days, there are fewer customers. That is different from Samila Beach. Food is constantly sold well at Samila Beach, no matter whether it is a holiday or not. Some customers go to eat fried noodles or fried rice because food prices per plate are not expensive. This is all normal. On the contrary, they are not likely to drive to Yor Island just to eat fried rice.

**Participant F:** I think going to eat food on Yor Island and Samila Beach are different and prices are different, too.

**Moderator:** On the issue of tourist attractions with beautiful scenery, it is found that Hat Yai Municipal Park has a beautiful view. It is the view from the mountaintop. As the perception of each person is different, most people choose Samila Beach as a beautiful view looking from the flat land.

**Participant G:** I would like to express my idea on scenery and beauty. I agree that Samila Beach should be the first, but I think Ton-ngachang is more likely to be the second and Yor Island should be the third because Yor Island is more to do with agro-tourism.

**Participant F:** I would like to express my idea on accommodation in item 17, 18, 19. As from the ranking, it is as follows; 1. Samila Beach, and 2. Yor Island. It means people choose to stay overnight on Yor Island and some of them stay at a home-stay. As from my personal experience since I have stayed both at Samila Beach and Yor Island, I find that the atmosphere on Yor Island is good. Similarly, most of the tourists are very satisfied with travelling on Yor Island as they like the atmosphere, and feel the safety and

warmth of the friendly local people. Moreover, they can go fishing and taking pictures, and they can be absorbed in the natural scenic beauty of Yor Island. Besides, if going in the morning, they can stay there the whole day. However, a problem regarding accommodation on Yor Island is that there are only 2 home-stays so it is not enough for the demand. Consequently, few tourists want to stay at the home-stay. If more home-stays are built to accommodate tourists, Yor Island will manage to overtake Samila Beach on accommodation. However, Yor Island needs to have clear public relations regarding its accommodation. Moreover, it has to invite more tourists to visit. The accommodation on Yor Island should be at a satisfying level after having considered the kind hospitality of the villagers such as giving directions to newcomers. Even though there are signs along the road to give direction, the local people are happy to show the way for lost newcomers. However, there should be more home-stays and public relations should promote it more as a place for conferences and seminars. I think number one should be Samila Beach, Yor Island and Ton-ngachang Waterfall respectively.

**Participant B:** I would like to express my opinion on accommodation and services provided. I used to stay only once in a home-stay on Yor Island, so I give it the second follow from Samila Beach. Aside from home-stays, there are only lodge on Yor Island. However, I think this kind of accommodation is not able to provide good services for general customers. As for the home-stays, they are just normal with prices at 100-200 baht per night. Even

though the atmosphere and the management are good, in general it is not good enough to accommodate quality tourists.

**Participant A:** Some understand that the accommodation on Yor Island covers Hadkaew Resort.

**Participant E:** I think that at Yor Island the prices must be raised. One of the future problems of Yor Island is expansion. Even though there are not many villages, if there is no clear measure to protect, the simplicity of Yor Island might gradually fade away, especially through natural destruction which is getting worse.

**Moderator:** On the issue of good weather and restful as well as relaxing atmosphere, according to the opinion of the group, Ton-ngachang Waterfall is the first one on the average rate.

**Participant B:** In my opinion, Ton-ngachang Waterfall is a natural attraction site because it is surrounded by forest and mountain. Thus, tourists can stay close to nature and have good weather. Moreover, tourists come to Ton-ngachang Waterfall for relaxation.

**Participant C:** I agree that Ton-ngachang Waterfall is a good place for relaxation

**Participant H:** On the issue of a restful and relaxing atmosphere, Hat Yai Municipal Park is also the first on the average rate. Similar to Ton-ngachang Waterfall, tourists go to Hat Yai Municipal Park for relaxation. Especially in the evening, the view at Hat Yai Municipal Park is very beautiful.

**Participant I:** On the cleaning issue, I think some particular places are clean. Especially where there are a lot of people, cleaning should be well taken care of. As for the places rarely visited such as Son-on Beach, they are barely cleaned.

**Participant B:** I would like to ask for comments from the members on the clean tourist attractions. Why do you think Yor Island is the third?

**Participant I:** I think that Yor Island is seen as not being clean, because everyone sees that the villagers dry out their fishing nets on the roadside. When traveling past, the tourists can smell the stink from them which makes them feel that it is not clean. Besides, trash is found along the road and lots of weeds have spread everywhere.

**Participant B:** As for the villagers drying out their fishing nets on the roadside, in my viewpoint, it represents Yor Island's way of life. Going to Yor Island, you have to see fishing nets being dried out on the roadside. If you do not see this, it means you have not arrived at Yor Island yet.

**Participant D:** Faults are more likely to be found at the various destinations on Yor Island, because there are so many places to visit. However, Samila Beach, Hat Yai Municipal Park and Ton-ngachang Waterfall have fewer spots to see, looks they seem clean. As a result, we can summarize that they are clean tourist attractions; whereas, Yor Island has plenty of places to visit.

**Participant I:** Firstly, I would like to suggest tourist destinations with good air. Personally, I think Yor Island is number one, instead of number three because there is only one part of the island that has a road for cars. The air is not so good where the cars pass. After visiting Yor Island and going inland, I could see the way of life of the villagers, feel the friendly, good hospitality of the local people, and enjoy the pure air and natural scenic beauty. There is integrated farming and I could see plenty of longans on their trees too. It is one outstanding part of Yor Island which the passer-bys are not aware of, as most people use Yor Island as a passage way and they do not travel around the island so they might miss the good atmosphere. Otherwise, visiting old temples and The Institute for Southern Thai Studies give different kinds of feeling. The tourists visiting Yor Island are amazed that Songkhla Province has such a tourist attraction as this.

**Participant B:** As for a tourist spot for family holidays, I select Samila Beach because it is a natural place and suitable for all ages, from grandparents to young children.

**Moderator:** Regarding venues for seminars, the group still chose Samila Beach followed by Yor Island. Why did they choose Yor Island as a venue for seminars?

**Participant B:** In my opinion, Yor Island can be a place for seminars because it has plenty of restaurants most of which can be used for seminars too. Besides, The Institute for Southern Thai Studies is located there and is for seminars too.

**Participant H:** The reason I choose Samila Beach as a seminar venue on the satisfaction point is that a quality hotel is located near the beach which is a tourist spot. As for Sadao Border, even though there are plenty of hotels, the main purpose for going there is shopping.

**Participant B:** Even though Samila Beach is selected as a place suitable for seminars, there are only two hotels on the beach.

**Participant C:** I agree that the purpose of going to Sadao Border is mainly for shopping, not for seminars.

**Moderator:** The data shows that Kim Yong/Suntisuk Markets are the first places for shopping.

**Participant C:** KimYong market is the first interesting place for shopping. In addition, it is a culturally important tourist attraction. During Chinese New Year, when shopping at Kim Yong Market, people can get everything that they want, such as fruits and things they use for making offerings. Additionally, during the vegetarian festival, people go to Kim Yong Market and shop there.

**Participant B:** I have similar ideas as many members of the group saying that if you shop at Kim Yong Market, you will get everything as per your shopping list, rather than shopping at Padangbesar or Sadao Border. Even the tourists from other places like Bangkok want to go to Padangbesar or Sadao Border for sightseeing, but mostly they come back to Kim Yong Market for shopping because pricing of many goods at KimYong Market is better.

**Participant A:** Most of them want to go to take a look at the goods and want to be able to tell that they have already been to Padangbesar or Sadao Border.

**Participant B:** They come back to shop at KimYong Market. This is the strength of KimYong Market.

**Participant A:** As for value for money, it is noticeable that many places hold similar prices; as most tourists have already set a budget for their trip.

**Participant B:** In this case, I think tourists consider pleasure too. For example, some goods at KimYong Market are more expensive than the ones at the borders, but they are happy to buy at Kim Yong.

### **Ideal point**

In the first part of this section, the participants were asked to rank their feelings about each of the thirty attributes of the seven destinations on a Likert type scale of 1-7 with a score of 1 representing the lowest and score of 7 representing the highest. To identify an ideal point, the participants were asked to check the number that best indicated their overview about their perceived satisfaction on seven destinations of each statement. The scale was the same as the first part of this section. The satisfaction level ranking of the participants on each attribute of each destination and ideal point are reported on Table B3.

**Table B3**  
**Satisfaction Level Ranking on Attributes of Destinations**

Attributes	Yor Island	Samila Beach	Ton-nga chang	Hat Yai Municipal Park	Kim Yong Market	Sadao Border	Padang Border	Ideal Point
1. Place of historical interest	7	6	5	4	2	3	1	4
2. Place of cultural interest	7	6	4	3	5	2	1	4
3. Place of traditional architecture	7	6	4	3	5	2	1	4
4. Good place for agro-tourism	7	4	5	6	1	3	2	3
5. Place for cruise ship	6	7	6	4	3	2	1	5
6. Place of natural scenic beauty	6	7	5	4	2	3	2	6
7. Good place for fishing	7	6	5	4	3	2	1	4
8. Place for taking pictures	6	7	5	4	3	2	1	6
9. Good place for family vacation tourists	4	7	6	5	3	2	1	7
10. A safe place for tourists	6	7	4	5	3	2	1	5
11. Cleanliness and hygiene	4	7	5	6	3	2	1	5
12. Good weather	5	6	7	4	1	3	2	6
13. Restful and relaxing atmosphere	7	5	6	4	3	2	1	6
14. Quality of food	7	6	1	4	5	3	1	5
15. Service in restaurants	7	6	4	5	3	2	1	5
16. Food prices	7	6	4	5	3	2	1	5
17. Quality of lodging facilities	6	7	5	3	4	2	1	4
18. Service in hotel or guest house	6	7	5	2	4	3	1	4
19. Price of hotel or guest house	6	7	4	2	5	3	1	3

Table B3 (Continued)

Attributes	Yor Island	Samila Beach	Ton-nga chang	Hat Yai Municipal Park	Kim Yong Market	Sadao Border	Padang Border	Ideal Point
20. Type of shopping products	4	3	1	2	7	5	6	5
21. Quality of shopping products	5	3	2	2	7	6	4	5
22. Price of shopping Items	4	3	1	2	7	5	6	5
23. Facilities for meetings or conferences	6	7	5	4	3	2	1	5
24. Variety of attractions	7	6	3	4	5	2	1	6
25. Good value for money	3	7	3	2	6	1	4	5
26. Friendly local people	7	5	6	3	4	2	1	5
27. Close to other holiday destination	6	7	3	4	5	1	2	3
28. Easy accessibility	4	7	3	6	5	2	1	4
29. Parking	5	7	3	6	1	4	2	4
30. Local traffic	5	7	4	6	1	3	2	3

To calculate an ideal point, the score of each attribute of each destination was weighted with overall views on the seven destinations of each attribute. Next, an ideal point was calculated by calculating the total score of overall views on the seven destinations and dividing it by 30 (attributes) and seven (scores). The ideal scores and preference scores obtained from nine participants are reported on Table B4.

**Table B4**  
**Satisfaction Scores on Attributes of Destinations**

Attributes	Yor Island	Samila Beach	Ton- nga chang	Hat Yai Municipal Park	Kim Yong Market	Sadao Border	Padang Border	Overall view on all destinations
1. Place of historical Interest	28	24	20	16	8	12	4	28
2. Place of cultural interest	28	24	16	12	20	8	4	28
3. Place of traditional architecture	28	24	216	20	12	8	4	28
4. Good place for agro-tourism	21	12	15	18	3	9	6	21
5. Place for cruise ship	30	35	30	20	15	10	5	35
6. Place of natural scenic beauty	36	42	30	24	6	18	12	42
7. Good place for fishing	28	24	20	16	12	8	4	28
8. Place for taking pictures	36	42	30	24	18	12	6	42
9. Good place for family vacation	28	49	42	35	21	14	7	49
10. A safe place for tourists	30	35	20	25	15	10	5	35
11. Cleanliness and hygiene	20	35	25	30	15	30	5	35
12. Good weather	30	36	42	24	6	18	2	42
13. Restful and relaxing atmosphere	42	30	36	24	18	12	6	42
14. Quality of food	35	30	10	20	25	15	5	35
15. Service in restaurants	35	30	20	25	15	10	5	35
16. Food prices	35	30	20	25	15	10	5	35
17. Quality of lodging facilities	24	28	20	12	16	8	4	28
18. Service in hotel or guest house	24	28	20	8	16	12	4	28
19. Price of hotel or guest house	18	21	12	6	15	9	3	21

Table B4 (Continued)

Attributes	Yor Island	Samila Beach	Ton-nga chang	Hat Yai Municipal Park	Kim Yong Market	Sadao Border	Padang Border	Ideal Point
20. Type of shopping products	20	15	5	10	35	25	30	35
21. Quality of shopping products	25	15	10	10	35	30	20	35
22. Price of shopping items	20	15	5	10	35	25	30	35
23. Facilities for meetings or conferences	18	21	15	12	9	6	4	21
24. Variety of attractions	42	36	18	24	30	12	6	42
25. Good value for money	15	35	25	10	30	5	20	35
26. Friendly local people	35	25	30	15	20	10	5	35
27. Close to other holiday destination	18	21	9	12	15	3	6	21
28. Easy accessibility	16	28	12	24	20	8	4	28
29. Parking	20	28	12	24	4	16	8	28
30. Local traffic	15	21	12	18	3	9	6	21

**Moderator:** Generally, most of the members voted on Samila Beach, while Kim Yong Market is ranked the favorite shopping place in terms of value for money. Yor Island is ranked second for being a source of restaurants.

**Participant B:** It is accepted that while having many advantages, Yor Island has disadvantages, too. However, in brief, if looked at from the whole frequency value, it is found that Samila Beach is number 1 with 15 points.

**Participant A:** Samila Beach has got the highest votes, according to the considered factors. There are factors that make Samila Beach gain advantage over other places, regarding accommodation, food and suitable venues for holding seminar, or even as a place for family holidays. It has more advantages when compared to Yor Island. It can be seen that

accommodation on Yor Island is less convenient than that at Samila Beach. However, it does not include home-stay, as that is another kind of accommodation which gives a different kind of atmosphere. But in general, many people want a convenient place when traveling. They want to relax and feel good. When traveling to Yor Island, they go to 2-3 places only, such as restaurants, and buying woven fabric shops. As for traveling further into the island, most of the travelers do not want to go. For instance, they don't come to stay in a home-stay, even though staying in a home-stay will give them a different atmosphere and it is a good, but they might not feel it convenient staying overnight in a home-stay. Moreover, they have to come in a group or with family. But if the tourists are from other places, they might absorb other aspects.

**Participant H:** I think the reason Samila Beach gained points is because it is a tourist spot for a family vacation and children can play in the sea. But if the children want to play in the sea at Yor Island, they might not be able to do so. The tourist attractions for families with children are Samila Beach, Ton-ngachang Waterfall and Hat Yai Municipal Park.

**Participant B:** I would like to add to this. Personally, I am not highly satisfied with Yor Island because when going there, the first thing I can feel is that the villagers do not work in a team. They work individually as per their ability. Thus, the weakness on its teamwork is one of the problems of the development of Yor Island' tourism, despite the fact that it can be developed more. An example of not working in a team which can be seen clearly is the famous OTOP fried crispy snapper skin by Mr. Priew and is well-known in

the country. Despite its fame nationwide, it is scarcely found on Yor Island. I think if every restaurant helps promote it by serving it as a hors d'œuvre, it will help support Yor Island products. I think it can be done because the restaurants on Yor Island have formed a club. However, the really thing is found that they work separately and compete with one another.

Basically, it is accepted that if the tourists are not originally from Yor Island, they want to visit it. The problem that they face when traveling to Yor Island is that they do not know where to go, so most of them decide to go to restaurants because they are famous for seafood. Presently, the restaurants are like doors opening to tourism of Yor Island but they do not help support it. It is different from Krabi Province which I used to visit. Even in a small restaurant in Klongtom District Krabi Province, a VCD introducing tourism is played for customers to watch while they are eating; whereas there is no introduction to tourist spots on Yor Island. As for the selling of Yor Island, personally I think that Yor Island's will better if the people on the Island help one another to support tourism.

**Participant D:** On this issue, I think restaurants are the main selling point of Yor Island.

**Participant G:** I agree with that and there are other choices.

**Participant C:** I agree that restaurant is the main selling point of Yor Island. Even though I have my own restaurant, when my friends visit, I bring them to Yor Island. I think it is a place that we can show to them as there are plenty of fresh snappers to eat.

**Participant F:** Bringing friends to eat at other places, instead of Yor Island, is to eat only. But if bringing them to Yor Island, there will be other things too; such as driving across the Tinnasulanon bridges and at the same time I can tell my friends that General Prem is the one who allocated the budget to supports this building and it is the longest concrete bridge in Thailand crossing Songkhla Lake. Besides, we can stop by to buy OTOP products too.

**Participant C:** I would like to express my viewpoint on the topic that Yor Island has spots to attract tourists but it is not widely known. It can be clearly seen that salapao (steamed bun) of Yor Island is very famous. I knew about it because my children living in Bangkok saw salapao from Yor Island sold at the Red Cross fair in Bangkok. The sellers were from Yor Island and some Southerners walking around there bought a lot of them. My son was puzzled, as a Songkhla native, he didn't know that salapao from Yor Island was very famous. He called to ask me about the salapao from there. I told him that I didn't know either. Even though I am from Songkhla, there are many things that Yor Island has which I don't know about.

**Participant I:** What I have heard of is the mixed herbal rice from Aunt Noo only.

**Participant E:** Personally, I love Yor Island. The main activities that I do at Yor Island are three things; eating, shopping and staying overnight at a home-stay. As for my experience staying in a home-stay, which is built into the sea, I felt that it has an atmosphere that can't be found in nearby places at present. There are many modern hotels in Songkhla but if we want nature, Yor Island can meet with our requirements. Yor Island has a way of life and

if we stay in a home-stay, they bring us to see snapper raising and catch them to cook for us. It is the atmosphere that adds to the feeling. Besides, you can go pedaling in a small boat in the area that raises snappers. The local people are very kind and friendly. They cooked local food for us and took care of my family as if they were their relatives. I prefer Yor Island to Samila Beach because local people are friendly and warm, and I think I cannot experience this at Samila Beach or nearby places.

**Participant F:** In general, the requirements of tourists can be divided into 2 areas: nature and shopping. Even though Yor Island has both, it is not outstanding in either one in comparison to other places. So when ranking it, Yor Island is second, as more tourists want nature from Samila Beach and then need shopping from Kim Yong/Santisuk Market.

**Participant I:** I agree. If guests visit Songkhla, there are 2 kinds of traveling to suggest to them, nature and shopping. As for women, they usually choose shopping and surely they want to go for Duty Free which is in Sadao and Padangbesar Border. As for nature, there are places like Samila Beach and Yor Island to view the sea. Besides, bringing guests for sightseeing, we have to see where they are from. If they are from Chiang Mai Province or Khonkhan Province, they are likely to go to the sea; whereas the ones from Pattalung Province prefer shopping. As there are two choices, the answers are as the above-mentioned.

**Moderator:** The data from the Tourism Authority of Thailand shows that most of the tourists visiting Songkhla are from nearby areas.

**Participant A:** The reason why tourists from distant places do not visit Songkhla is because there are not enough special attractions for them. As for the strategy to develop Songkhla, the target is to upgrade Songkhla to have potentials in tourism by improving basic structures and finding solutions for problems in tourism; such as the inconveniences for crossing the border. As the obstacles on the upper structure of tourism have been released, have the lower ones, such as access to tourist spots, which relies on agencies, tour guides and package tour, been improved or not? Have campaigns been carried out to inform travel lovers? All of them affect to the development of tourism. Tourists come to Songkhla with various objectives such as to pay respect to the holy statues. In the past, tourists from Bangkok came to Songkhla to pay respect to Lim Ko Niew goddess and they stayed overnight at Hat Yai. While being in Hat Yai for a day, they had choices of where to visit. The attractions that the tourists chose in their limited time were Samila Beach, Hat Yai Municipal Park or shopping at KimYong Market, Sadao or Padangbesar Border. There were no tourists coming to Songkhla solely for sightseeing. Clearly, they come to Songkhla with many purposes. It is consistent with the promotion of Tourism Authority of Thailand by organizing tour packages from Bangkok to stay overnight along the way; such as staying one night in Suratthani Province and stay another night and sightsee in Songkhla. If time is limited, they can fly to Hat Yai and travel in Songkhla and nearby provinces. As for the development to stimulate the local people to travel in the local area more, the most important thing is that

the perception and the approach to tourists must be improved. Other factors will be secondary.

**Participant B:** I would like to suggest that the future development of tourism should not focus on Samila Beach only, but the whole of Songkhla Town because it is more cultural, historical and architectural than Yor Island. Thus, if Songkhla Town is set as the main destination for tourism and Yor Island is secondary, the tourism of Songkhla is more likely to be settled.

### **Market Segmentation of Yor Island**

**Moderator:** Who do you think should be target groups for Yor Island?

**Participant A:** Based on a variety of activities at Yor Island, there could be several customer groups, such as students, teenagers, families and retirees. In my opinion, target tourists should only be families and retirees because they are a high purchasing power consumer.

**Participant B:** I agree with Participant A that the potential target tourists should be the family and retirees. Personally, I think that Yor Island should be a weekend destination for the family group. Children can get in touch with nature and visit the Institute for Southern Thai Studies, whilst the older people can visit temples. Most of all, all of them can enjoy the popular sea food.

**Participant C:** In my point of view, it should be the group of people who are crazy about raw nature. Moreover, it should be a family group.

**Participant E:** I agree the target groups should be the tourists who enjoy ecotourism and agricultural tourism. However, I think that children prefer

Samila Beach to Yor Island because they can swim in the sea at Samila Beach, but they cannot do so at Yor Island.

**Participant I:** I have the same ideas as many members of this group. The target groups of Yor Island are tourists interested in the way of life here or ecotourism. On the other hand, tourists who love modified nature are not target tourists of Yor Island.

**Participant F:** I would like to express my opinion that honeymooners could be an important target group for Yor Island in the future. Yor Island is a beautiful natural attraction, especially the remarkable Tinnasulanon Bridge which is beautiful. Moreover, it is a friendly and safe place.

**Participant B:** I agree the honeymooners can be an important target group of Yor Island, but accommodation there is not good enough for honeymooners. Yor Island needs to improve the accommodation to be more modern and convenient.

**Moderator:** How old should the target tourists be?

**Participant H:** Yor Island should focus on tourists who are older than 25 years old. In addition, it should focus on middle and upper-class consumers, who have their own car. There are a lot of tourist attractions at Yor Island and all of them are located in different directions. It is not convenient for tourists who do not have their own car to visit Yor Island. It is same problem of tourists who want to visit Ton-ngachang Waterfall but do not have a car. On the other hand, tourists can visit Samila Beach by motorcycle.

**Participant G:** On the point of age, I agree the age of potential tourists should be above 25 years. As for education levels, they should be graduates from

university. Personally, I think educated families prefer Yor Island because it is the location of The Institute for Southern Thai Studies. The aim of visiting Yor Island for most tourists is that their children not only relax, but also get more knowledge.

**Participant F:** At Samila Beach, most tourists want to relax. It can be seen that many family go for picnic at Samila Beach on weekends. Children enjoy swimming in the sea; parents and grandparents enjoy talking on the beach. Thus, target tourists of Yor Island and Samila Beach are different.

**Moderator:** As for salary, how much should their monthly income be?

**Participant D:** Target tourists can be government employees, and company employees. Thus, their income should be more than RM 1,000 per month.

**Participant B:** I think the main target tourists of Yor Island are government employees, company employees, and business owners. Thus, I agree their income per month should be more than RM 1,000. I usually see many celebrations taking place on Yor Island, such as New Year parties, welcoming parties for new colleagues, and farewell parties. My company also always gives a dinner for my important guests from Bangkok at Yor Island.

**Participant C:** Based on the target tourists that are older than 25 years old, are university graduates, and have their own private car, with a salary of not less than RM 1,500. In my opinion, the target tourists of Yor Island have high purchasing power. Most of them visit Yor Island with their families. They enjoy eating a lot of sea food and shopping for OTOP products. Hence, they pay a lot of money for sea food and local products.

## **Appendix C- Questionnaires Used**

## Questionnaire

### **Part 1: Pre-Interview**

1. Have you ever visited these destinations?

Yor Island		Kim Yong/Santisuk Market
Samilar Beach		Sadao Border
Ton-ngachang Waterfall		Padangbesar Border
Hat Yai Municipal Park	-	--

Yes

No (Close Interview)

### **Part 2: Questions for the KYST Analysis**

There are seven popular destinations in Songkhla Province. For each of the statements below, please circle or place a tick on the number that best describes how you feel. There is no right or wrong answer. We are simply interested in your agreement of similarity or dissimilarity on the perceived image of each pair of seven destinations. The response Likert-type scale is as follows:

1 = strongly dissimilar, 4 = neutral, 7 = strongly similar

Destination Pairs	1	2	3	4	5	6	7
1. Yor Island VS Kim Yong/Santisuk market	1	2	3	4	5	6	7
2. Yor Island VS Samila Beach	1	2	3	4	5	6	7
3. Yor Island VS Sadao Border	1	2	3	4	5	6	7
4. Yor Island VS Padangbesar border	1	2	3	4	5	6	7
5. Yor Island VS Ton-ngachang Waterfall	1	2	3	4	5	6	7
6. Yor Island VS Hat Yai Municipal Park	1	2	3	4	5	6	7
7. Kim Yong/Santisuk Market VS Samila Beach	1	2	3	4	5	6	7
8. Kim Yong/Santisuk Market VS Sadao Border	1	2	3	4	5	6	7
9. Kim Yong/Santisuk Market VS Padangbesar border	1	2	3	4	5	6	7
10. Kim Yong/Santisuk Market VS Ton-ngachang Waterfall	1	2	3	4	5	6	7
11. Kim Yong/Santisuk Market VS Hat Yai Municipal Park	1	2	3	4	5	6	7
12. Samila Beach VS Sadao Border	1	2	3	4	5	6	7
13. Samila Beach VS Padangbesar border	1	2	3	4	5	6	7
14. Samila Beach VS Ton-ngachang Waterfall	1	2	3	4	5	6	7
15. Samila Beach VS Hat Yai Municipal Park	1	2	3	4	5	6	7
16. Sadao Border VS Padangbesar border	1	2	3	4	5	6	7
17. Sadao Border VS Ton-ngachang Waterfall	1	2	3	4	5	6	7
18. Sadao Border VS Hat Yai Municipal Park	1	2	3	4	5	6	7
19. Padangbesar border VS Ton-ngachang Waterfall	1	2	3	4	5	6	7
20. Padangbesar border VS Hat Yai Municipal Park	1	2	3	4	5	6	7
21. Ton-ngachang Waterfall VS Hat Yai Municipal Park	1	2	3	4	5	6	7

### **Part 3: Questions for PROFIT analysis**

In this part 30 attributes of Yor Island were assessed in terms of satisfaction.

We would like know your perceived agreement on satisfaction levels with attributes of tourism destinations. For each statement below, please circle or place a tick on the number that best describes how you feel about the seven destinations with regard to the 30 attributes. The response scale for this section is as follows:

1 = strongly unsatisfied

4 = neutral,

7 = strongly satisfied

Attributes	Tourism destinations																																															
	Yor Island							Samila Beach							Ton-ngachang Waterfall							Hat Yai Municipal Park							Kim Yong/ Santisuk Market							Sadao Border							Padangbesar Border					
1.Place of historical interest	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
2.Place of cultural interest	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
3.Place of traditional architecture	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
4.Good place for agro-tourism	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						

Attributes	Tourism destinations																																															
	Yor Island							Samila Beach							Ton-ngachang Waterfall							Hat Yai Municipal Park							Kim Yong/ Santisuk Market							Sadao Border							Padangbesar Border					
5. Place for cruise ship trips	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
6. Place of natural scenic beauty	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
7. Good place for fishing	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
8. Place for taking pictures	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
9. Good place for family vacation	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
10. A safe place for tourists	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						

Attributes	Tourism destinations																																															
	Yor Island							Samila Beach							Ton-ngachang Waterfall							Hat Yai Municipal Park							Kim Yong/ Santisuk Market							Sadao Border							Padangbesar Border					
11. Cleanliness and hygiene	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
12. Good weather	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
13. Restful and relaxing	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
14. Quality of food	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
15. Service In restaurants	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
16. Food prices	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
17. Quality of lodging facilities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
18. Service in hotel or guest house	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						

Attributes	Tourism destinations																																															
	Yor Island							Samila Beach							Ton-ngachang Waterfall							Hat Yai Municipal Park							Kim Yong/ Santisuk Market							Sadao Border							Padangbesar border					
19. Price of hotel or guest house	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
20. Type of Shopping products	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
21. Quality of shopping products	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
22. Price of shopping items	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
23. Facilities for conference or meetings	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						

Attributes	Tourism destinations																																															
	Yor Island							Samila Beach							Ton-ngachang Waterfall							Hat Yai Municipal Park							Kim Yong/ Santisuk Market							Sadao Border							Padangbesar Border					
24. Variety of attractions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
25. Good value for money	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
26. Friendly local people	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
27. Close to other holiday destinations	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
28. Easy accessibility to the area	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
29. Parking	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
30. Local traffic	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						

## **Part 4: Questions for PREFMAP Analysis**

### **4.1 The perception on each attribute of the seven destinations**

We are interested in the levels of agreement on the attributes of the seven destinations. For each statement below, please **rank** the destinations from **one (the lowest)** to **seven (the highest)** on how you feel about each of the 30 attributes of the seven sites.

<b>Attributes items</b>	<b>Tourism destinations</b>						
	Yor Island	Samila Beach	Ton- ngachang Waterfall	Hat Yai Municipal Park	KimYong/ Santisuk Market	Sadao Border	Padangbe sar Border
1. Place of historical interest							
2. Place of cultural interest							
3. Place of traditional architecture							
4. Good place for agro-tourism							
5. Place for cruise ship							
6. Place of natural scenic beauty							
7. Good place for fishing							
8. Place for taking pictures							
9. Good place for family vacation							
10. A safe place for tourists							
11. Cleanliness and hygiene							
12. Good weather							
13. Restful and relaxing atmosphere							
14. Quality of food							
15. Service in restaurants							
16. Food prices							
17. Quality of lodging facilities							
18. Service in hotel or guest house							
19. Price of hotel or guest house							
20. Type of shopping products							

Attributes items	Tourism destinations						
	Yor Island	Samila Beach	Ton- ngachang Waterfall	Hat Yai Municipal Park	KimYong/ Santisuk Market	Sadao Border	Padangbesar Border
21. Quality of shopping products							
22. Price of shopping items							
23. Facilities for meetings or conferences							
24. Variety of attractions							
25. Good value for money							
26. Friendly local people							
27. Close to other holiday destinations							
28. Easy accessibility							
29. Parking							
30. Local traffic							

## 4.2 To identify an ideal point

We are interested in your overall views about the level of your perceived satisfaction on the seven destinations. For each statement below, please check the number that best indicates how you feel about the destinations.

1 = strongly unsatisfied          4 = neutral          7 = strongly satisfied

Destinations	Levels of satisfaction on overall view of seven destinations						
1. Yor Island	1	2	3	4	5	6	7
2. Samila Beach	1	2	3	4	5	6	7
3. Ton-ngachang Waterfall	1	2	3	4	5	6	7
4. Hat Yai Municipal Park	1	2	3	4	5	6	7
5. Kim Yong/ Santisuk Market	1	2	3	4	5	6	7
6. Sadao Border	1	2	3	4	5	6	7
7. Padangbesar Border	1	2	3	4	5	6	7

## **Part 5: Overall Perceptions Of Yor Island**

We would like to know your overall perceptions of tourism in this area. Please indicate your agreement with the statements below.

1 = strongly unsatisfied

4 = neutral

7 = strongly satisfied

Item		Rating						
1.	What are your overall satisfaction levels as a tourist experiencing Yor Island?	1	2	3	4	5	6	7

1 = No

2 = Yes

Item		Choice	
2.	Were your expectations met?	1	2

1 = No

2 = Yes

3 = May be

Item		Choice		
3.	Do you intend to revisit Yor Island in the future?	1	2	3
4.	Would you recommend Yor Island to your friends or relatives?	1	2	3

## **Part 6: Personal Information**

This section contains a few questions about you and your family. Please circle or tick the number/information that presents your response.

1. What is your age?

14-24       25 – 34  
 35-44       45-54  
 Over 55

2. What is your gender?

Male       Female

3. Where is your place of birth?

Bangkok       Songkhla  
 Patthlung       Trang  
 Nakorn Srithummarat       Pattani  
 Yala       Narathiwat  
 Other (please specify).....

4. What is your marital status?

<input type="checkbox"/>	Single	<input type="checkbox"/>	Married
<input type="checkbox"/>	Divorced	<input type="checkbox"/>	Widowed

5. What is the level of education you have completed?

<input type="checkbox"/>	No schooling	<input type="checkbox"/>	Primary school- High school
<input type="checkbox"/>	College	<input type="checkbox"/>	Undergraduate
<input type="checkbox"/>	Postgraduate	<input type="checkbox"/>	Other (please indicate in detail)

.....

6. What is your approximate monthly income?

<input type="checkbox"/>	No income	<input type="checkbox"/>	Below RM1,000
<input type="checkbox"/>	RM1,001 – 2,000	<input type="checkbox"/>	RM2,001 – 3,000
<input type="checkbox"/>	RM3,001 - 4,000	<input type="checkbox"/>	RM4,001 - 5,000
<input type="checkbox"/>	More than RM5,001		

7. What is your occupation?

<input type="checkbox"/>	Company employee	<input type="checkbox"/>	Government/ State enterprise employee
<input type="checkbox"/>	Student	<input type="checkbox"/>	Business Owner
<input type="checkbox"/>	Temporary Employee	<input type="checkbox"/>	Other (please specify)

.....

### **Part 7: Trip Characteristics**

We would like to know more about your trip characteristics in this section. Please circle or tick the number/information of the following questions

1. How many times have you visited Yor Island?

<input type="checkbox"/>	One time	<input type="checkbox"/>	Two times
<input type="checkbox"/>	Three times	<input type="checkbox"/>	Four times
<input type="checkbox"/>	Five times	<input type="checkbox"/>	More than five times

2. How often do you visit Yor Island?

<input type="checkbox"/>	1 time/year	<input type="checkbox"/>	2 times/year
<input type="checkbox"/>	3 times/year	<input type="checkbox"/>	4 times/year
<input type="checkbox"/>	5 times/year	<input type="checkbox"/>	More than 5 times/year

3. At what time do you prefer to visit Yor Island?

<input type="checkbox"/>	Before 9:00 a.m.	<input type="checkbox"/>	09:01 – 12:00 a.m.
<input type="checkbox"/>	12:01 – 03:00 p.m.	<input type="checkbox"/>	03:01 – 06:00 p.m.
<input type="checkbox"/>	06:01 – 09:00 p.m.		

4. What was the purpose of your trip to Yor Island?

<input type="checkbox"/>	Leisure/recreation/holiday	<input type="checkbox"/>	Business
<input type="checkbox"/>	Convention/Seminar	<input type="checkbox"/>	Visiting friends/relatives
<input type="checkbox"/>	Food	<input type="checkbox"/>	Shopping
<input type="checkbox"/>	En route to somewhere else	<input type="checkbox"/>	Other (please specify)

.....

5. Who were your traveling companions?

<input type="checkbox"/>	Alone	<input type="checkbox"/>	Spouse
<input type="checkbox"/>	Relatives	<input type="checkbox"/>	Friends
<input type="checkbox"/>	Family members	<input type="checkbox"/>	Business associates
<input type="checkbox"/>	Tour group	<input type="checkbox"/>	Other (please specify)

.....

6. How many people did you travel with?

<input type="checkbox"/>	1 person	<input type="checkbox"/>	2 persons
<input type="checkbox"/>	3 persons	<input type="checkbox"/>	4 persons
<input type="checkbox"/>	5 persons	<input type="checkbox"/>	More than 5 persons

7. How much was your average expense when visiting Yor Island?

<input type="checkbox"/>	Below RM50	<input type="checkbox"/>	RM50 – 100
<input type="checkbox"/>	RM101 – 150	<input type="checkbox"/>	RM151 – 200
<input type="checkbox"/>	Above RM200		

8. What sources of information did you use in planning your trip to Yor Island?

<input type="checkbox"/>	Travel agency	<input type="checkbox"/>	Friends /relatives
<input type="checkbox"/>	Institution(s)	<input type="checkbox"/>	Travel guide
<input type="checkbox"/>	TV/radio	<input type="checkbox"/>	Newspaper/Magazine/brochure
<input type="checkbox"/>	Internet	<input type="checkbox"/>	Other (please specify)

.....

9. How long have you stayed in Yor Island during this trip?

<input type="checkbox"/>	Less than 1 hr.	<input type="checkbox"/>	1 - 2 hrs.
<input type="checkbox"/>	3 - 4 hrs.	<input type="checkbox"/>	5 - 6 hrs.
<input type="checkbox"/>	1 day and more	<input type="checkbox"/>	Other (please specify)

10. What was main form of transportation used on your trip?

<input type="checkbox"/>	Private car	<input type="checkbox"/>	Motorcycle
<input type="checkbox"/>	Taxi	<input type="checkbox"/>	Public transports
<input type="checkbox"/>	Tour bus	<input type="checkbox"/>	Other (please specify)

11. Did you stay overnight at Yor Island?

Yes  No

12. What type of accommodation did you stay in?

Lodge       Home-stay  
 Friends or relatives' house       Other (please specify)

13. Are there any other suggestions relating to the improvement of Yor Island's tourism ?

< THANK YOU FOR YOUR TIME AND PATIENCE IN COMPLETING THIS QUESTIONNAIRE >

**Venue.....**

**Time and date** .....

## แบบสอบถาม

การตลาดแหล่งท่องเที่ยว : ศึกษาในประเด็นการกำหนดตำแหน่ง  
และความท้าทายของภาคยอ จังหวัดสangkhla ประเทศไทย

## แบบสอบถาม

ส่วนที่ 1: คำถามนำ

## 1. ท่านเคยไปท่องเที่ยว ณ แหล่งท่องเที่ยวที่ระบุในข้างล่างมาก่อนหรือไม่

1. เกาะชื่อ	2. ตลาดกิมหยง/สันติสุข
2. หาดสมิหลา	3. ด่านสะเดา
3. น้ำตกโคนงาช้าง	4. ด่านปาดังเบซาร์
4. สวนสาธารณะหาดใหญ่	-

 เคย ไม่เคย (จากการสำรวจ)ส่วนที่ 2 : คำถามที่ใช้เพื่อวิเคราะห์ The KYST

กรุณาทำเครื่องหมาย x บนตัวเลขที่แสดงถึงระดับความรู้สึกของท่านที่มีต่อภาพลักษณ์ของแหล่งท่องเที่ยวว่ามีความคล้ายหรือแตกต่างกันอย่างไร (ทุกคำตอบ ไม่มีผิดหรือถูก) โดย

1 = แตกต่างกันมากที่สุด

4 = ปานกลาง

7 = คล้ายกันมากที่สุด

คู่ของแหล่งท่องเที่ยว	ระดับคะแนน						
	1	2	3	4	5	6	7
1. เกาะชื่อ กับ หาดสมิหลา	1	2	3	4	5	6	7
2. เกาะชื่อ กับ น้ำตกโคนงาช้าง	1	2	3	4	5	6	7
3. เกาะชื่อ กับ สวนสาธารณะหาดใหญ่	1	2	3	4	5	6	7
4. เกาะชื่อ กับ ตลาดกิมหยง/สันติสุข	1	2	3	4	5	6	7
5. เกาะชื่อ กับ ด่านสะเดา	1	2	3	4	5	6	7
6. เกาะชื่อ กับ ด่านปาดังเบซาร์	1	2	3	4	5	6	7
7. หาดสมิหลา กับ น้ำตกโคนงาช้าง	1	2	3	4	5	6	7
8. หาดสมิหลา กับ สวนสาธารณะหาดใหญ่	1	2	3	4	5	6	7
9. หาดสมิหลา กับ กับ ตลาดกิมหยง/สันติสุข	1	2	3	4	5	6	7
10. หาดสมิหลา กับ ด่านสะเดา	1	2	3	4	5	6	7
11. หาดสมิหลา กับ ด่านปาดังเบซาร์	1	2	3	4	5	6	7
12. น้ำตกโคนงาช้าง กับ สวนสาธารณะหาดใหญ่	1	2	3	4	5	6	7
13. น้ำตกโคนงาช้าง กับ ตลาดกิมหยง/สันติสุข	1	2	3	4	5	6	7
14. น้ำตกโคนงาช้าง กับ ด่านสะเดา	1	2	3	4	5	6	7
15. น้ำตกโคนงาช้าง กับ ด่านปาดังเบซาร์	1	2	3	4	5	6	7
16. สวนสาธารณะหาดใหญ่ กับ ตลาดกิมหยง/สันติสุข	1	2	3	4	5	6	7
17. สวนสาธารณะหาดใหญ่ กับ ด่านสะเดา	1	2	3	4	5	6	7
18. สวนสาธารณะหาดใหญ่ กับ ด่านปาดังเบซาร์	1	2	3	4	5	6	7
19. ตลาดกิมหยง/สันติสุข กับ ด่านสะเดา	1	2	3	4	5	6	7
20. ตลาดกิมหยง/สันติสุข กับ ด่านปาดังเบซาร์	1	2	3	4	5	6	7
21. ด่านสะเดา กับ ด่านปาดังเบซาร์	1	2	3	4	5	6	7

### ส่วนที่ 3 : คำถามที่ใช้เพื่อการวิเคราะห์ The PROFIT

กรุณาระบุเครื่องหมาย (X) บนตัวเลขที่แสดงถึงระดับความพึงพอใจในคุณสมบัติของแหล่งท่องเที่ยวที่เกาะเชิงเปรียบเทียบกับคู่แข่ง โดย

1 = ไม่พึงพอใจ

4 = ปานกลาง

7 = พึงพอใจมากที่สุด

คุณสมบัติของแหล่งท่องเที่ยว	แหล่งท่องเที่ยว																																															
	เกาะยอดนิยม							หาดสมิหลา							น้ำตกโคนงาช้าง							สวนสาธารณะ							ตลาดคุณหมยง/สันติสุข							ด่านสะเดา							ด่านป่าดงเบ้าร์					
1. มีความน่าสนใจทางประวัติศาสตร์	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
2. มีความน่าสนใจทางวัฒนธรรม	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
3. มีความน่าสนใจทางสถาปัตยกรรม	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
4. มีแหล่งท่องเที่ยวทางด้านสวนเกษตร	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
5. มีแหล่งท่องเที่ยวทางน้ำ	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
6. มีพิพิธภัณฑ์สหਯุค	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
7. เป็นแหล่งก่อป่า	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						
8. มีจุดที่เหมาะสมสำหรับการถ่ายภาพ	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7						



คุณสมบัติของ แหล่งท่องเที่ยว	แหล่งท่องเที่ยว																																									
	เกาะยอ							หาดสมิหลา							น้ำตกโคนงาช้าง							สวนสาธารณะหาดใหญ่							ตลาดกิมหยง/ สันติสุข							ด่านสะเดา						
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
20. ลินค์เพื่อการซื้อปี๊บปี๊มีความหลากหลาย	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
21. ลินค์เพื่อการซื้อปี๊บปี๊มีคุณภาพ	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
22. ราคานิค้าเพื่อการซื้อปี๊บปี๊มีความเหมาะสม	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
23. เหมาะสำหรับการประชุมสัมมนา	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
24. มีสิ่งดึงดูดใจทางการท่องเที่ยวที่หลากหลาย	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
25. มีความคุ้มค่าของเงินที่จ่ายไปเพื่อการมาท่องเที่ยว	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
26. คุณในท่องเที่ยวนี้มีความเป็นมิตร	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
27. อุปกรณ์แหล่งท่องเที่ยวอื่นๆ	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
28. เดินทางเข้าถึงได้สะดวก	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
29. มีที่จอดรถสะดวก	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
30. ในท่องเที่ยวนี้มีสภาพการจราจรดี	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

#### ส่วนที่ 4: คำถามสำหรับการวิเคราะห์ PEFMAP

##### 4.1 การรับรู้ในแต่ละคุณสมบัติของแหล่งท่องเที่ยว

กรุณาระบุด้วยเลขเพื่อ จัดอันดับคุณสมบัติ ของแหล่งท่องเที่ยว ตามความชอบของตัวเอง และแหล่งท่องเที่ยว ที่ควรเปลี่ยน โดย

1 = อันดับสูงสุด

7 = อันดับต่ำสุด

คุณสมบัติของแหล่งท่องเที่ยว	แหล่งท่องเที่ยว						
	เกาะชื่อ	น้ำตกโคนางช้าง	หาดสมิหลา	สวนสาธารณะหาดใหญ่	ตลาดกิมหยง/สันติสุข	ค่านะเดดา	ค่านปัจจังเบชาร์
1. มีความน่าสนใจทางประวัติศาสตร์							
2. มีความน่าสนใจทางวัฒนธรรม							
3. มีความน่าสนใจทางสถาปัตยกรรม							
4. มีแหล่งท่องเที่ยวทางด้านสวน เกษตร							
5. มีแหล่งท่องเที่ยวทางน้ำ							
6. มีทิวทัศน์ที่สวยงาม							
7. มีแหล่งศักดิ์สิทธิ์							
8. มีจุดที่เหมาะสมสำหรับการถ่ายภาพ							
9. เป็นแหล่งท่องเที่ยวในวันหยุดของครอบครัว							
10. เป็นแหล่งท่องเที่ยวที่ปลอดภัย							
11. เป็นแหล่งท่องเที่ยวที่สะอาด							
12. เป็นแหล่งท่องเที่ยวที่มีอาณาจัค							
13. เป็นแหล่งท่องเที่ยวที่สวยงามและผ่อนคลาย							
14. อาหารที่ให้บริการมีคุณภาพ							
15. การให้บริการของร้านอาหารมีคุณภาพ							
16. ราคากาแฟมีความเหมาะสม							
17. แหล่งท่องเที่ยวมีคุณภาพ							
18. การให้บริการของแหล่งท่องเที่ยวมีคุณภาพ							
19. ราคากาแฟที่พักมีความเหมาะสม							
20. สินค้าเพื่อการซื้อปั้งมีความหลากหลาย							
21. สินค้าเพื่อการซื้อปั้งมีคุณภาพ							
22. ราคากาแฟที่พักเพื่อการซื้อปั้งมีความเหมาะสม							
23. เที่ยวสำหรับการประชุมสัมมนา							
24. มีสิ่งดึงดูดใจทางการท่องเที่ยวที่หลากหลาย							

25. มีความคุ้มค่าของเงินที่จ่ายไปเพื่อ การมาท่องเที่ยว							
26. คนในห้องดีนีมีความเป็นมิตร							
27. อุปกรณ์เหล่านี้ท่องเที่ยวอื่นๆ							
28. เดินทางเข้าถึงได้สะดวก							
29. มีที่จอดรถสะดวกที่สะดวก							
30. ในห้องดีนีมีสภาพการจราจรดี							

#### 4.2 การหา Idealpoint

กรุณารูณาระบุตัวเลขเพื่อ **จัดอันดับความรวมของคุณสมบัติของแหล่งท่องเที่ยว各地 แหล่งท่องเที่ยวคุ้มค่า** โดย

1 = พอดีน้อยที่สุด      4 = ปานกลาง      7 = พอดีมากที่สุด

แหล่งท่องเที่ยว	ระดับความพึงพอใจรวมที่มีต่อแหล่งท่องเที่ยว						
	1	2	3	4	5	6	7
1. เกาะชุมพร	1	2	3	4	5	6	7
2. หาดสมิลล่า	1	2	3	4	5	6	7
3. น้ำตกโภนงาช้าง	1	2	3	4	5	6	7
4. สวนสาธารณะหาดใหญ่	1	2	3	4	5	6	7
5. ตลาดกิมหยง/สันติสุข	1	2	3	4	5	6	7
6. ค่านสะเดา	1	2	3	4	5	6	7
7. ค่านปัดังเบซาร์	1	2	3	4	5	6	7

#### ส่วนที่ 5: การรับรู้ความรวมของเกาะชุมพร

กรุณาระบุตัวเลขที่แสดงถึงการเห็นด้วย โดย

1. จากการไปเที่ยวเกาะชุมพรท่านมีความพึงพอใจเท่าใด

1 = พึงพอใจน้อยที่สุด      4 = ปานกลาง      7 = พึงพอใจมากที่สุด

1	2	3	4	5	6	7

2. จากการไปเที่ยวเกาะชุมพรท่านได้บรรลุความคาดหวังใช่หรือไม่

ไม่ใช่       ใช่

3. ท่านมีความตั้งใจจะกลับมาเที่ยวที่เกาะชุมพรอีกใช่หรือไม่

ไม่ใช่       ใช่       ไม่แน่ใจ

4. ท่านจะแนะนำให้เพื่อนหรือญาติมาเที่ยวที่เกาะชุมพรใช่หรือไม่

ไม่ใช่       ใช่       ไม่แน่ใจ

## ส่วนที่ 6: ข้อมูลส่วนบุคคล

กรุณาระบุครึ่งหนึ่ง X บนหน้าข้อที่ตรงกับข้อมูลของท่านมากที่สุด

### 1. อายุ

<input type="checkbox"/>	ตั้งแต่ 14 ปีลงไป	<input type="checkbox"/>	15 - 24 ปี
<input type="checkbox"/>	25 - 34 ปี	<input type="checkbox"/>	35 - 44 ปี
<input type="checkbox"/>	45 - 54 ปี	<input type="checkbox"/>	55 - 64 ปี
<input type="checkbox"/>	ตั้งแต่ 65 ปีขึ้นไป		

### 2. เพศ

<input type="checkbox"/>	ชาย	<input type="checkbox"/>	หญิง
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### 3. สถานภาพทางการสมรส

<input type="checkbox"/>	โสด	<input type="checkbox"/>	สมรส
<input type="checkbox"/>	หย่า	<input type="checkbox"/>	ม่าย

### 4. ระดับการศึกษาสูงสุด

<input type="checkbox"/>	ไม่ได้เข้าเรียน	<input type="checkbox"/>	ประถมศึกษา
<input type="checkbox"/>	มัธยมศึกษาตอนต้น	<input type="checkbox"/>	มัธยมศึกษาตอนปลาย/ปวช.
<input type="checkbox"/>	อนุปริญญา/ปวส.	<input type="checkbox"/>	ปริญญาตรี
<input type="checkbox"/>	สูงกว่าปริญญาตรี	<input type="checkbox"/>	อื่น ๆ (โปรดระบุ).....

### 5. ปัจจบันท่านพักอาศัยที่จังหวัดใด

<input type="checkbox"/>	กรุงเทพฯ	<input type="checkbox"/>	สงขลา
<input type="checkbox"/>	พัทลุง	<input type="checkbox"/>	ตรัง
<input type="checkbox"/>	นครศรีธรรมราช	<input type="checkbox"/>	ปัตตานี
<input type="checkbox"/>	ยะลา	<input type="checkbox"/>	นราธิวาส
<input type="checkbox"/>	อื่น ๆ (โปรดระบุ).....		

### 6. อาชีพปัจจุบัน

<input type="checkbox"/>	พนักงานบริษัท	<input type="checkbox"/>	รับราชการ/รัฐวิสาหกิจ
<input type="checkbox"/>	นักเรียน/นักศึกษา	<input type="checkbox"/>	เจ้าของธุรกิจ
<input type="checkbox"/>	ลูกจ้างชั่วคราว	<input type="checkbox"/>	เกษตรกร
<input type="checkbox"/>	แม่บ้าน	<input type="checkbox"/>	อื่น ๆ (โปรดระบุ).....

### 7. รายได้ต่อเดือนของท่าน

<input type="checkbox"/>	ไม่มีรายได้	<input type="checkbox"/>	น้อยกว่า 10,000 บาท/เดือน
<input type="checkbox"/>	10,001- 20,000 บาท/เดือน	<input type="checkbox"/>	20,001- 30,000 บาท/เดือน
<input type="checkbox"/>	30,001- 40,000 บาท/เดือน	<input type="checkbox"/>	40,001- 50,000 บาท/เดือน
<input type="checkbox"/>	50,001- 60,000 บาท/เดือน	<input type="checkbox"/>	มากกว่า 60,001 บาท/เดือน

## ส่วนที่ 7: ลักษณะการท่องเที่ยว

กรุณาระบุครึ่องหนาย X บนหน้าข้อที่ต้องกับข้อมูลของท่านมากที่สุด

1. ท่านเคยมาเที่ยวเกาะขօแล้วกี่ครั้ง

<input type="checkbox"/>	1 ครั้ง	<input type="checkbox"/>	2 ครั้ง
<input type="checkbox"/>	3 ครั้ง	<input type="checkbox"/>	4 ครั้ง
<input type="checkbox"/>	5 ครั้ง	<input type="checkbox"/>	6 ครั้งขึ้นไป

2. ความถี่ของการมาเที่ยวที่เกาะขօ

<input type="checkbox"/>	1 ครั้ง/ปี	<input type="checkbox"/>	2 ครั้ง/ปี
<input type="checkbox"/>	3 ครั้ง/ปี	<input type="checkbox"/>	4 ครั้ง/ปี
<input type="checkbox"/>	5 ครั้ง/ปี	<input type="checkbox"/>	6 ครั้งขึ้นไป/ปี

3. ท่านชอบมาเที่ยวเกาะขօในช่วงเวลาใดมากที่สุด

<input type="checkbox"/>	24:01 - 06:00 น.	<input type="checkbox"/>	06:01 - 09:00 น.
<input type="checkbox"/>	09:01 - 12:00 น.	<input type="checkbox"/>	12:01 - 15:00 น.
<input type="checkbox"/>	15:01 - 18:00 น.	<input type="checkbox"/>	18:01 - 21:00 น.
<input type="checkbox"/>	21:01 - 24:00 น.		

4. จุดประสงค์ของการมาเที่ยวที่เกาะขօ(ตอบได้มากกว่า 1 ข้อ)

<input type="checkbox"/>	พักผ่อน/สันทนาการ/วันหยุด	<input type="checkbox"/>	ธุรกิจ
<input type="checkbox"/>	ทานอาหาร	<input type="checkbox"/>	แนะนำของฝาก
<input type="checkbox"/>	ประชุม/สัมมนา	<input type="checkbox"/>	เยี่ยมเพื่อน/ญาติ
<input type="checkbox"/>	เป็นทางผ่านไปยังที่อื่น	<input type="checkbox"/>	อื่นๆ (โปรดระบุ).....

5. ท่านไปเที่ยวเกาะขօกับใคร(ตอบได้มากกว่า 1 ข้อ)

<input type="checkbox"/>	โดยลำพัง	<input type="checkbox"/>	คู่รัก/คู่สมรส
<input type="checkbox"/>	พ่อแม่ พี่น้อง	<input type="checkbox"/>	ลูก
<input type="checkbox"/>	ญาติ	<input type="checkbox"/>	เพื่อน
<input type="checkbox"/>	กรุ๊ปทัวร์	<input type="checkbox"/>	อื่นๆ (โปรดระบุ).....

6. โดยส่วนมากจำนวนสมาชิกที่ร่วมไปเที่ยวเกาะขօมีกี่คน(รวมตัวท่านด้วย)

<input type="checkbox"/>	1 คน	<input type="checkbox"/>	2 คน
<input type="checkbox"/>	3 คน	<input type="checkbox"/>	4 คน
<input type="checkbox"/>	5 คน	<input type="checkbox"/>	6 คนขึ้นไป

7. ค่าใช้จ่ายโดยเฉลี่ยของการไปเที่ยวเกาะขօในแต่ละครั้ง

<input type="checkbox"/>	ต่ำกว่า 500 บาท	<input type="checkbox"/>	501 – 750 บาท
<input type="checkbox"/>	751 – 1,000 บาท	<input type="checkbox"/>	1,001 – 1,250 บาท
<input type="checkbox"/>	1,251 – 1,500 บาท	<input type="checkbox"/>	1,501 – 1,750 บาท
<input type="checkbox"/>	1,751 – 2,000 บาท	<input type="checkbox"/>	ตั้งแต่ 2,001 บาทขึ้นไป

8. ท่านได้รับข้อมูลการท่องเที่ยวเกาะจากแหล่งใด(ตอบได้มากกว่า 1 ข้อ)

<input type="checkbox"/> บริษัททัวร์	<input type="checkbox"/> เพื่อนหรือญาติพี่น้อง
<input type="checkbox"/> การท่องเที่ยวแห่งประเทศไทย	<input type="checkbox"/> มัคคุเทศก์
<input type="checkbox"/> โทรทัศน์/วิทญ	<input type="checkbox"/> หนังสือพิมพ์/นิตยสาร/โนร์ชัวร์
<input type="checkbox"/> อินเตอร์เนต	<input type="checkbox"/> อื่น ๆ (โปรดระบุ).....

9. ส่วนใหญ่ท่านใช้เวลาในการท่องเที่ยวที่เกาะยอดคล่องตัวมากที่สุดเท่าใด

<input type="checkbox"/> น้อยกว่า 1 ชั่วโมง	<input type="checkbox"/> 1 - 2 ชั่วโมง
<input type="checkbox"/> 3 - 4 ชั่วโมง	<input type="checkbox"/> 5 - 6 ชั่วโมง
<input type="checkbox"/> 1 วัน	<input type="checkbox"/> 2 วัน
<input type="checkbox"/> อื่น ๆ (โปรดระบุ).....	

10. ท่านใช้พาหนะอะไรเป็นหลักในการมาท่องเที่ยวที่เกาะยอด

<input type="checkbox"/> รถยนต์ส่วนตัว	<input type="checkbox"/> รถเช่า
<input type="checkbox"/> รถรับส่งไม่ประจำทาง	<input type="checkbox"/> รถประจำทาง
<input type="checkbox"/> รถทัวร์	<input type="checkbox"/> รถมอเตอร์ไซค์ส่วนตัว
<input type="checkbox"/> อื่น ๆ (โปรดระบุ).....	

11. ท่านพักค้างคืนที่เกาะยอดหรือไม่

<input type="checkbox"/> พักค้างคืน(ตอบข้อ 12.)	<input type="checkbox"/> ไม่พักค้างคืน(ข้ามไปตอบข้อ 13.)
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12. ท่านใช้บริการที่พักที่ประเภทใด

<input type="checkbox"/> บังกะโล	<input type="checkbox"/> โรงแรม
<input type="checkbox"/> บ้านเพื่อนหรือญาติ	<input type="checkbox"/> อื่น ๆ (โปรดระบุ).....

14. ท่านมีคำแนะนำอะไรบ้างเพื่อการพัฒนาการท่องเที่ยวของเกาะให้ดียิ่งขึ้น

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< ข้อมูลประคุณทุกท่านที่กรุณาสละเวลาในการตอบแบบสอบถาม >

สถานที่ที่จัดกิจกรรมแบบสอบถาม.....

วันเวลาที่จัดกิจกรรมแบบสอบถาม.....

ผู้จัดกิจกรรมแบบสอบถาม.....

## **Appendix D- Computer Programs**

## Correspondence analysis

### Age

### Credit

CORRESPONDENCE  
 Version 1.1  
 by  
 Data Theory Scaling System Group (DTSS)  
 Faculty of Social and Behavioral Sciences  
 Leiden University, The Netherlands

Correspondence Table

age_n	Destination							
	Yor Island	Ton_ngachang waterfall	Samila Beach	Hat Yai Malticipal Park	Kim yong/ Santi suk market	Sadao border	Padangbesar border	Active Margin
<= 24 y	30	13	48	5	3	1	2	102
25-34 y	51	10	68	3	5	2	3	142
35-44 y	36	3	51	1	7	1	1	100
45-54 y	16	4	21	3	1	0	1	46
>= 55 y	3	0	6	0	1	0	0	10
Active Margin	136	30	194	12	17	4	7	400

### Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard Deviation	Correlation
								2
1	.197	.039			.812	.812	.044	.151
2	.070	.005			.102	.914	.045	
3	.062	.004			.081	.995		
4	.015	.000			.005	1.000		
Total		.048	19.034	.750 <sup>a</sup>	1.000	1.000		

a. 24 degrees of freedom

### Overview Row Points<sup>a</sup>

age_n	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
<= 24 y	.255	.524	-.067	.015	.356	.016	.904	.005	.909	
25-34 y	.355	-.054	.307	.003	.005	.480	.073	.851	.924	
35-44 y	.250	-.564	-.113	.016	.405	.046	.981	.014	.995	
45-54 y	.115	.442	-.389	.008	.114	.249	.579	.159	.738	
>= 55 y	.025	-.971	-.763	.006	.120	.209	.766	.168	.933	
Active Total	1.000			.048	1.000	1.000				

a. Symmetrical normalization

### Overview Column Points<sup>a</sup>

Destination	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Yor Island	.340	-.119	.114	.002	.024	.064	.394	.130	.524	
Ton_ngachang waterfall	.075	1.076	.149	.018	.442	.024	.933	.006	.940	
Samila Beach	.485	-.100	-.061	.001	.025	.026	.721	.093	.814	
Hat Yai Malticipal Park	.030	1.365	-.826	.013	.284	.293	.855	.111	.966	
Kim yong/Santisuk market	.043	-.950	-.512	.009	.195	.160	.835	.086	.921	
Sadao border	.010	-.188	1.558	.002	.002	.348	.035	.849	.884	
Padangbesar border	.018	.555	.586	.002	.027	.086	.628	.248	.876	
Active Total	1.000			.048	1.000	1.000				

a. Symmetrical normalization

## Correspondence

### Monthly Income

Correspondence Table

Monthly_Income	Destination							
	Yor Island	Ton_ngachang waterfall	Samila Beach	Hat Yai Malticipal Park	Kim yong/ Santisuk market	Sadao border	Padangbesar border	Active Margin
No income	12	6	15	2	1	0	0	36
Below RM. 1,000	40	5	55	2	0	3	1	106
RM. 1,001–2000	47	11	63	7	13	0	4	145
RM. 2,001–3000	25	4	31	1	3	1	1	66
Above RM. 3,001	12	4	30	0	0	0	1	47
Active Margin	136	30	194	12	17	4	7	400

### Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard	Correlation
							Deviation	2
1	.245	.060			.637	.637	.038	.066
2	.138	.019			.202	.839	.048	
3	.117	.014			.145	.984		
4	.039	.002			.016	1.000		
Total		.095	37.825	.036 <sup>a</sup>	1.000	1.000		

a. 24 degrees of freedom

**Overview Row Points<sup>a</sup>**

Monthly_Income	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
No income	.090	.223	-.858	.016	.018	.479	.069	.578	.647	
Below RM. 1,000	.265	-.600	.229	.027	.389	.100	.879	.072	.951	
RM. 1,001–2000	.363	.576	.128	.031	.491	.043	.956	.027	.983	
RM. 2,001–3000	.165	-.108	.246	.003	.008	.072	.159	.459	.618	
Above RM. 3,001	.118	-.443	-.600	.018	.094	.306	.312	.323	.635	
Active Total	1.000			.095	1.000	1.000				

a. Symmetrical normalization

**Overview Column Points<sup>a</sup>**

Destination	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Yor Island	.340	-.068	.204	.005	.006	.102	.084	.427	.511	
Ton_ngachang waterfall	.075	.336	-.966	.013	.034	.506	.154	.720	.874	
Samila Beach	.485	-.210	-.096	.009	.087	.032	.573	.068	.641	
Hat Yai Malticipal Park	.030	1.077	-.069	.012	.142	.001	.722	.002	.724	
Kim yong/Santisuk market	.043	1.772	.658	.036	.544	.133	.917	.071	.988	
Sadao border	.010	-1.945	1.685	.015	.154	.205	.618	.262	.880	
Padangbesar border	.018	.672	.400	.005	.032	.020	.402	.081	.483	
Active Total	1.000			.095	1.000	1.000				

a. Symmetrical normalization

## Correspondence

### Marital Status

### Credit

**CORRESPONDENCE**  
 Version 1.1  
 by  
 Data Theory Scaling System Group (DTSS)  
 Faculty of Social and Behavioral Sciences  
 Leiden University, The Netherlands

Correspondence Table

Marital_status	Yor Island	Destination						
		Ton_ngachang waterfall	Samila Beach	Hat Yai Malticipal Park	Kim yong/ Santisuk market	Sadao border	Padangbesar border	Active Margin
Single	80	22	116	8	10	3	5	244
Married	49	8	73	3	5	1	2	141
Divorced/Widowed	7	0	5	1	2	0	0	15
Active Margin	136	30	194	12	17	4	7	400

### Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard	Correlation
							Deviation	2
1	.131	.017			.724	.724	.058	.080
2	.081	.007			.276	1.000	.047	
Total		.024	9.462	.663 <sup>a</sup>	1.000	1.000		

a. 12 degrees of freedom

**Overview Row Points<sup>a</sup>**

Marital_status	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Single	.610	.104	-.212	.003	.050	.340	.279	.721	1.000	
Married	.353	.014	.385	.004	.001	.647	.002	.998	1.000	
Divorced/Widowed	.038	-1.820	-.168	.016	.949	.013	.995	.005	1.000	
Active Total	1.000			.024	1.000	1.000				

a. Symmetrical normalization

**Overview Column Points<sup>a</sup>**

Destination	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Yor Island	.340	-.211	.065	.002	.115	.018	.944	.056	1.000	
Ton_ngachang waterfall	.075	.610	-.655	.006	.213	.399	.584	.416	1.000	
Samila Beach	.485	.156	.169	.003	.090	.172	.579	.421	1.000	
Hat Yai Malticipal Park	.030	-.604	-.733	.003	.084	.199	.524	.476	1.000	
Kim yong/Santisuk market	.043	-1.138	-.387	.008	.421	.079	.933	.067	1.000	
Sadao border	.010	.621	-.779	.001	.029	.075	.508	.492	1.000	
Padangbesar border	.018	.597	-.515	.001	.048	.057	.686	.314	1.000	
Active Total	1.000			.024	1.000	1.000				

a. Symmetrical normalization

## Correspondence

### Residence Area

### Credit

CORRESPONDENCE  
 Version 1.1  
 by  
 Data Theory Scaling System Group (DTSS)  
 Faculty of Social and Behavioral Sciences  
 Leiden University, The Netherlands

Correspondence Table

Residence_area	Destination							
	Yor Island	Ton_ngachang waterfall	Samila Beach	Hat Yai Malticipal Park	Kim yong/ Santisuk market	Sadao border	Padangbesar border	Active Margin
Songkhla province	127	26	184	11	17	4	7	376
Southern provinces exclude Songkhla province	9	2	6	1	0	0	0	18
Others	0	2	4	0	0	0	0	6
Active Margin	136	30	194	12	17	4	7	400

### Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard	Correlation
							Deviation	2
1	.146	.021			.663	.663	.065	.067
2	.104	.011			.337	1.000	.042	
Total		.032	12.867	.379 <sup>a</sup>	1.000	1.000		

a. 12 degrees of freedom

**Overview Row Points<sup>a</sup>**

Residence_area	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Songkhla province	.940	-.041	-.074	.001	.011	.049	.306	.694	1.000	
Southern provinces exclude Songkhla province	.045	-.167	1.479	.010	.009	.946	.018	.982	1.000	
Others	.015	3.090	.178	.021	.980	.005	.998	.002	1.000	
Active Total	1.000			.032	1.000	1.000				

a. Symmetrical normalization

**Overview Column Points<sup>a</sup>**

Destination	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Yor Island	.340	-.340	.280	.009	.269	.256	.674	.326	1.000	
Ton_ngachang waterfall	.075	1.089	.448	.015	.609	.145	.892	.108	1.000	
Samila Beach	.485	.133	-.196	.003	.058	.180	.390	.610	1.000	
Hat Yai Malticipal Park	.030	-.355	.536	.001	.026	.083	.381	.619	1.000	
Kim yong/Santisuk market	.043	-.283	-.708	.003	.023	.205	.183	.817	1.000	
Sadao border	.010	-.283	-.708	.001	.005	.048	.183	.817	1.000	
Padangbesar border	.018	-.283	-.708	.001	.010	.084	.183	.817	1.000	
Active Total	1.000			.032	1.000	1.000				

a. Symmetrical normalization

## Correspondence

### Education Level

### Credit

CORRESPONDENCE  
 Version 1.1  
 by  
 Data Theory Scaling System Group (DTSS)  
 Faculty of Social and Behavioral Sciences  
 Leiden University, The Netherlands

Correspondence Table

Education	Yor Island	Destination							Active Margin
		Ton_ngachang waterfall	Samila Beach	Hat Yai Malticipal Park	Kim yong/ Santisuk market	Sadao border	Padangbesar border		
Secondary school or below	6	2	10	0	0	1	0	19	
High school	14	5	15	1	3	0	1	39	
College	10	6	17	1	3	1	0	38	
Under graduates	88	14	116	8	10	2	6	244	
Post graduates	18	3	36	2	1	0	0	60	
Active Margin	136	30	194	12	17	4	7	400	

### Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value	
					Accounted for	Cumulative	Standard	Correlation
							Deviation	2
1	.173	.030			.499	.499	.057	.143
2	.142	.020			.339	.838	.049	
3	.093	.009			.144	.982		
4	.033	.001			.018	1.000		
Total		.060	23.854	.470 <sup>a</sup>	1.000	1.000		

a. 24 degrees of freedom

**Overview Row Points<sup>a</sup>**

Education	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Secondary school or below	.048	.493	-.170	.014	.067	.458	.145	.673	.818	
High school	.098	.477	.621	.010	.128	.264	.385	.537	.922	
College	.095	1.000	-.170	.018	.550	.019	.919	.022	.941	
Under graduates	.610	-.166	.124	.006	.097	.066	.522	.238	.761	
Post graduates	.150	-.425	-.428	.013	.157	.193	.371	.310	.681	
Active Total	1.000			.060	1.000	1.000				

a. Symmetrical normalization

**Overview Column Points<sup>a</sup>**

Destination	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Yor Island	.340	-.111	.163	.003	.024	.063	.220	.386	.606	
Ton_ngachang waterfall	.075	1.115	.044	.017	.541	.001	.962	.001	.963	
Samila Beach	.485	-.163	-.230	.007	.075	.181	.332	.547	.879	
Hat Yai Malticipal Park	.030	-.338	.342	.002	.020	.025	.339	.287	.626	
Kim yong/Santisuk market	.043	.800	.894	.010	.158	.239	.465	.478	.943	
Sadao border	.010	1.683	-.1923	.014	.164	.260	.353	.380	.733	
Padangbesar border	.018	-.430	1.369	.007	.019	.231	.077	.644	.721	
Active Total	1.000			.060	1.000	1.000				

a. Symmetrical normalization

## Correspondence

### Occupation

#### Credit

CORRESPONDENCE							
Version 1.1							
by							
Data Theory Scaling System Group (DTSS)							
Faculty of Social and Behavioral Sciences							
Leiden University, The Netherlands							

Correspondence Table

Occupation	Yor Island	Destination							Active Margin
		Ton_ngchang waterfall	Samila Beach	Hat Yai Malticipal Park	Kim yong/ Santisuk market	Sadao border	Padangbesar border		
Company employee	45	9	68	4	10	2	2	140	
Government /State enterprises employee	39	5	46	2	2	0	3	97	
Student	13	7	20	4	1	1	0	46	
Business Owner	17	5	26	0	3	0	0	51	
Temporary employee	13	2	20	0	0	0	2	37	
Agriculturist	4	0	1	1	0	1	0	7	
No income	5	2	13	1	1	0	0	22	
Active Margin	136	30	194	12	17	4	7	400	

#### Summary

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence Singular Value		2	
					Accounted for	Cumulative	Standard Deviation	Correlation		
1	.258	.067			.521	.521	.093	.284		
2	.184	.034			.266	.786	.046			
3	.138	.019			.149	.936				
4	.067	.004			.035	.971				
5	.048	.002			.018	.989				
6	.037	.001			.011	1.000				
Total		.128	51.143	.049 <sup>a</sup>	1.000	1.000				

a. 36 degrees of freedom

**Overview Row Points<sup>a</sup>**

Occupation	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Company employee	.350	.044	.116	.009	.003	.025	.020	.099	.120	
Government /State enterprises employee	.243	-.247	-.395	.013	.057	.206	.295	.539	.834	
Student	.115	.704	.512	.028	.221	.164	.524	.199	.722	
Business Owner	.128	-.284	.362	.009	.040	.091	.288	.335	.623	
Temporary employee	.093	-.521	-.592	.016	.097	.176	.409	.377	.786	
Agriculturist	.018	2.928	-1.570	.048	.581	.234	.812	.167	.979	
No income	.055	-.059	.592	.005	.001	.105	.009	.650	.659	
Active Total	1.000			.128	1.000	1.000				

a. Symmetrical normalization

**Overview Column Points<sup>a</sup>**

Destination	Mass	Score in Dimension		Inertia	Contribution					
		1	2		Of Point to Inertia of Dimension		Of Dimension to Inertia of Point			
					1	2	1	2	Total	
Yor Island	.340	.037	-.336	.009	.002	.208	.013	.778	.791	
Ton_ngachang waterfall	.075	.195	.807	.014	.011	.265	.051	.625	.676	
Samila Beach	.485	-.199	.101	.007	.074	.027	.715	.133	.848	
Hat Yai Malticipal Park	.030	1.733	.336	.028	.349	.018	.841	.023	.864	
Kim yong/Santisuk market	.043	-.060	.815	.016	.001	.153	.002	.320	.323	
Sadao border	.010	3.604	-1.121	.038	.503	.068	.875	.061	.936	
Padangbesar border	.018	-.939	-1.658	.015	.060	.261	.260	.580	.841	
Active Total	1.000			.128	1.000	1.000				

a. Symmetrical normalization