

Sustainable Tourism at Singha Park

An Interactive Qualifying Project and Interactive Science and Social Project submitted to the faculty of Chulalongkorn University and Worcester Polytechnic Institute

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<http://www.wpi.edu/Academics/Projects>.

Abstract

This report addressed the goals of Singha Park to achieve financial sustainability and a positive relationship with the local community. The goal of this project was to recommend strategies to the sponsor company, Boon Rawd Brewery, that would promote business within the park, engage the local communities, and make Singha Park more sustainable. To address the project goal, the team collected both qualitative and quantitative data. The team proposed improvements to the Singha Park farm tour, product innovation to utilize underused resources, and engagement with local communities.

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Executive Summary

The Problem

Tourism plays a major role in stimulating the economy of Thailand since consumer spending provides an alternative source of income to the people and local business. Singha Park is one of the tourist attractions in Chiang Rai, the northernmost province of Thailand. It is developed under the concept of Social Enterprise that aims to uplift the local communities of Chiang Rai through the employment of local people and income distribution effect.

Singha Park was established in 2012 and over the past eight years, it attracts more than a hundred-thousand people annually. Consequently, the GDP of Chiang Rai has improved. However, Singha Park does not have a strong presence in Chiang Rai as it would like which the number of visitors in Singha Park has declined from 2018 to 2019. A stronger presence of Singha Park in the community would allow the park to strengthen its current community initiatives and donations, as well as provide more opportunity for community engagement at the park.

Goal & Objectives

This project investigates ways to benefit the community while utilizing sustainable tourism practices to improve tourism in Singha Park. Our project goals are broken down into three categories relating to the business, community, and sustainable aspect. The three project goals are: (1) improve the visitor experience at Singha Park for revenue generation, (2) promote economic growth and engage the local community, and (3) utilize sustainable practices.

We developed three main objectives: (1) document the relationship of Singha Park with community and visitor, (2) evaluate current sustainable practices at Singha Park and determine areas for improvement, and (3) design business strategy for Singha Park.

Methodology

To achieve the three objectives, the team collected qualitative and quantitative information from various sources. The team conducted an observation of Singha Park itself and the surrounding community, interviewed the internal staff of Singha Park (e.g. Manager Director, General Manager, Agricultural manager, Marketing and sales manager, etc.), surveyed the tourists, and conducted a designed thinking session with Singha Park employees. In addition, we also researched two successful case studies to learn and find the strategies that could be implemented within Singha Park.

Findings

Findings 1: Evaluation of the Relationship Between Singha Park and Visitors and local community nearby

Finding 1.1: Need for a visitor experience at Singha Park

The main tourist attraction of the Singha Park is Farm Tour. The farm tour at Singha Park is comprised of 6 stops: Swan lake with fish feeding, Tea plantation, Mushroom Nursery, Blueberry and Herbs, Zoo, and the Recreational Zone. However, the activities engaging with visitors are only available at some stops. For example, visitors can put on local hill tribes costume at the Tea plantation, and feed animals at the zoo. According to the survey data, the most popular stops are the tea plantation and the zoo. This demonstrates that visitors prefer the stops that provide engaging activities.

Finding 1.2: Opportunity for increased involvement with the local community

According to the observation and interview of the hill tribes in Chiang Rai, most of the hill tribes have positive sentiments towards Singha Park. The hill tribes appreciate Singha Park for providing the space for them to disseminate their culture and generate income. Furthermore, if there's an opportunity, the hill tribe people are willing to sell their product during the weekdays and interact with the tourists. This information shows that Singha Park has an opportunity to increase involvement of the local hill tribe communities.

Findings 2: Identification of Sustainable Practices

Finding 2.1: Opportunities for increased sustainability identified in similar cases

We researched the Amphawa Chaipattananurak Project and Choui Fong Tea plantation as our case studies. According to the observation of the Amphawa project and interview with the director of the foundation, we learned about sustainable business models and how to achieve a positive relationship with the local community. In conclusion, Singha Park could focus on better utilizing the resources that it already has in abundance. This model is sustainable, and contributes to a visitor's experience if he or she can understand and appreciate the connection of this resource to the park and the local community. On the other hand, Choui Fong is considered a competitor of Singha Park. The team visited Choui Fong tea plantation to observe and compare the strengths and weaknesses. The key finding of the analysis is that Singha Park tea plantation has an advantage over Choui Fong in terms of resources and scale of production.

Finding 2.2: Potential for applied sustainable practices

Based on the observation we conducted, we found that each station on the farm tour has underutilized resources and the ability to efficiently utilize these resources will be beneficial to the overall success of the park as it will make the park more financially and environmentally sustainable. According to the survey data, tourists would like to see more

opportunities for participation on the farm tour since the current activities on the farm tour are not attractive enough. Furthermore, the farm tour is available only in Thai and Mandarin. Thus, the English speaker visitors are unable to understand what is being said on the tour and unable to read the informational signs placed at each stop. This leads to a lack of interest in participating on the farm tour. Through the analysis of this data, we concluded that there is still potential for increased revenue generation, which can be accomplished through improving the lack of sales on products sold in Singha Park through better engaging the tourists that come through the farm tour.

Finding 2.3: Fully utilizing Singha Park's current resources (DTS)

From the Design Thinking Session with Singha Park employees, they were asked to brainstorm ideas for better utilization of resources in other areas of Singha Park. They suggested that Sing Park could introduce extreme sports into the park, improve upon the park's tea products, and create activities for tourists to plant trees. These results highlighted how a majority of the employees that participated in the session believed that bringing new activities into the park would have a high impact, thus the direction we will be taking in our recommendations will be to actively engage tourists when they visit the park.

Findings 3: Evaluation of Singha Park's Business Model

Finding 3.1: Difficulties in planning and communication at Singha Park

From our interviews with Singha Park manager, we discovered the difficulty in planning that there is no distinct goal for all departments to work toward and a major lack of communication between departments at the park, and between Singha Park and Singha Corporation headquarters in Bangkok. We often received a different answer to the same question. Additionally, we discovered miscommunication regarding the definition of Social Enterprise from Singha Park's perspective and each department's role in social enterprise.

Recommendations

Business Goal

Recommendation 1: Utilizing Natural Resources for Revenue Generation Using Tea Leaves Tempura

Due to the fact that there are 210 tons of tea leaves being stocked within the warehouse, the team came up with the idea of "Tea Leaf Tempura" or "Deep-Fried Tea Leaves" to develop and sell as a new product at Singha Park. The inspiration for this idea was derived from the signature menu at the well-known restaurant at Singha Park called Bhu Bhirom. When searching "fried tea leaves" in Thai, the google search algorithm shows the Bhu Bhirom restaurant as one of the top results which show that the fried tea leaves dish is a unique and popular dish at the restaurant. In order to capitalise on the popularity of the fried tea leaves dish, we saw an opportunity to mass-produce the fried tea leaves and sell them as packaged and processed goods. Alongside helping to reduce the stockpile, the Tea Leaf Tempura could help in creating a

meaningful and engaging activity at the tea plantation stop within the farm tour. For instance, we could allow the tourist to pick the tea leaves and see how the tea leaf tempura is made. This will generate the value of the tea and in the meantime create a unique experience for the tourist.

Recommendation 2: Increase Communication to Improve the Business Model and Unify the Vision on Social Enterprise

The difficulties in planning and communication at Singha Park could be solved if Singha Corporation implements a plan that encourages interdepartmental communication. From the interview, we realized that each department was working very separately from other departments and all with unique visions and ideas of social enterprise. We proposed a yearly workshop based on the basics of Singha Park's goals within the social enterprise. This would help to unify the offices in Bangkok with the management at Singha Park. A clear goal would drive the organization to be more productive.

Recommendation 3: Improve the Farm Tour by Offering More Activities and Languages, and Training the Staff

Increasing the levels of engagement within the farm tour will result in increased: consumer spending and product sales, consumer satisfaction, recognition on Social Media, etc. In order to increase participation within the farm tour, there are three main things that Singha Park could work on. First, incorporate more activities at each stop of the farm tour to create a memorable experience. Second, provide an English tour because many of the visitors are not Thai speakers. Third, acknowledge the staff and tour-guide about social enterprise and philanthropic goals of Singha Park. So they can inform the visitor about the true objective of Singha Park. This will improve the public relations of Singha Park and raise the awareness of the local community.

Community Goal

Recommendation 4: Raise Awareness of Hill Tribes Communities Through Direct Involvement

Singha Park dedicates a space to be a small village for the hill tribe people to sell their handmade products during the weekend. The park aims to apply community-based tourism to the hill tribes village area, however, there's a lack of engaging activities between hill tribe people and the tourists. Consequently, we proposed the creation of a workshop that allows tourists to learn about the culture and lifestyle of the hill tribe people. The interaction between the tourist and the hill tribe people will educate and create a unique experience for the tourists and generate more income to the hill tribe people.

Sustainable Goal

Recommendation 5: Promote Ecotourism Through Additions of Environmentally Sustainable Practices

Apart from generating a new product by utilizing the resource, one way that Singha Park could satisfy sustainable goals is to promote eco-tourism by introducing a tree-planting activity into the park. This will touch on the environmental aspect of sustainable development. The idea could be implemented at a stop on the farm tour. Additionally, a long term goal would be implementing electric farm tour buses. This initiative could be marketed to the tourists to involve more ecotourism factors into Singha Park, and would also increase Singha Park's ability to grow more organic crops.

ข้อมูลสรุป

ปัญหา

การท่องเที่ยว เป็นปัจจัยทางเศรษฐกิจที่สำคัญของประเทศไทย ซึ่งสิงห์ปาร์คได้เป็นหนึ่งในสถานที่ท่องเที่ยวที่สร้างรายได้ให้กับชุมชนในจังหวัดเชียงราย โดยการดึงดูดนักท่องเที่ยวจำนวนมากให้มาเที่ยวจังหวัดเชียงรายในแต่ละปี สิงห์ปาร์คได้ใช้หลักกิจการเพื่อสังคม (social enterprise) ซึ่งมีจุดมุ่งหมายหลักในการพัฒนาคุณภาพชีวิตของคนจังหวัดเชียงราย โดยการสร้างอาชีพเพื่อส่งเสริมและกระจายรายได้ให้กับชุมชน

ในตลอดระยะเวลากว่า 8 ปี สิงห์ปาร์คได้มีส่วนสำคัญในการพัฒนาผลิตภัณฑ์มวลรวม (GDP) ของจังหวัดเชียงราย โดยการดึงดูดนักท่องเที่ยวที่มากกว่าแสนคนต่อปี อย่างไรก็ตาม สิงห์ปาร์คได้ประสบปัญหาจากจำนวนนักท่องเที่ยวที่ลดลงอย่างต่อเนื่องตั้งแต่ปี 2561 ซึ่งส่งผลกระทบโดยตรงต่อรายได้ของชุมชน ในการที่จะช่วยเหลือให้ชุมชนมีความมั่นคงในรายได้นั้น สิงห์ปาร์คควรจะมีความมั่นคงทางการเงินในองค์กรก่อน เพื่อเป็นเสาหลักให้พัฒนาชุมชน

จุดประสงค์

โครงการนี้มีจุดประสงค์หลักเพื่อค้นหาวิธีการเพิ่มผลประโยชน์ให้กับชุมชนจังหวัดเชียงราย ซึ่งเป็นผลมาจากการพัฒนาสิงห์ปาร์ค ดำเนินการโดยใช้หลักการท่องเที่ยวอย่างยั่งยืน (sustainable tourism) โดยโครงการจะถูกแบ่งออกเป็น 3 หมวดหมู่ ได้แก่ หมวดธุรกิจ หมวดสังคม และหมวดความยั่งยืน

เป้าหมายหลักของโครงการนี้มีทั้งหมด 3 ข้อ ได้แก่ (1) การพัฒนาประสบการณ์ที่นักท่องเที่ยวจะได้รับจากการเยือนสิงห์ปาร์ค (2) การส่งเสริมการเติบโตของเศรษฐกิจและชุมชน (3) ใช้ทรัพยากรที่มีอยู่ให้เกิดประโยชน์สูงสุด

แผนการดำเนินการ

แผนการดำเนินการในการทำโครงการนี้ คือ (1) ประเมินสถานการณ์ในปัจจุบันและความสัมพันธ์ระหว่างสิงห์ปาร์คกับชุมชน (2) ประเมินกิจกรรมส่งเสริมความยั่งยืนภายในสิงห์ปาร์ค ณ ปัจจุบัน และค้นหาสิ่งที่ควรแก้ไขในสิงห์ปาร์ค (3) แนะนำและออกแบบกลยุทธ์ทางธุรกิจหรือผลิตภัณฑ์ใหม่เพื่อที่จะพัฒนารูปแบบธุรกิจของสิงห์ปาร์ค

ข้อมูลค้นพบที่สำคัญ

ข้อมูลค้นพบที่ 1: การประเมินความสัมพันธ์ระหว่างสิงห์ปาร์คกับผู้มาเยือนและชุมชนใกล้เคียง

ข้อมูลค้นพบที่ 1.1: ประสบการณ์ที่นักท่องเที่ยวคาดหวังจากการเยี่ยมชมสิงห์ปาร์ค

ฟาร์มทัวร์คือ จุดดึงดูดนักท่องเที่ยวหลักของสิงห์ปาร์ค ซึ่งประกอบไปด้วย 6 ฐาน ได้แก่ ฐานที่ 1: ทะเลสาบหงส์ ฐานที่ 2: แปลงไรชา ฐานที่ 3: โรงเพาะเห็ดถั่งเช่า ฐานที่ 4: จุดชมสวน บลูเบอร์รี่ ฐานที่ 5: สวนสัตว์ และฐานที่ 6: ศูนย์กีฬาและสันทนาการ อย่างไรก็ตาม กิจกรรมที่นักท่องเที่ยวสามารถมีส่วนร่วมได้นั้น มีเพียงแค่ในบางฐานเท่านั้น ยกตัวอย่างเช่น ในฐานที่ 2 นักท่องเที่ยวสามารถถ่ายรูปกับแปลงไรชาได้ โดยเสื้อขาวเขาและตะกร้าใส่ใบชาจะถูกเตรียมไว้เพื่อให้ใช้ในการประกอบการถ่ายรูป และ ในฐานที่ 5 นักท่องเที่ยวสามารถให้อาหารสัตว์ได้ ข้อมูลที่ได้รับจากแบบสอบถามชี้ว่า ฐานกิจกรรมที่ได้รับความนิยมจากนักท่องเที่ยวมากที่สุดคือ แปลงไรชาและสวนสัตว์ ซึ่งสามารถบ่งชี้ได้ว่า นักท่องเที่ยวโดยส่วนมาก มักจะมีความประทับใจในฐานที่ตนสามารถเข้าร่วมกิจกรรมได้

ข้อมูลค้นพบที่ 1.2: โอกาสที่มากขึ้นในการสานสัมพันธ์กับชุมชนในพื้นที่

จากการสำรวจและสัมภาษณ์ชาวเขาในจังหวัดเชียงราย ทางทีมนักศึกษาได้พบว่าชาวเขาที่ถูกสัมภาษณ์นั้น ทุกคนมีความรู้สึกที่ดีต่อสิงห์ปาร์ค เนื่องจากสิงห์ปาร์คได้สนับสนุนให้พวกเขามีรายได้ พร้อมทั้งอนุรักษ์วัฒนธรรมพื้นบ้านที่มีมาอย่างยาวนาน ผลจากการสัมภาษณ์ชี้ว่าหากเป็นไปได้ ชาวเขามีความต้องการที่จะให้สิงห์ปาร์คอนุญาตในการขายสินค้าในช่วงวันธรรมดาเจกเช่นในวันหยุด และยินดีให้ความร่วมมือหากจะจัดกิจกรรมเสริมกับนักท่องเที่ยว ซึ่งข้อมูลเหล่านี้ได้แสดงให้เห็นว่าสิงห์ปาร์คมีโอกาสมากในการสานความสัมพันธ์ให้แน่นแฟ้นมากขึ้นระหว่างองค์กรและชุมชน

ข้อมูลค้นพบที่ 2: การปฏิบัติอย่างยั่งยืน

ข้อมูลค้นพบที่ 2.1: การเพิ่มโอกาสในการปฏิบัติอย่างยั่งยืนโดยศึกษาจากกรณีศึกษา

นอกจากการค้นคว้าข้อมูลของสิงห์ปาร์ค ทางทีมนักศึกษาได้ทำการศึกษาโครงการอัมพวาช่วยพัฒนานุรักษ์และไรชาอุยพง เพื่อค้นหาข้อมูลที่เป็นประโยชน์ในการทำโครงการ จากการสำรวจในพื้นที่โครงการและสัมภาษณ์กับผู้อำนวยการกลุ่มงานแผนและติดตามประเมินผลจากโครงการอัมพวาช่วยพัฒนานุรักษ์ เราได้เรียนรู้ถึงวิธีการที่จะสานสัมพันธ์กับกับคนในชุมชน และรูปแบบธุรกิจอย่างยั่งยืน เนื่องจากทรัพยากรทั้งหมดในโครงการนั้นได้ถูกใช้อย่างมีประสิทธิภาพเพื่อให้เกิดประโยชน์สูงสุด จากกรณีศึกษาที่สิงห์ปาร์คควรมุ่งเน้นในการใช้ทรัพยากรจำนวนมากที่มีอยู่ให้เกิดประโยชน์ อีกหนึ่งกรณีศึกษาที่ได้นำมาศึกษาคือ ไรชาอุยพงซึ่งเป็นหนึ่งในคู่แข่งทางการค้าของสิงห์ปาร์ค โดยทางทีมนักศึกษาได้เยี่ยมชมไรชาอุยพงเพื่อสำรวจและหาข้อเปรียบเทียบในจุดแข็งและจุดอ่อนของสิงห์ปาร์ค จากการวิเคราะห์ ได้พบว่าไรชาสิงห์ปาร์คมีข้อได้เปรียบที่เหนือกว่าไรชาอุยพงในเชิงของทรัพยากรและขนาดการผลิต

ข้อมูลค้นพบที่ 2.2: ศักยภาพในการประยุกต์ใช้ในการปฏิบัติอย่างยั่งยืน

จากการสำรวจกิจกรรมฟาร์มทัวร์ ทางทีมนักศึกษาได้พบว่าทรัพยากรในแต่ละฐานกิจกรรมของฟาร์มทัวร์นั้นยังไม่ได้ถูกนำมาใช้ให้เกิดประโยชน์สูงสุด ซึ่งหากปัญหานี้ได้ถูกแก้ไขโดยการใช้ทรัพยากรที่มีอยู่ให้เกิดประสิทธิภาพมากขึ้น สิงห์ปาร์คจะได้รับผลประโยชน์ที่มากขึ้นทั้งในเชิงของความมั่นคงทางการเงินและการยั่งยืนของสิ่งแวดล้อม ข้อมูลจากแบบสอบถามชี้ว่านักท่องเที่ยว

จำนวนมากคาดหวังที่จะมีส่วนร่วมในกิจกรรมฟาร์มทัวร์มากขึ้น เนื่องจากกิจกรรมในปัจจุบันนั้นไม่สามารถดึงดูดความสนใจได้มากพอ อีกทั้งข้อมูลบรรยายทั้งในส่วนของการบรรยายและป้ายข้อมูลต่างๆ ในกิจกรรมฟาร์มทัวร์ถูกจัดเตรียมไว้เพียงแค่ภาษาไทยและภาษาจีนกลางเท่านั้น ซึ่งทำให้นักท่องเที่ยวต่างชาติที่ใช้ภาษาอังกฤษในการสื่อสารไม่สามารถเข้าใจในข้อมูลที่ถ่ายทอด อันเป็นเหตุให้เกิดความเบื่อหน่ายในการเข้าร่วมกิจกรรม จากการวิเคราะห์ข้อมูลสิ่งปาร์คมีศักยภาพมากเพียงพอที่จะเพิ่มรายได้ โดยการพัฒนารูปแบบการนำเสนอสินค้าและกิจกรรมเพื่อให้นักท่องเที่ยวที่มาเยี่ยมชมฟาร์มทัวร์ได้รับความประทับใจที่มากขึ้น

ข้อค้นพบที่ 2.3: การใช้ประโยชน์จากทรัพยากรที่มีอยู่ในปัจจุบันของสิ่งปาร์คอย่างเต็มที่ (DTS)

ทีมนักศึกษาได้ใช้เทคนิค Design Thinking ในการวิเคราะห์กระบวนการคิดที่ใช้ในการทำความเข้าใจในปัญหาต่างๆ อย่างลึกซึ้ง ซึ่งทางทีมนักศึกษาได้ขอความร่วมมือจากผู้จัดการและพนักงานจากแผนกต่าง ๆ ของสิ่งปาร์ค เพื่อรวบรวมความคิดสร้างสรรค์และมุมมองของคนที่มาจกสายงานที่แตกต่างกันมาสร้างไอเดียแนวทางการแก้ไขและนำแนวทางต่าง ๆ นั้นมาพัฒนาสร้างนวัตกรรมที่ตอบโจทย์กับสถานการณ์ ทางทีมนักศึกษาขอให้ผู้เข้าร่วมกิจกรรมช่วยกันระดมความคิดเรื่องการใช้ประโยชน์จากทรัพยากรในพื้นที่ต่าง ๆ ของสิ่งปาร์ค โดยส่วนใหญ่ให้ข้อเสนอแนะว่าสิ่งปาร์คควรเพิ่มกิจกรรมกีฬาเอ็กซ์ตรีม พัฒนาผลิตภัณฑ์ชา และมีกิจกรรมปลูกป่า ซึ่งแสดงให้เห็นว่าการที่สิ่งปาร์คจะเพิ่มกิจกรรมให้กับนักท่องเที่ยว นั้น มีแนวโน้มที่จะส่งผลดีต่อฟาร์มทัวร์จากมุมมองของพนักงานในสิ่งปาร์ค

ข้อมูลค้นพบที่ 3: การประเมินรูปแบบธุรกิจของสิ่งปาร์ค

ข้อค้นพบที่ 3.1: อุปสรรคในการวางแผนและสื่อสารของสิ่งปาร์ค

จากการสัมภาษณ์ผู้จัดการสิ่งปาร์ค เราค้นพบว่าอุปสรรคในการวางแผนคือ ทุกหน่วยงานของสิ่งปาร์คไม่มีเป้าหมายชัดเจนในการทำงาน และขาดการสื่อสารระหว่างสำนักงานสิ่งปาร์คและสำนักงานใหญ่ของบริษัทสิ่งปาร์คในกรุงเทพฯ อันชี้วัดได้จากข้อมูลที่ได้รับจากการถามคำถามที่เหมือนกันในแต่ละแผนก มักได้ผลลัพธ์ที่ไม่สอดคล้องกัน นอกจากนี้เรายังพบว่า การจำกัดความของคำว่า “กิจการเพื่อสังคม หรือ Social Enterprise” จากมุมมองของสิ่งปาร์คและมุมมองของแต่ละแผนกในสิ่งปาร์คนั้นมีความแตกต่างกัน

ข้อเสนอแนะ

- ข้อเสนอแนะสำหรับโครงการสิ่งปาร์คด้านธุรกิจ

ข้อเสนอแนะที่ 1: การใช้ทรัพยากรธรรมชาติสร้างรายได้โดยใช้ผลิตภัณฑ์ใบชาтемประทอดกรอบ

จากการสำรวจได้พบว่า ณ ปัจจุบันมีใบชาที่ถูกเก็บไว้ในคลังสินค้ากว่า 210 ตัน ซึ่งทำให้เราได้ริเริ่มความคิดที่จะออกแบบและพัฒนาผลิตภัณฑ์ใหม่นั้นคือ ใบชาทอดกรอบบรรจุซอง โดยได้รับแรงบันดาลใจมาจากร้านอาหารที่มีชื่อเสียงแห่งหนึ่งในสิ่งปาร์ค “ร้านอาหารภูภิรมย์” เมื่อค้นหา

“ใบชาทอด” อัลกอริทึมการค้นหาของ Google จะแสดงร้านอาหารภูมิธรมเป็นหนึ่งในผลการค้นหาที่เด่นชัด ซึ่งแสดงให้เห็นว่าจานใบชาทอดเป็นจานที่เป็นเอกลักษณ์และเป็นที่ยอมรับในร้านอาหาร ใน การที่จะทำให้เมนูใบชาทอดกรอบนี้ได้รับความนิยม เราจะผลิตสินค้าใบชาทอดกรอบในปริมาณ จำนวนมาก และจำหน่ายในซองบรรจุผลิตภัณฑ์ นอกเหนือจากจะเป็นการลดจำนวนใบชาที่ไม่ สามารถขายออกได้หมดแล้ว ใบชาเต็มประทอดกรอบยังสามารถสร้างเรื่องราวความเป็นมา ความ เป็นเอกลักษณ์ และเพิ่มกิจกรรมที่มีความสร้างสรรค์ให้กับกิจกรรมฟาร์มทัวร์ในฐานที่ 2 เพื่อดึงดูด ความสนใจจากนักท่องเที่ยวให้มากยิ่งขึ้น ยกตัวอย่างเช่นสิงห์ปาร์คได้อนุญาตให้นักท่องเที่ยว สามารถเก็บใบชาในไร่ได้ และสาธิตวิธีการทำใบชาทอดกรอบเพื่อเป็นการเพิ่มคุณค่าให้กับไร่ชา และสร้างประสบการณ์ที่มีความเป็นเอกลักษณ์ให้กับนักท่องเที่ยว

ข้อเสนอแนะที่2: เพิ่มการสื่อสารเพื่อปรับปรุงรูปแบบธุรกิจและรวมวิสัยทัศน์เกี่ยวกับกิจการเพื่อ สังคม

ความยากลำบากในการวางแผนและสื่อสารที่สิงห์ปาร์คเป็นปัญหาที่สามารถแก้ไขได้ไม่ ยาก หากบริษัทสิงห์จำกัดใช้แผนที่ส่งเสริมการสื่อสารระหว่างแผนก จากการสัมภาษณ์ ทางทีม นักศึกษาได้พบว่า แต่ละแผนกได้ทำงานโดยไม่มีการสื่อสารกันเพื่อให้เกิดความเข้าใจในวิสัยทัศน์ และแนวคิดที่จะพัฒนาสิงห์ปาร์ค อย่างไรก็ตาม แต่ละแผนกนั้น มีแนวคิดที่เหมือนกันโดยยึดตาม หลักกิจการเพื่อสังคม ดังนั้นเราจึงเสนอให้มีการประชุมเชิงปฏิบัติการประจำปี ซึ่งกิจกรรมนี้จะช่วย ให้เกิดความเข้าใจระหว่าง สำนักงานใหญ่ในกรุงเทพฯ กับผู้บริหารที่สิงห์ปาร์ค เพื่อเป้าหมายใน การส่งเสริมองค์กรให้มีประสิทธิภาพมากขึ้น

ข้อเสนอแนะที่ 3: ปรับปรุงฟาร์มทัวร์โดยจัดทำกิจกรรมและภาษามากขึ้นและฝึกอบรมพนักงาน

สิงห์ปาร์คควรยกระดับคุณภาพของฟาร์มทัวร์โดยการเพิ่มกิจกรรม เพื่อให้นักท่องเที่ยวได้มี ส่วนร่วมในกิจกรรมฐานต่าง ๆมากขึ้น และเพื่อสร้างประสบการณ์ที่แปลกใหม่แก่นักท่องเที่ยว นอกจากนี้ สิงห์ปาร์คควรเพิ่มภาษาอังกฤษและภาษาจีนในส่วนของการบรรยายและป้ายข้อมูลต่าง ๆ เนื่องจากมีนักท่องเที่ยวจำนวนมากที่เป็นชาวต่างชาติ อีกทั้งเจ้าหน้าที่พนักงานทุกคนควรมีความ เข้าใจอย่างถูกต้องในหลักการประกอบกิจการเพื่อสังคม อันเป็นเป้าหมายสูงสุดของสิงห์ปาร์คเพื่อ ที่จะได้ถ่ายทอดข้อมูลให้แก่นักท่องเที่ยวได้อย่างถูกต้องตามจุดประสงค์ หากสิงห์ปาร์คสามารถ ประสบความสำเร็จในการยกระดับคุณภาพการท่องเที่ยว ปัจจัยนี้จะส่งผลให้มีสิงห์ปาร์คมียอดขาย สินค้าที่มากขึ้น พร้อมทั้งเพิ่มความพึงพอใจให้แก่นักท่องเที่ยว และเป็นที่รู้จักมากขึ้นในสื่อออนไลน์

- ข้อเสนอแนะสำหรับโครงการสิงห์ปาร์คด้านชุมชน

ข้อเสนอแนะที่ 4: ให้ชุมชนชาวเขาได้มีส่วนร่วมกับการกิจกรรมฟาร์มทัวร์มากขึ้น

ถึงแม้ว่าสิงห์ปาร์คจะให้โอกาสชุมชนชาวเขาให้เข้ามาเผยแพร่วัฒนธรรมและจำหน่าย สินค้าโดยใช้หลักการท่องเที่ยวแบบชุมชนเป็นฐาน แต่กระนั้นก็ยังขาดกิจกรรมที่น่าสนใจระหว่าง ชาวเขาและนักท่องเที่ยว ดังนั้นเราเชื่อว่ากลยุทธ์ที่จะสร้างความน่าสนใจให้กับชาวเขาคือการสร้าง เวิร์คช็อป ให้นักท่องเที่ยวได้เรียนรู้เกี่ยวกับวัฒนธรรมและวิถีชีวิตของชาวเขา ซึ่งการที่นักท่องเที่ยว

ได้มีโอกาสที่จะมีปฏิสัมพันธ์กับชาวเขา จะสร้างประสบการณ์ที่แปลกใหม่ให้กับนักท่องเที่ยวที่มาเยี่ยมชมพื้นที่

- ข้อเสนอแนะสำหรับ โครงการสิงห์ปาร์คด้านความยั่งยืน

ข้อเสนอแนะที่ 5: ส่งเสริมระบบการท่องเที่ยวเชิงนิเวศ

นอกเหนือจากการสร้างผลิตภัณฑ์ใหม่เพื่อใช้ทรัพยากรที่มีอยู่ให้เกิดประโยชน์สูงสุดแล้ว อีกวิธีหนึ่งที่สิงห์ปาร์คจะสามารถบรรลุเป้าหมายในการดำเนินการทำงานในองค์กรอย่างยั่งยืน ก็คือการส่งเสริมระบบการท่องเที่ยวเชิงนิเวศ โดยการเพิ่มกิจกรรมปลูกป่าในฟาร์มทัวร์ นอกเหนือจากนี้ เป้าหมายระยะยาวที่สิงห์ปาร์คสามารถทำได้เพื่อที่จะรักษาสีเขียวตลอดคือ เปลี่ยนรถฟาร์มทัวร์จากที่ใช้น้ำมัน ให้เป็นรถที่ขับเคลื่อนด้วยพลังงานไฟฟ้าแทน ซึ่งการเปลี่ยนแปลงนี้ อาจเป็นหนึ่งในปัจจัยในการเพิ่มจำนวนนักท่องเที่ยว เนื่องจากคนในยุคปัจจุบันจำนวนมากให้ความสำคัญกับการอนุรักษ์สิ่งแวดล้อม นอกจากนี้ การเปลี่ยนแปลงนี้ จะส่งผลดีต่อการเพิ่มจำนวนของผลผลิตทางการเกษตรที่ปลอดภัยและมี เนื่องจากเป็นการลดสารปนเปื้อนในพื้นที่การเพาะปลูก

Table of Authorship

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3.2.3	Design Thinking Session	Linlin, Khim	Rakesh, Lilly
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1.Introduction to Our Project at Singha Park

In 1959, the Tourism Authority of Thailand (TAT) was established and has since paved the way for tourism to become one of Thailand's largest sources of foreign currency generation (Chon, 2013) and an economic powerhouse for Thailand. Tourism continues to play a vital role in the culture and economy of Thailand and is still on the rise. According to TAT News in 2018, 38.27 million tourists visited Thailand, generating over 2 trillion Baht in revenue for that year. The Gross National Product for Thailand in 2019 was 523,771 USD (millions) (CEIC Data, 2019). Furthermore, TAT predicts that in 2019 there will be an influx of 41.1 million tourists, an increase of 7.5% from the previous year, resulting in an estimated revenue of 2.21 trillion baht. One of the tourist destinations in Thailand is the city of Chiang Rai. Data in Chiang Rai shows that there is an influx of 3 million tourists who generate 11 billion baht in revenue for the year of 2019 (Chiang Rai Times, 2019). This rising trend in tourism has generated revenue all across Thailand, and presents an important opportunity for economic growth and strengthening of communities.

Singha Park was established by Boon Rawd Brewery in Chiang Rai in 2012 as a leisure and agricultural park featuring a variety of attractions, including cycling trails, picking farms, petting zoos, and restaurants. The main goal of Singha Park, as stated by park's managing director Mr. Luangthamrongcharoen is, "... giving; giving to the local community. Let the community have the chance to benefit from Singha group's business success" (Singha Park, 2016). Singha Park has a philanthropic mission to benefit the local community economically and through community initiatives. This is a priority for the Singha Corporation within Chiang Rai as they want to act upon their Social Enterprise (SE). Therefore, in order to work in accordance with Singha Park's goal to practice good SE, we want to make recommendations to the Park that will positively impact the local community. The community has played a large role in the history of Singha Park and a main priority of the Singha Park management is to continue working to engage and uplift the local community. In order to achieve these goals, Boon Rawd Brewery has invested 500 millions baht annually (we don't know how much they profit because this is a social enterprise its for nonprofit purposes) and has employed over 1200 individuals from the Chiang Rai region (Singha Park, 2016).

Over the past eight years, Singha Park attracts more than a hundred-thousand people annually. Consequently, the GDP of Chiang Rai has improved. However, Singha Park does not have a strong presence in Chiang Rai as it would like which the number of visitors in Singha Park has declined from 2018 to 2019. (*Appendix H*) A stronger presence of Singha Park in the community would allow the park to strengthen its current community initiatives and donations, as well as provide more opportunity for community engagement at the park.

This project investigates ways to benefit the community while utilizing sustainable tourism practices to improve tourism in Singha Park. Our project goals are broken down into

three categories relating to the business, community, and sustainable aspect. The three project goals are:

1. Improve the visitor experience at Singha Park for revenue generation
2. Promote economic growth and engage the local community
3. Utilize sustainable practices.

We developed three project objectives:

1. Document the Relationship of Singha Park with Community and Visitor
2. Evaluate Sustainable Practices in Singha Park
3. Design Business Strategy for Singha Park

To achieve these objectives we sought to understand the role that Singha Park plays in the community, and how changes to the park may affect the community.

Singha Park uses agritourism which focuses on agricultural farms used for the enjoyment of visitors. Many of the attractions at Singha Park, including cycling trails, picking farms, petting zoos, and restaurants, are components of agritourism.

Our project used information collected from observations, surveys, interviews, a design thinking session, case study research, and site visits to analyze the current business model at Singha Park. We identified key stakeholders and changes that could be proposed to the Park. Our recommendations address key social issues including community engagement, and improving the local economy while utilizing sustainable tourism practices.

2. Conceptual Context of the Project at Singha Park

Thailand is the tenth-most visited country worldwide by tourists (Tourism Statistics Thailand 2000-2019, 2019). The land of Boon Rawd Farm was originally used to grow the barley for the beer products of Boon Rawd Brewery, however, when this barley was found to be unsuitable for beverages, the land was converted into Singha Park to continue to provide employment opportunities to the community (Singha Corporation, 2018). The primary goal of the park is to benefit the local community, and a stronger presence of Singha Park in the community would allow the park to strengthen its current community initiatives and donations, as well as provide more opportunity for community engagement at the park. In this chapter we discuss the components necessary to shape recommendations for Singha Park to make its business model strong, and as a result have a stronger presence in the Chiang Rai community.

2.1 Sustainable Tourism

Sustainable tourism is defined by the United Nations World Tourism Organisation (UNWTO) as “tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.”. The UNWTO (2005) states that sustainable tourism should take into account three key factors:

1. It should ensure feasible long term economic operations which grant all stakeholders a multitude of socio-economic benefits. These benefits should be equally distributed in the form of stable employment, fair income-earning opportunities and help alleviate poverty within the community.
2. It should make optimal use of environmental resources that are a major aspect of tourism development by maintaining vital ecological processes and contributing to conserving biodiversity and natural heritage.
3. It should respect the socio-cultural authenticity of host communities, preserve living cultural heritage and traditional values and promote tolerance within intercultural understanding

2.1.1 Types of Sustainable Tourism

Tourism plays a major role in many communities and can be implemented in many different forms. Three commonly implemented forms of tourism include ecotourism, agritourism, and community-based tourism.

Ecotourism

One of the main goals of ecotourism is "striving to respect and benefit protected areas as well as the people living around or on these lands" (Honey, 1999). A definition of ecotourism is "responsible travel to natural areas which conserves the environment and improves the welfare of the local people" (Hvenegaard & Dearden, 1998). The common theme among ecotourism definitions is the focus on protecting natural areas.

Table 1: Three Principles of Ecotourism (Pornprasit & Rurkkhum, 2019)

The International Ecotourism Society (1990): <ol style="list-style-type: none"> 1. Minimize impact 2. Build environmental and cultural awareness and respect 3. Provide positive experiences for both visitors and hosts 4. Provide direct financial benefits for conservation 5. Provide financial benefits and empowerment for local people 6. Raise sensitivity to host countries' political, environmental, and social climate 	Björk (2000): <ol style="list-style-type: none"> 1. Non-consumptive 2. Influence the behavior of the tourism actors respect 3. Influence of local development 4. Focus of long-term planning 5. Support the local economy 6. Support the local development 7. Dynamic 8. focus on moral and ethical aspects 9. consider the needs of the visitors 10. Enlightened experience of authentic 11. Educative 12. Not destroy other industries 	Donohoe and Needham (2006): <ol style="list-style-type: none"> 1. Nature-based destination 2. Preservation/ Conservation 3. Education 4. Sustainability 5. Distribution of benefits 6. Ethics/ responsibility/ awareness
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Table 1 and Table 2 provide different analyses of ecotourism. Table 1 provides an introductory understanding of differing opinions and viewpoints regarding principles of ecotourism. A major consideration is the consumer experience, in order to ensure the continued influx of more tourists to the attraction.

Table 2: *Best Practices of Ecotourism (Agarwal, Bhatt, Kapoor, Moutinho, VanHerwarde, & Walker, 2013)*

Best practices of ecotourism
<ul style="list-style-type: none"> • Minimize negative impacts on nature and culture • Use of baseline studies and long-term monitoring programs for market analysis and environmental impact • Educate tourists on environmental conservation and cultural awareness • Stress sustainable business management • Direct revenue to the conservation of natural and protected areas • Maximize economic, environmental, and cultural benefit for the local community • Ensure that tourism development does not exceed the social and environmental limits • Design plans for regional tourism zoning and visitor management • Rely on infrastructure that has been developed in harmony with the environment








Agritourism

According to Montefrio and Sin (2019), agritourism was defined as a rural enterprise which incorporates both a working farm environment and a commercial tourism component and has been described as a tool that will uplift the livelihood of small farms in sustainable ways. While there is some disagreement among previous works including those of Barbieri (2013), it is largely accepted in recent articles including those of Montefrio and Sin as well as those cited by Montefrio and Sin (e.g. Deville 2016, Kline 2016, Lupi, Giaccio, Mastronardi, Giannelli, & Scardera 2017), that the value of agritourism's contribution to sustainable development is positive. Agritourism has been promoted as a way to improve the rural economy and address the issues of decreasing small farm incomes as well as erosion of rural cultures brought about by agricultural modernization. The list below includes socio-cultural aims and advantages of agritourism on a rural community as agreed upon by Montefrio and Sin (2019) and Srisomyong (2010).

1. Enhanced rural infrastructure and product development.
2. Training and skilling of rural populations including farmers.
3. Keeping farmers on the land and encouraging cooperation between farmers.
4. Protection of rural landscape.
5. Generate additional income for individual farmers and communities.
6. Through the use of public education development of a farm destination to become a learning centre for agriculture and other activities.

In Table 3, Blackstock, Hunter, and Phillip (2010) identified five categories that different agritourism businesses could fall under. Three questions, termed “discriminators”, are used as pivotal indicators for defining and determining the type of agritourism that a region is using.

Table 3: A Typology for Defining Agritourism (Blackstock, Hunter, & Phillip, 2010)

1. Is the tourist activity based on a working farm?	2. What is the nature of tourists contact with agricultural activity?	3. Does the tourist experience authentic agricultural activity?	Conclusion
	N/A	N/A	Non-working farm agritourism
	Passive	N/A	Working farm, passive contact agritourism
	Indirect	N/A	Working farm, indirect contact agritourism
	Direct		Working farm, direct contact, staged agritourism
	Direct		Working farm, direct contact, authentic agritourism

The contact between the tourist and the agricultural activity can be separated into three main categories: passive, indirect, and direct. Passive contact with agricultural activity indicates that tourism and agriculture are independent of one another and the farm location is the only commonality (e.g. outdoor activities). Indirect contact implies a secondary connection between the tourist and agricultural activity, potentially through contact with agricultural produce (e.g. crop maze, food processing, sale of or consumption of meals). Direct contact with agricultural activity implies that agricultural activities are a physical part of the tourist experience (e.g. milking a cow; harvesting a crop). An authentic experience of agriculture exists when activities are practiced exactly as they normally would be and usually involves physical participation in farm tasks, however most agritourism experiences involve some form of staging or displaying the agricultural activity in a way that is not purely authentic.

Community-Based Tourism

According to Goodwin & Santilli (2009), community-based tourism is a means of development where the social, environmental and economic needs of local communities are met through the offering of a tourism product. Similarly, Richards & Hall (2003) describes community-based tourism as tourism that incorporates sustainability and conservation methods in order to protect the environment and culture. Both definitions touch on the protection of the environment and culture of the involved community. In order for community-based tourism to be effective, the industry for tourism and the community involved must collaborate. Community-based tourism will be effective if it emphasizes the economic development of residents as opposed to large tourism agencies and travel companies within the industry (Wiegman, Merrill, Freed, & Hickey, 2013).

Summarizing and Comparing Tourism Types

Table 4 provides an overview of the three different forms of sustainable tourism discussed in this section.

Table 4: Types of Sustainable Tourism

	Eco-tourism	Agritourism	Community-based tourism
Main points of focus:	<ul style="list-style-type: none">- Nature based destination- Respect environment- Respect community of tourism attraction	<ul style="list-style-type: none">- Agriculturally based destination- Supporting farmers- Unique attractions	<ul style="list-style-type: none">- Community based destination- Support the community- Protecting culture
Considerations /Disagreements	<ul style="list-style-type: none">- Pleasing the consumer vs. environmental considerations	<ul style="list-style-type: none">- Ethical considerations- Economic sustainability	<ul style="list-style-type: none">- Collaboration between organization and community

2.1.2 Sustainable Tourism Within Thailand

Tourism is one of the largest contributors to the Thai economy and is Thailand's top foreign currency generator (Chon, 2013). Tourism was formally recognised as an emergent industry in Thailand in 1959 when the Tourist organization of Thailand was established, and in 1976 renamed as the Tourism Authority of Thailand (TAT). In 1977, tourism was included in the National Economic and Social Development Plan (NESDP) (Chon, 2013). Tourism played the leading economic role for the first time in 1982 after it generated the highest amount of revenue among all economic sectors, earning 23.798 million Baht (approximately 720,000 U.S. Dollars), overcoming rice exports as Thailand's main source of revenue.

Historically, tourism has played a vital role in enabling economic improvement in Thailand, however, it is also important to consider the negative impacts of tourism seen within Thailand such as pollution, the influx of drugs, and social/cultural degradation. In 1992, the Earth Summit in Rio De Janeiro pushed Thailand to develop more sustainable tourism practices (Chon, 2013).

Amphawa Chaipattananurak Conservation Project

A relevant case study to our project in Singha Park is the Amphawa Chaipattananurak conservation project. With a focus on conserving traditions in the Amphawa community, while also giving them revenue from their products, the project accomplished both by using principles of ecotourism, agritourism, and community-based tourism. The complete case study can be found in *Appendix A*.

Through an interview with the director of the Amphawa Chaipattananurak foundation, M.R. Srichaleom Kachana Phu, we learned that the success of the Amphawa Chaipattananurak project has stemmed from the self-sufficiency model, the ability to identify intrinsic value within the local community, and the preservation of the local biodiversity, such as the fireflies within the Amphawa region, and the production of lychee.

The self-sufficiency model that the director referenced has allowed the local community to develop socially and economically because the younger generations return the Amphawa from cities such as Bangkok, where they've gone to college, to take care of their generational land. This ensures that the community is self-sufficient as the younger generations are there to perpetuate the culture and products of the Amphawa community. Self-sufficiency is also practiced through the use of natural resources such as coconut trees. Most of the products such as coconut surgery, skincare and coconut oil are created from local coconut trees, which reduces costs and the ecological footprint of the community to increase the value of the coconut in the orchard land and increase the income for the community.



Figure 1: Local Shops at Amphawa Chaipattananurak Foundation

Economy and Tourism in Thailand

According to the Tourism and Sports Ministry in 2015, 16.7% of Thailand's gross domestic product was related to tourism. According to the World Travel and Tourism Council, this number grew to 17.7% in 2016 (Ministry of Tourism and Sports, 2019). This decrease in tourism is attributed to the rise of foreign tourism-related injuries. This data is relevant to note because Thailand's economy is highly dependent on the tourism industry, and this industry can change rapidly over the course of one year. Because such a large portion of the country's GDP is related to tourism, we can draw the conclusion that a significant drop in tourism in Thailand will have detrimental effects on the nation's economy (Worrachaddejchai, 2019). Figure 2 displays the yearly tourist arrivals in Thailand from 2003 until 2018 and shows an overall upward trend.

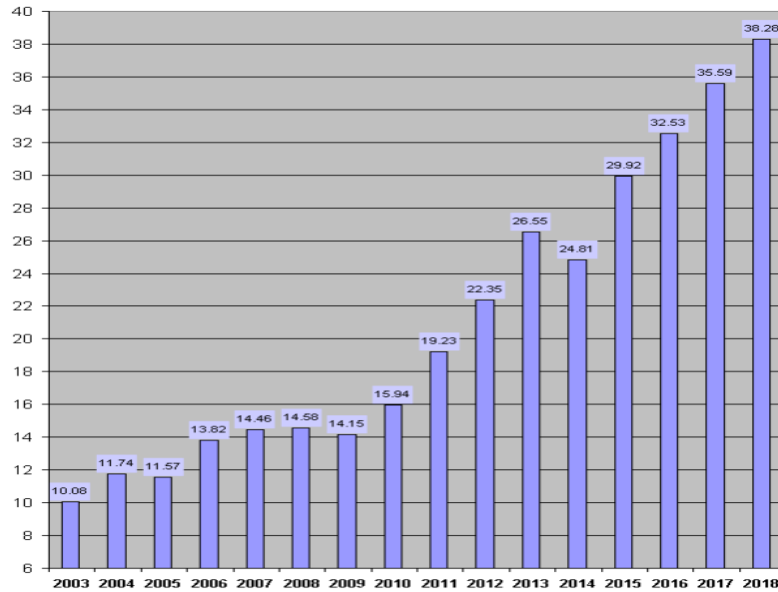


Figure 2: Yearly Tourist Arrivals in Thailand 2003-2018 (Thailand Tourism Statistics, 2019)

Historically, there has been a general upward trend to yearly tourist arrivals in Thailand since 2003 continuing through 2018 where there were approximately 38.28 million tourists who visited Thailand. The World Travel and Tourism Council also claims that 31 million jobs (9.9% of total employment in 2017 in Thailand) were due to tourism (Khidhir, 2018). Because tourism impacts the economy, and voters pick candidates on the basis of their economic influence, tourism has also had an indirect impact on politics.

Demographics of Tourism in Thailand

According to Khidhir (2018), Barrow (2017), and Thailand Tourism Statistics (2019), the largest contributor to the tourism economy in Thailand is Chinese tourists and has consistently been so since 2012. This number has increased from 2.7 million tourists in 2012 to over 10.5 million in 2018, making up 27.5% of the total number of tourists visiting Thailand (Thailand tourism statistics, 2019). Table 5 is a representation of the top 10 nationalities that visited Thailand in 2017.

Table 5: Top 10 Nationalities Visiting Thailand in 2017 (Barrow, 2017)

Country	Number of Tourists (Million)	% change from 2016
China	9.92	+13.23
Malaysia	3.30	-5.5
Korea	1.71	+16.49
Laos	1.61	+16.17
Japan	1.57	+9.08
India	1.41	+18.11
Russia	1.34	+22.95
USA	1.06	+8.35
Singapore	1.01	+4.73
UK	1.01	+0.08

Chiang Rai Tourism

Chiang Rai is a mountainous province located in the northernmost part of Thailand with beautiful scenery, long history, and a variety of cultures. Chiang Rai culture is influenced from abroad by the shared borders with Myanmar and Laos as well as the presence of the Lanna civilization and various minority ethnic groups, such as the hill tribes (Ministry of Tourism and Sports, 2019). Many people travel to Chiang Rai each year during the first quarter of the year to experience and absorb the enchantment of cultures (Ministry of Tourism and Sports, 2019).

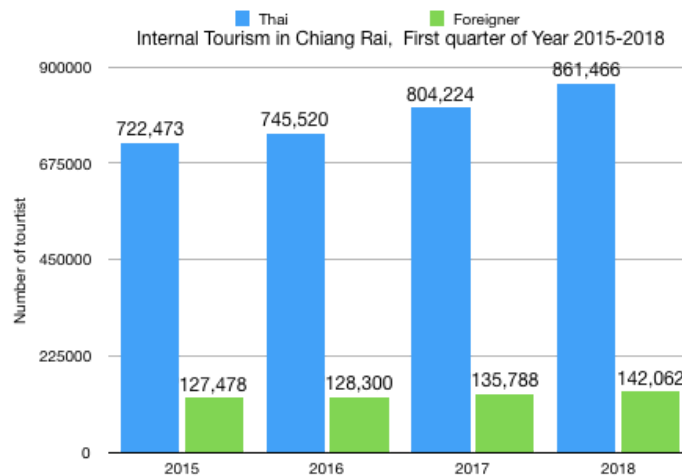


Figure 3: Tourism Graph

According to the report of the domestic tourism statistics by the ministry of tourism and sports, the number of Thai and foreign tourists in Chiang Rai has been steadily increasing from 2015 to 2018 as shown by Figure 3. The overall trends matched with data provided in Figure 2 that the number of both Thai and foreign tourists have been increasing each year. (Ministry of Tourism and Sports, 2019). From 2016 to 2018 foreign tourism in Chiang Rai has increased by a rate of 6881 foreign tourists per year and this increase is mirrored in the increase of foreign tourists in Thailand during the same period of 2.87500 million per year (Table 5). The increase in foreign tourism in Chiang Rai only accounts for 2.39% of the increase in foreign tourism within Thailand. As tourism in Chiang Rai continues to grow, there is greater potential for income gain for tourism-related businesses in Chiang Rai.

2.1.3 Improving Parks for Tourism

According to Eagles (2002), the success of a tourism site is dependent upon two fundamental components. The first includes appropriate levels of environmental quality, and the second is providing suitable levels of consumer service. Neal (2013) proposes new uses and activities to parks to improve public services and therefore creating benefits for more users, longer duration of activity and an overall improved brand. Some of these proposals included facilities for young people, adventure and natural play, skate parks, cafes, concessions and kiosks, parks resources being used to generate energy (e.g. water, solar or wind power), establishing educational and training facilities, and private functions and corporate events that may be leased (Neal, 2013). While these have been useful ways to increase the number of visitors at a park, and effective ways of generating revenue, they do not necessarily take into account effects on the community or environment. Table 6 shows the sources of income generated at parks in Canada, and how much revenue each source generated. Note that the park entry fees generated the most revenue.

Table 6: Canada Parks Revenue 2000/2001 (Eagles, 2002)

Source of Revenue	Dollar amount of revenue
Park entry fees	\$30,100,000
Concessions and rentals	\$14,300,000
Camping fees	\$10,900,000
Other	\$6,100,000
Recreation fees	\$4,500,000
Staff housing	\$2,300,000
Interest and land sales	\$1,700,000

2.2 Sustainable Development within Thailand

The ideology of sustainable development in any regard is that it satisfies the needs of the present, without compromising the capability of future generations. Sustainable development is accomplished by creating a balance between economic growth, environmental awareness, and social well-being.

The concept of sustainable development was introduced to Thailand during the era of King Rama 9. In 1974, the sufficiency economy philosophy project was introduced by His Majesty, the late King Bhumibol Adulyadej. It is an approach for sustainable development that espouses moderation, reasonableness, and prudence as a development framework based on knowledge and virtue. The philosophy creates human development at all levels and emphasizes the need to strengthen the community's capacity to ensure a balanced way of life with full respect to the environment (Thailand International Cooperation Agency, 2017). One of the most significant principles of the sufficiency economy philosophy project is to encourage people to be self-sufficient by producing and using local resources. The King believed that sustainable development would lead to long-term benefits for the people and economy of the country (Nantichas, 2017).

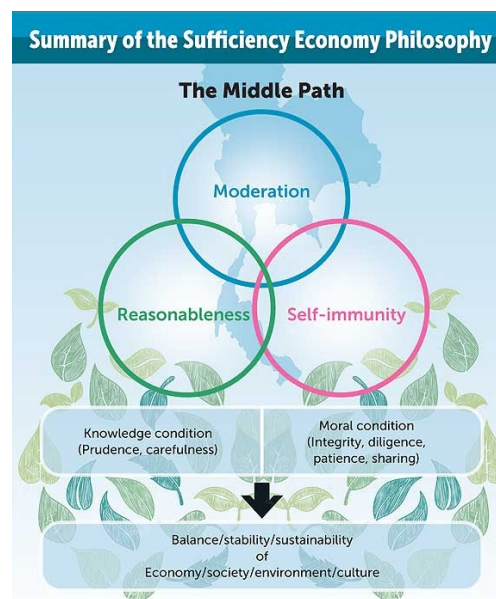


Figure 4: Summary of the Sufficiency Economy Philosophy (Bangkok Post, 2016)

The 2030 Agenda for Sustainable Development, supported by the United Nations Member States in 2015, shared a blueprint for peace and prosperity. There are 17 Sustainable Development Goals (SDGs), which are vital problems that need to be solved by all countries in a global partnership.



Figure 5: Sustainable Development Goals (Sustainable Development Goals, 2015)

Our project discusses issues related to “Goal 10: Reduced Inequalities” because it is claimed by the Global Wealth Report that in 2018 Thailand has the world’s highest disparity that the richest 1% own 66.9% of the country’s wealth. (Isarabhakdi, 2019) Nowadays, inequality in society, especially in the form of income inequality, is increasing. As stated by Lucas Chancel, the main coordinator of the World Inequality Lab, economic inequality is widespread and, to some extent, inevitable. If rising inequality is not properly supervised and undertaken, it can lead to various sorts of political, economic, and social crises. This is true especially in countries where the wealth disparity is high. This goal aims to achieve and sustain income growth for the bottom 40 percent of the population at a rate higher than the national average. It also seeks to establish equal opportunities, reduce inequalities of outcome, and empower and promote the social, economic and political inclusion of all by 2030 (Sustainable Development Goals, 2015).

2.3 Local communities in Chiang Rai

In 2018, the total population in Chiang Rai is 1,287,615 in which approximately 87% of the total population is the ethnic Thai who speak northern dialect and 12.5% are hill tribes people (Chiang Rai Provincial Statistical Office, 2019). Singha Park’s managing director Pongrat Luangthamrongcharoen has stated that the main goal of Singha Park is to benefit and support local communities. Mr. Luangthamrongcharoen said to Cision news that “Our goal is giving;

giving to the local community. Let the community have the chance to benefit from Singha group's business success." (Singha Park, 2016).

Singha Park has launched projects to grow a variety of fruit produce, such as strawberries, raspberries and passion fruit. These are grown among a multitude of other produce such as a plantation of rubber tea trees. Singha Corporation is responsible for the investment, development, revenue flows, marketing, and logistics of the goods produced. Singha Corporation doesn't take any of the revenue that is generated by the sales of the produce from the park. According to Mr. Luangthamrongcharoen, "We have to share what we have with those who have not had the opportunities." Once again, this reiterates the true philanthropic nature and intentions of Singha Corporation. The community benefits from the efforts that they put into the farms at Singha Park and are able to use the farms as resources and opportunities that they may not have been able to access.

According to one of the executive managers, 90% of Singha Park employees are from local communities. Singha Park stopped them from growing and selling opium by providing them legal means to generate income and revenue. An example of how the community stands to benefit from Singha Park is through the statements made by agricultural worker, Ms. Meesae Mayer, who earns higher wages working in Singha Park than she would at her village. Thus far, "It has helped me (Ms. Meesae Mayer). Without the job I would not know how to help my family." (Singha Park, 2016). The employees of the park earn higher wages than other members of the local community and are able to afford a better standard of living.

Another way in which Singha Park involves the community is utilizing educational programs. Singha Park works closely with colleges and schools within Thailand to teach Thai students the benefits of the park as well as providing a nice outing. Thai students comprise a large percentage of visitors that come to Singha Park during the week and the local community is more involved during the weekend.



Figure 6: Students Preparing for the Farm Tour

Since 2019, Singha Park devoted an area to build a village for hill tribe people to sell their handmade products during the weekend for an alternative source of income. The village is located at the last stop of the *farm tour* provided by Singha Park. Thus, the visitor from the tour can visit and explore the culture of the hill tribe people. Each house in the village is built in a different design due to the different culture of each tribe. Singha Park applied the model of community-based tourism in this area. The occupation for the male hill tribe people are farmers. They grow rice and corn as their main source of nutrition and income. (Highland People Discovery Museum, 2017) Therefore, Singha Park provides a chance for female hill tribe people to generate income for the family.



Figure 7: Hmong hill tribe



Figure 8: Chiang Rai Community Area

3.Methodology

This chapter will discuss the data collection method that we used to achieve the three objectives of our project. We collected data from Singha Park in the province of Chiang Rai and at the Singha corporation headquarters in Bangkok, Thailand. We observed the park itself and the surrounding community. Figure 9 provides a comprehensive breakdown of all of our methods of data collection and how they align with our project goal.

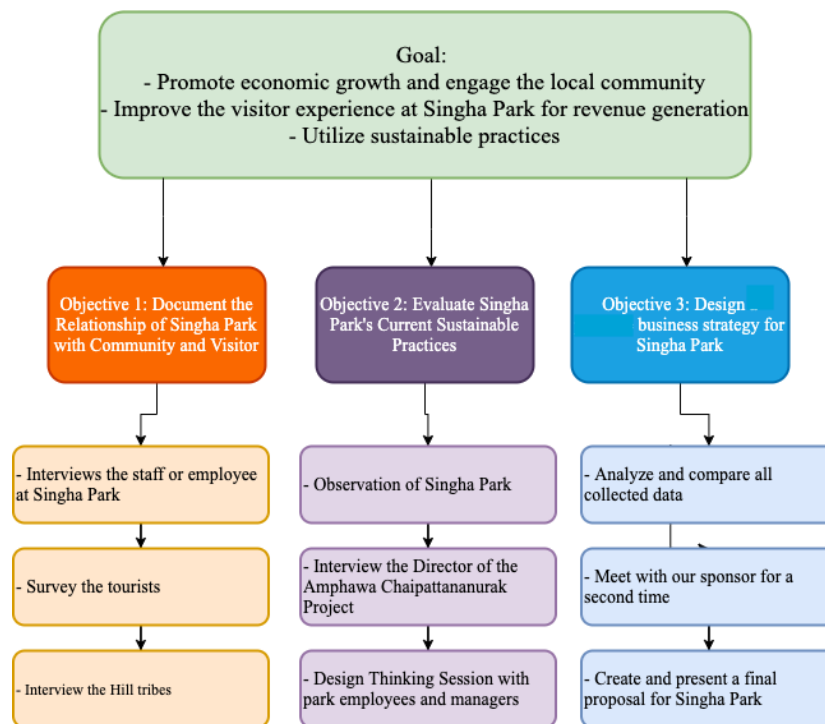


Figure 9: Data Collection Methods

3.1 Document the Relationship of Singha Park with Community and Visitor

The first project objective is focused on learning more about the community around Singha Park and evaluating the nature of its relationship with Singha Park. We wanted to find out who may be affected by any changes to the park and how this may affect the current relationship between the local community and Singha Park.

3.1.1 Interviews the staff or employee at Singha Park

To understand more about the ongoing situation of Singha Park, the team interviewed the internal staff and executives of Singha Park. We interviewed:

1. Singha Park Chiang Rai Managing Director
2. Group Director KM
3. Executive Digital Communications
4. Singha Park General Manager
5. Sports and Recreation Manager
6. Agricultural Manager
7. Marketing and Sales Manager
8. Quality Control (QC) and Product Development Manager
9. Tourism Manager
10. Director of Hill Tribes development center of Chiang Rai

We began each interview with an introduction of who we are as a team, the intent of the activity, assurance of confidentiality, and a verbal request for consent to the activity. A template of this introduction can be found in *Appendix B*. The questions that were asked in the interviews of the internal staff and executives can be found in *Appendix C*. The interview provides valuable information about the inner workings of the park which can be used to evaluate the park's current situation and the relationship between the park and the local since some of the employees are the local people.

3.1.2 Surveys the tourists

A survey was distributed to the tourists visiting Singha Park. This helped us gauge the tourist's satisfaction with the park and helped us determine areas for improvement. We developed both a paper survey and an online survey. This survey was distributed to the visitors by placing a QR code inside of popular shops to attract participants to take the survey and directly approach the visitor. The survey contains rating questions, short answer questions, and suggestion box. It took only a few minutes to complete. We received 300 surveys in total. The questions for this survey can be found in *Appendix D*.

3.1.3 Interviews the hill tribes

We conducted an unstructured interview with four hill tribe people from different villages including Akha, Hmong, Lisu, and Lahu. Singha Park built a small "hill tribe village" for them to sell their handmade products every weekend for one year. We asked simple questions to see their

satisfaction in regards to Singha Park presence and their suggestion for improvement in the future. This allows us to understand the relationship between Singha Park and local communities. The minutes from the interviews can be found in *Appendix E*.

3.2 Evaluate Current Sustainable Practices at Singha Park and Determine Area of Improvement

In order to evaluate the current sustainability practices that take place at Singha Park, the team conducted an observation at Singha Park, visited Amphawa for our case study, and facilitated a design thinking session with Singha Park employees. The team wanted to figure out the strengths and weaknesses of the park, and accumulate ideas on how to incorporate financially and environmentally sustainable practices into Singha Park.

3.2.1 Observation of Singha Park

During the park visit, we observed the sustainable practices, all kinds of activities, looked through all products, recognized the most popular photo spots, and community engagement that is currently in place. The findings from observation are documented in the observation metric. (*Appendix F*) Our time in the park was spent visiting each attraction to evaluate if they are financially and environmentally sustainable. This was accomplished by participating on a farm tour service and spending allotted amounts of time in each farm tour stops. There are 6 stops which are Swan lake/Fish feeding, Tea plantation, Mushroom Nursery, Blueberry and Herbs, Zoo, and the Recreational Zone. We also evaluated whether the employees are properly practicing sustainability and if the visitors to the park, partake in environmentally sustainable practices, such as recycling or water conservation initiatives. This observation of Singha Park provided a better understanding of what happens at the park and its current sustainable practices.

3.2.2 Interview the Director of the Amphawa Chaipattananurak Project

The team visited and interviewed the director of the Amphawa Chaipattananurak Project to study the success case study and make a comparison with sustainable practices at Singha Park. This project has been successful in creating opportunities and generating income for the local community of the MaeKlong basin. The goal of this project is to strengthen communities to be able to further develop products and community business by themselves. Amphawa project shares similarity with Singha Park in terms of uplifting the community. The team collected valuable information regarding the history of the project, and strategies for involving the local community into a large project in a sustainable manner. The agenda and meeting minutes for this interview can be found in *Appendix A*.

3.2.3 Design Thinking Session

The team conducted a design thinking session with eight employees at Singha Park. This activity helped us to identify key issues and plausible solutions quickly and effectively. It enabled us to find innovative and viable solutions for a new and revised business model by utilizing the ideas of the park employees. The type of design thinking session that we employed is the “lightning decision jam” method, which is a method that encourages the participant to solve the problem without discussion in a short period of time. The team applied this method in design thinking session because it is the most time-efficient method of gathering as much data as possible. A detailed description of the design thinking session can be found in *Appendix G*.

3.3 Design Business Strategy for Singha Park

We compiled and analyzed the results of each interview and survey to make recommendations. In order to analyze all the data collected we used a variety of methods depending on whether the data was quantitative or qualitative.

3.3.1 Qualitative Data Analysis

Qualitative data analysis was performed on data collected through the Singha Park employees interview in *objective 3.1*, hill tribe people interview in *objective 3.1*, and interview of the Director of the Amphawa Chaipattananurak Foundation in *objective 3.2*. In order to conduct qualitative data analysis, we followed the steps listed in Figure 10.

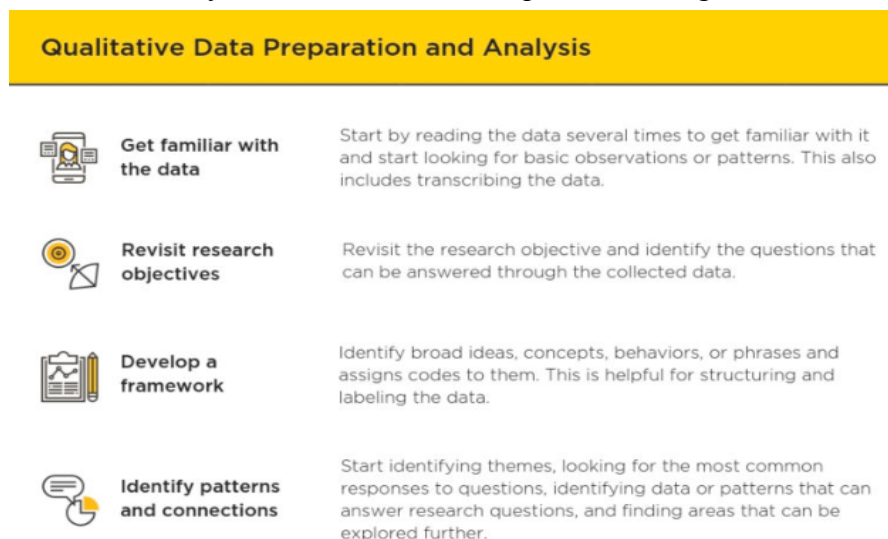


Figure 10: *Qualitative Data Preparation and Analysis (Bhatia, 2018)*

First, we reviewed the information we collected and then, we developed a framework which we used to help label the data. This, in turn, helped us to identify patterns and connections that we used to present the sponsor with possible improvements or additions to Singha Park. There were multiple different frameworks that were used in analyzing the data such as content and narrative analysis. The content analysis was used on objective 3.1 for the data collected from the Singha Park employees and hill tribe people. This involved coding the interviewee's response and identifying themes (Bhatia, 2018). A narrative analysis was conducted on objective 3.2 with the interview of the Director of the Amphawa Chaipattananurak foundation. A narrative analysis focused on the stories and experiences (Bhatia, 2018) that the Director had with her foundation.

3.3.2 Quantitative Data Analysis

We performed quantitative data analysis for the data gathered in our surveys of the tourists from objective 3.1 as well as from objective 3.2 through the design thinking session and an observation of Singha Park. In order to conduct a thorough quantitative analysis, we used two main methods known as descriptive analysis and inferential analysis as shown in Figure 11.

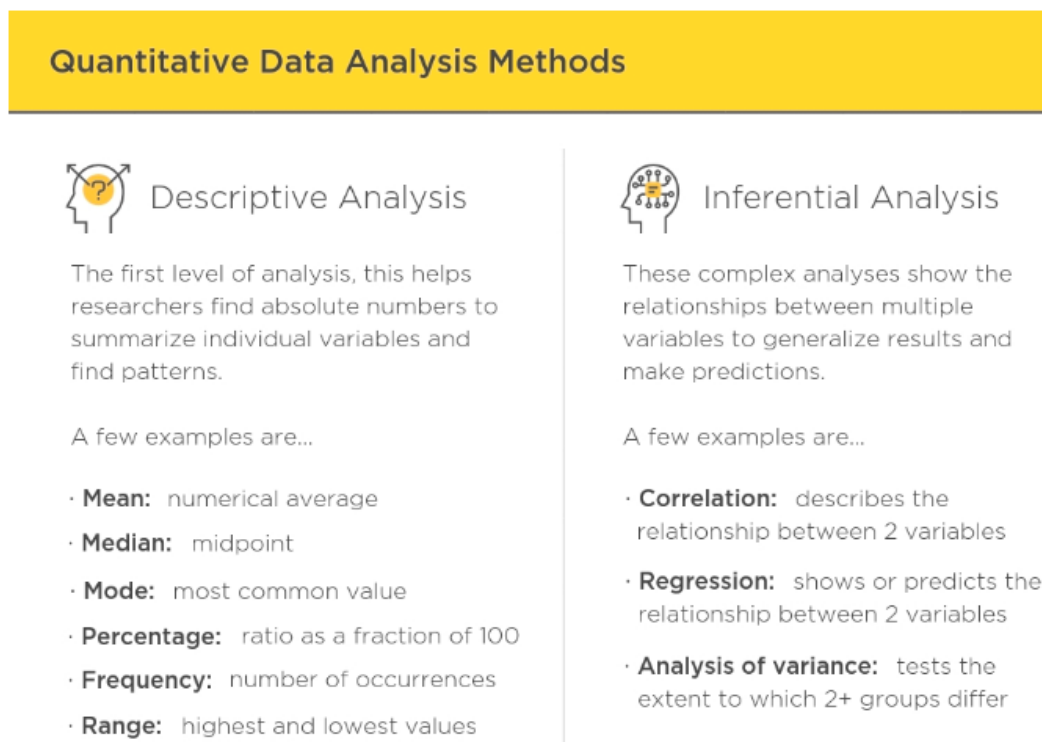


Figure 11: Quantitative Data Analysis Methods (Bhatia, 2018)

Descriptive analysis was used to find the mean, median, mode, percentages, frequency, and range for the data collected through the interviews, surveys, observations and design

thinking session. Inferential analysis was used to understand the relationships between the data collected through the design thinking session and the surveys (Bhatia, 2018).

3.4 Research Ethics

A primary consideration that we kept in mind as a team throughout the time spent on our project was to continually be aware of any changes that we were proposing and how those changes might have ramifications on various groups of people. Our primary goal in this project was to support and uplift the Chiang Rai community, which includes people in and around the park. We were primarily focused on completing our research in a way that continually analyzed all possible effects on any stakeholders.

One consideration that the team made when formulating questions and prompts for interviews, focus groups, and surveys was the ethics of the questions, the data collection methods, and the analysis of the data. When deciding on our questions and prompts, we took into consideration aspects such as Thai culture, Chiang Rai demographics, and how to ask our questions with respect and professionalism. Each question was intended to come across to the recipient as straightforward and relevant to that individual's knowledge and experience.

One way that we worked to ensure ethical data collection was by beginning every interview, survey, and focus group with an introduction of who we are as a team, the intent of the activity, assurance of confidentiality, and a verbal request for consent to the activity. A template of this introduction can be found in *Appendix B*.

4.Data Analysis

4.1 Findings: Evaluation of the Relationship Between Singha Park and Visitors, and Singha Park and Local Communities

4.1.1 Need for a visitor experience at Singha Park

The team conducted surveys of the visitors at Singha Park during the balloon festival time and non-festival time via online google forms, and with a paper copy of the survey. We received 300 total responses- 50 responses during non-festival and 250 during the festival time. *However, the total responses in some questions are different since the visitors might not prefer to answer.* According to the results seen in Figure 12, 77 of 122 visitors who visited Singha Park during the festival had never experienced the farm tour. And according to Figure 13, 125 of 250 visitors visit Singha Park for the first time. This shows that the festival successfully attracts the new tourists better than the farm tour.

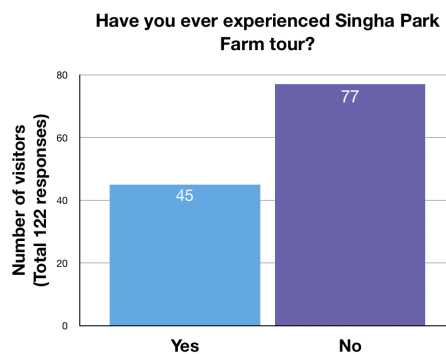


Figure 12: Tourist Responses- Participation on Farm Tour

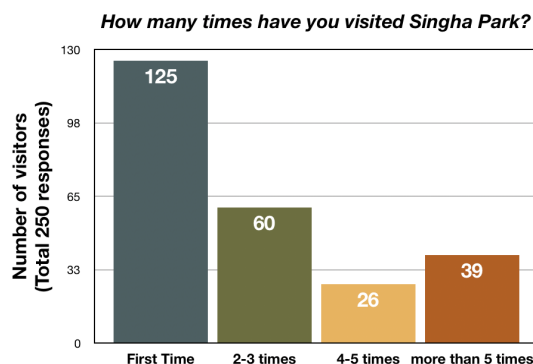


Figure 13: Tourist Responses - Times visited Singha Park

As mentioned in section 3.2.1, the farm tour at Singha Park is comprised of 6 stops: Swan lake/Fish feeding, Tea plantation, Mushroom Nursery, Blueberry and Herbs, Zoo, and the Recreational Zone. The activities engaging with visitors are only available at some stops. For example, visitors can feed the fish at the swan lake, put on local hill tribes costume at Tea plantation, and feed animals at the zoo. There are 213 people in total who respond to the visitors' favorite stop on farm tour question (could be answered more than one). According to the results shown in Figure 14, the most popular stops are tea plantation and the zoo with the total vote of 84 and 83 respectively. This demonstrates that visitors prefer the stops that provide activities. However, from the unstructured interviews of the farm tour participants, they mentioned that the tea plantation had good scenery and atmosphere, but the activities were not interesting or engaging. They suggested having more activities at this stop such as allowing visitors to pick tea leaves, and tea making demonstration. Furthermore, at stop 5, the zoo, the visitors mentioned that animals in the zoo were too few. They would like to see more variety of animals and more activities engaged with animals such as horse riding or mechanical bull riding. Figure 15 shows that 156 of 205 visitors would like to see more participatory activities on the farm tour.

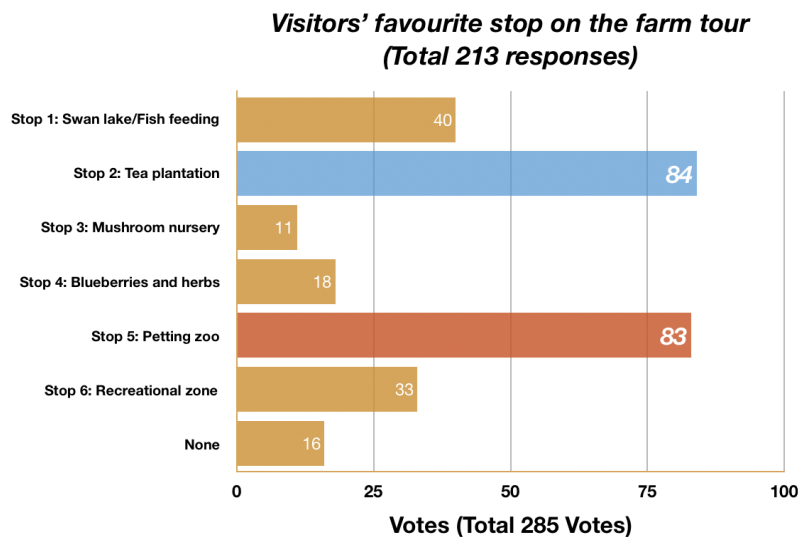


Figure 14: Tourist Responses- Favorite Stop on the Farm Tour

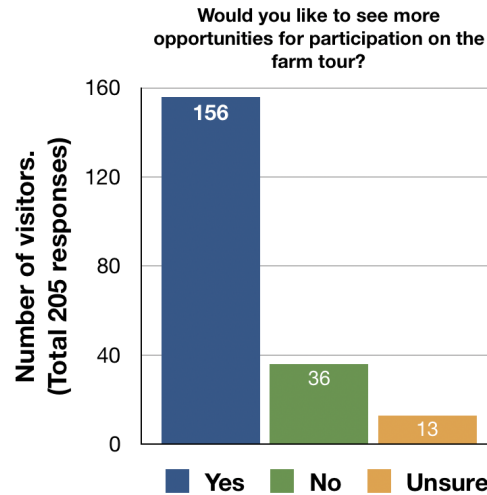


Figure15 : Tourist Responses- Participation on the Farm Tour

According to Figure 16, there were 32 suggestions for Singha Park to improve the farm tour. At present, the farm tour is conducted only in Thai and Mandarin. Consequently, 13 respondents suggested that the farm tour should be available in both Thai and English. In addition, 10 respondents mentioned that the time duration in each stop should be lengthened from 10 minutes to 20 minutes or more. Based on Figure 17, the average satisfaction of 206 respondents on the farm tour is 7.59 out of 10, indicating that the visitors are generally satisfied with the farm tour service. Nonetheless, visitors are looking forward to getting new experiences while participating on a farm tour in the future. Thus, creating more of a visitor experience on the farm tour would help increase the satisfaction of visitors and increase the number of visitors coming to Singha Park.

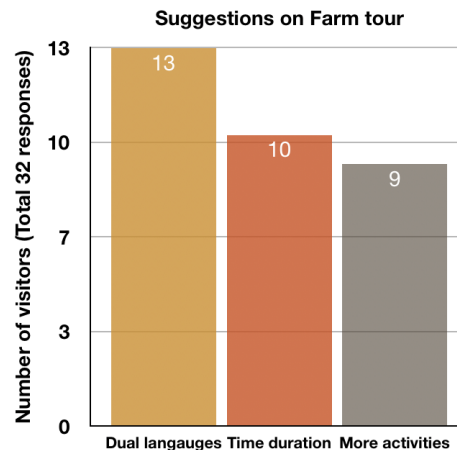


Figure16 : Tourist Suggestions for the Farm Tour

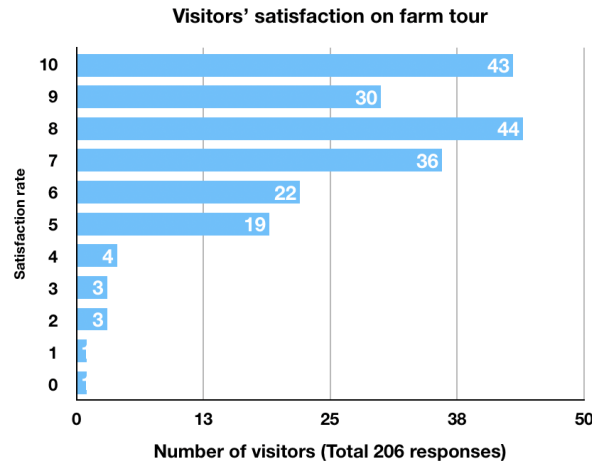


Figure17 : Tourist Satisfaction on the Farm Tour

4.1.2 Opportunity for increased involvement with the local community

From our observation of, and interviews with the hill tribes of Chiang Rai, we found that Singha Park has a good relationship with the hill tribes since all the comments about Singha Park from the hill tribes people were positive. These comments can be found in the interview minutes in *Appendix E*. They all thank Singha Park for providing the space for them to disseminate their culture and generate income. For example, a woman from Hmong said “I like Singha Park because it allows me to generate more income. I can sell my product quite well.”. Furthermore, the Akha, Lisu, and Hmong hill tribes are willing to participate if Singha Park allows them to sell their product during the weekdays and provide activities for them to interact with the tourists. This information shows that Singha Park has a high opportunity in increasing the involvement with the local community.

4.2 Findings: Identification of Sustainable Practices

4.2.1 Opportunities for increased sustainability identified in case studies

Amphawa Chaipattananurak Foundation:

By observing the Amphawa project and interviewing the director of the foundation, we learned about the sustainable business model and positive relationship with the local community. More information about the Amphawa Chaipattananurak Foundation can be found in *Appendix A*. In the interview with the director of the foundation, we asked what she thought the biggest strength of the project was. She commented on the utilization of the coconut as a product and natural resource for the project. The coconut is a resource that is in abundance in the Maeklong community, and so the project found ways to create value from this abundant resource. We were able to observe how this was put into practice when we visited the project ourselves and

observed the many products that are based on coconut in the shops, and the use of coconut as decoration around the site. From this example, we were able to conclude that Singha Park could focus on better utilizing the resources that it already has in abundance. This model is sustainable, and contributes to a visitor's experience if he/she can understand and appreciate the connection of this resource to the park and the local community.

Choui Fong Tea Plantation:

The team visited Choui Fong tea plantation to observe as a case study for our project since Choui Fong is considered as a primary competitor of Singha Park. The total area of the tea plantation is 1.92 square kilometers. Choui Fong is famous for its high quality of tea, beautiful scenery, and variety food and dessert menu that has tea as the main ingredient. Furthermore, there are many products generated from the tea at Choui Fong including tea bags, soap, shampoo, conditioner, etc. Aside from taking pictures with beautiful scenery, tasting new styles of food, and buying tea products, the tourists visit Choui Fong for tea experience.

Table 7: Comparison: Choui Fong and Singha Park Tea Plantation

	Choui Fong	Singha Park (Tea plantation)
Strengths	Various tea product line	The tea production can be operated all the year due to plenty of resources
	Iconic photo spot for tourist	Singha Park is located near the city
	Free entrance	Large area
	Tea experience	High quality of tea
	Unique dessert menu	
	High quality of tea	
Weaknesses	The location of Choui Fong tea plantation is far from the city	No iconic photo spot to attract new generation tourist
	The tea production can't be operated all the year	Lack of activities for tourist to participate
		Limited tea product line

The table above is an analysis of the strengths and weaknesses of Choui Fong Tea Plantation in comparison to Singha Park Tea Plantation. The team compared the strengths and weaknesses of Choui Fong and Singha Park from the tourist's perspective. The key finding of the analysis is that Singha Park tea plantation has an advantage over Choui Fong in terms of resources and scale of production. However, the tea products of Singha Park are not as well-known as Choui Fong due to narrower product line and branding strategy. Social media marketing plays a major role in making a business successful because it represents low-cost tool that allows the company to spread brand awareness or promote particular products to a broad group of customers. Based on this assessment, we concluded that due to Singha Park's abundant resources in terms of tea crop, and superior agricultural practices that allow for tea harvest year round, that there is the opportunity in the Singha Park tea plantation for increased financial sustainability through increased sales if planned out correctly.

4.2.2 Potential for applied sustainable practices

Singha Park hosts 175,437 visitors in 2019, (*Appendix H*) and the farm tour is a means through which the park can generate income. Based on the observations we conducted, we found that each station on the farm tour has underutilized resources and the ability to efficiently utilize these resources will be beneficial to the overall success of the park as it will make the park more financially and environmentally sustainable. Throughout the entire farm tour, we noticed a few key issues regarding the visitor behavior, including their lack of engagement in the activities being offered, as well as their lack of willingness to spend money on the products being sold at each station. This observation was further validated through the data collected in the farm tour survey. Through our survey we found that 156 of 205 tourists would like to see more opportunities for participation on the farm tour and that around 66 people did not spend any money or participate in any activities currently offered on the tour. One potential reason for the lack of participation among tourists is the fact that the farm tour is only conducted in Thai and Mandarin thus, the English speakers are unable to understand what is being said on the tour and unable to read the informational signs placed at each stop. The request for an english-guided tour was feedback we received through the survey from 13 responded to the question "*Do you have any suggestions for Singha Park to improve the farm tour?*".

The first stop on the farm tour is the swan lake where the main activity for the tourists is feeding the fish in the pond. One small bucket of fish feed costs the customer 20 THB and according to the survey, 45 tourists out of 211 participated in feeding the fish. On the ride to the next station, various types of fruits and vegetables are presented along the path of the tour bus however, none of them are being used for sale or consumption and their purpose is simply for agritourism to make the roads more aesthetically pleasing, while also eventually creating large masses of waste. The second stop is the tea plantation where the tourists can take pictures with traditional clothing and baskets in the tea fields. This stop includes a small shop where tea is sold and free samples of the tea is offered to tourists. However, the tea station could be used more

effectively. The products and activities are not advertised in any way and during our observation, we noticed large groups of people quickly becoming uninterested in the activities that are offered. Additionally, we heard tourists speaking amongst themselves saying they wish they had the opportunity to pick the tea leaves themselves. The third stop is the mushroom nursery, which gives tourists the opportunity to learn about Chong Cao. There are information boards around the perimeter of this stop but again, all of the descriptions are written in Thai and many visitors are unable to read them, and therefore, they are underutilized. This stop also allows the tourist to try the Chong Cao mushroom, but does not advertise the sale of Chong Cao mushroom products. Another stop that is underutilized is Stop 6- the recreation zone. This stop includes a rock climbing wall, zipline, and cafe available for the use of the visitors, however, throughout all of our observation we saw the zipline being used only once (by someone on a private tour) and never saw the rock climbing wall being used. Again, this entire stop is an underutilized resource because the existence of these activities is not advertised in any way so tourists do not participate.

Through the analysis of this data, we concluded that there is still potential for increased revenue generation, which can be accomplished through improving the lack of sales on products sold in Singha Park through better engaging the tourists that come through the farm tour.

4.2.3 Fully utilizing Singha Park's current resources (Design Thinking Session)

A Design Thinking Session (DTS) found in *Appendix G*, was conducted with a group of eight Singha Park employees and management from various departments. We began by asking each person to identify resources at Singha Park that are effectively utilized. Through a process of personal brainstorming and subsequent voting, the top four responses from the group were:

1. Singha statue
2. Petting zoo
3. Tea plantation
4. The scenery of Singha Park

The employees believed that these resources are currently bringing in the most income and tourists to Singha Park. We began the DTS with this question to have the focus group think about the positive things Singha Park has to offer, along with the resources that it already has at its disposal. It is more sustainable to make a proposition based on resources that are already readily available to the park.

A common theme between all four of these top responses was a factor of visitor participation, and an element of branding for Singha Park. Regarding the branding of Singha Park, the Singha statue is a very clear brand symbol of Singha Corporation, and the tea plantation connects to one of Singha Park's strongest products for sale- tea. All of these attractions are popular for tourists to stop at and take photos, and the petting zoo and tea plantation have additional opportunities for tourists to participate in certain activities. The petting zoo, for

example, allows for feeding and petting animals and the tea plantation allows for a free sampling of the tea that was grown at the park and offers props and outfits to dress like the traditional tea-pickers. Through this analysis, we were able to settle upon a project direction that incorporates more visitor interaction and a subsidiary focus on establishing a clearer brand for Singha Park for the sake of the visitor experience.

After asking the Singha Park employees in the DTS what they believe to be the most effectively utilized resources in the park, the next step was to allow them to brainstorm ideas for better utilization of resources in other areas of the park. After giving the participants in the session a fixed number of minutes to think of their ideas and write them down, we would collect all of the sticky notes they used and posted them on a board. Every employee in the session was then given a marker to vote on the notes posted on the board, and this process can be seen in Figure 18 .



Figure18 : Employee Voting of Suggestions to Singha Park

After everyone was finished putting down their votes, we organized the sticky notes on the board so that they would be ordered by number of votes. The ideas with the most votes would be at the top, while the ones with the least would be at the bottom.

To conclude the DTS, the three ideas with the most votes would be judged based on an impact/effort graph. The recommendations voted on the most were:

1. Introduce extreme sports into the park - 8 votes

2. Improve upon the park's tea products - 5 votes
3. Creating activities for tourists to plant trees - 4 votes

Although the participants in the session clearly had more interest in adding activities that would bring extreme sports into the park, when all three of these ideas were brought over to the impact/effort graph, the general consensus was that creating an activity for tourists to plant trees could have a high impact and it would not require much effort. Meanwhile, the extreme sports idea fell was deemed to be high impact, but also high effort, while the idea to improve on tea products was voted as a moderate impact, high effort suggestion. The final placement of these ideas is shown in Figure19, where we used a projector to display the graph and just placed the sticky notes in the zones that the employees decided on.

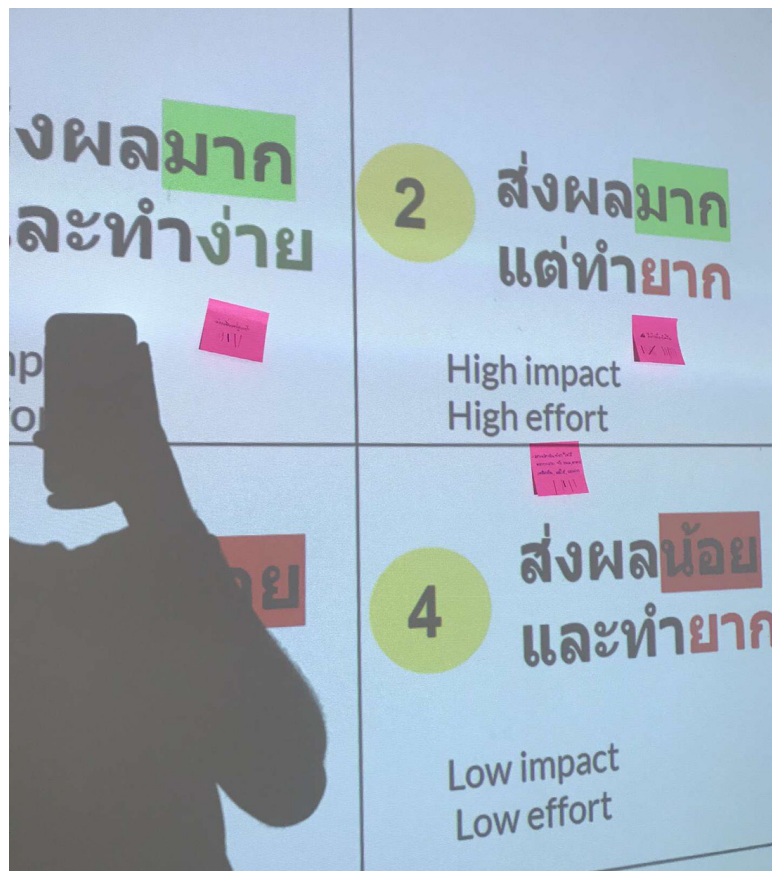


Figure19 : Impact/Effort Graph of Top Employee Suggestions

These results highlighted how a majority of the employees that participated in the session believed that bringing new activities into the park would have a high impact because the two ideas that introduce activities into the park were voted to have this effect. It also showcased that members of the park have differing visions for the market that it should focus on. This was apparent when half of the participants in the DTS voted that improving the park's tea products would not have much of an impact on the business, while the other half believed that it would be

a high impact suggestion. Since there appears to be a noticeable disagreement among staff on the impact of tea product improvement, and a general consensus that suggestions with new activities will help the park, the direction we will be taking in our recommendations will be to actively engage tourists when they visit the park.

4.3 Findings: Evaluation of Singha Park's Business Model

4.3.1 Difficulties in planning and communication at Singha Park

From our interviews with Singha Park management, we discovered a major lack of communication between departments at the park, and between Singha Park and Singha Corporation headquarters in Bangkok. The agricultural manager of Singha Park stated that the marketing department sends instructions and business plans over to the agricultural department that do not line up with logical agricultural practices. This interview can be found in *Appendix I*. For example, currently, Singha Park produces 20% of organic tea products, and 80% with the help of chemicals/pesticides. This is because the organic products are less feasible to grow in large quantities due to shorter shelf life and less attractive appearance on shelves. The marketing department may ask the agricultural department to produce more organic products, however, the organic products had not been successfully sold in the previous harvest. This likely shows a lack of communication between marketing, who formulates plans for products, agriculture, who produces said products, and sales, who keeps the numbers and data on the products in the market. The other interviews conducted that day were with the director of Quality Control (QC) and Research & Development (R&D) (*Appendix J*), and the manager of marketing and sales (*Appendix K*). These interviews revealed frustrations with different departments other than their own.

In one interview, we asked what this individual thought was the most prevalent problem regarding implementation of a plan at Singha Park. The response was that there was a large disconnect in communication and vision between the executives of Singha Park in Bangkok, and the managers and employees who actually work at the park. This individual believed that the executives did not have enough applicable knowledge of Singha Park in order to provide useful plans and instructions. In one interview with the agricultural manager, this individual stated that Singha Park never had a strong or even adequate business model, and that now, management was continually scrambling to put business models together to solve temporary problems. From this information, we concluded that in order to formulate an adequate and strong business model for Singha Park, it would involve a major effort in collaboration between every department at Singha Park and executives of the park. Such collaboration would require more open communication than is currently executed at the park because as we stated in our first finding, many of the departments place blame on different departments and there is a severe lack in communication between these different departments.

The lack of a business model was also observed in interviews with the marketing department and QC and R&D. In an interview with the manager of marketing and sales, this person informed us that many of the fresh products that are grown at Singha Park must be sold within two days or else the value severely diminishes. Additionally, there are many different kinds of products that Singha Park is trying to profit from, however, there is no strong plan for marketing these products and that is shown because these products are not selling. In the interview with the manager of QC and R&D, this individual revealed to us that there is not much innovation really occurring within this department, despite the fact that one major portion of it is research and development. This individual revealed that they wait for all instructions and plans directly from the marketing department. One overall conclusion from these interviews was that there is not one larger plan or goal that all the departments at Singha Park are working towards. Each department seems to be moving along its own trajectory, and not all following one agreed upon business model.

Additionally, we discovered miscommunication regarding each department's role in social enterprise. Each interviewee was asked about what their view was on social enterprise within their own role, and the role that Singha Park takes on as a whole. One individual stated "Business should be moved by the local community. Right now, Singha runs everything. I don't think it's a true social enterprise.". Another interviewee stated that Singha Park does well with CSR because of the many jobs created for the local community, and the behind the scenes donations to the local community in times of need. One solution to this issue that we discussed in one interview and amongst the team was a lack of Public Relations (PR) regarding Singha Park's role in the community. Not many community members, or even employees at Singha Park understand that much of the money made by Singha Park goes back into the community in the form of donations and scholarships for local schools.

5. Conclusion

As a result of our research, data collection, and data analysis, we have formulated five recommendations for Singha Corporation in regards to Singha Park. These recommendations are based on analysis of the data collected throughout the course of the project, and work in direct correlation to the key findings discussed in Chapter 4, Data Analysis.

5.1 Recommendation 1: Utilizing Natural Resources for Revenue Generation Using Tea Leaves Tempura

According to *findings 4.2*, Singha Park has not fully utilized resources to generate maximal value from the tea plantation. Currently, there are 210 tons of tea leaves being unharvested. Therefore, in order to utilize this surplus effectively, we came up with the idea of “Tea Leaf Tempura” or “Deep-Fried Tea Leaves” being developed and sold as a new product. The inspiration for this idea was derived from the signature menu at the Bhu Bhirom restaurant, a well-known restaurant at Singha Park, where fried tea leaves are served as an appetiser. When searching “fried tea leaves” the google search algorithm shows the Bhu Bhirom restaurant as one of the top results which shows that the fried tea leaves dish is a unique and popular dish at the restaurant. In order to capitalise on the popularity of the fried tea leaves dish, we saw an opportunity to mass produce the fried tea leaves and sell them as a packaged and processed good. Alongside helping to reduce the unharvested Tea leaf, the Tea Leaf Tempura could help in creating a meaningful and engaging activity at the tea plantation stop within the farm tour. By advertising this product we could create a fun activity centred around picking the tea leaves and watching how the tea leaf tempura is made. The only current drawbacks of this product is the R&D that is necessary to ensure that the Tea Leaf Tempura has a long shelf life. Currently the fried tea leaves turn bitter in flavour after a few days. Therefore, it is necessary to conduct R&D to achieve a longer shelf life. Furthermore, an additional input to this product is the ability to cross sell it with By Todd sauce (a sauce created by the CEO of Singha Corporation) and this will help boost the sales of both goods and increase the revenue coming into Singha Park, which benefits the community as a whole.

5.2 Recommendation 2: Increase Communication to Improve the Business Model and Unify the Vision on Social Enterprise

In order to address *finding 4.3.1*, difficulties in planning and communication at Singha Park, we propose that Singha Corporation implement a plan that encourages interdepartmental communication.

According to the interviews that we conducted with five employees of different departments, it was clear that each department was working very separately from other departments and all with unique visions and ideas of social enterprise. In order to first establish a business model that takes into account the needs and visions of every department, we proposed a yearly retreat for the managers of each department. At this retreat, each department would discuss their vision for the year within their respective department. For example, the agriculture department could bring up that they hope to plant and harvest 20 acres of organic tea in the upcoming year, and the marketing and sales department might bring up that they plan to focus on selling the excess non-organic tea stock from the previous year. This information would spark discussion and subsequently move into a problem-solving portion where all of the departments find an agreed upon vision and formulate a plan to address this vision for the year ahead. The result of this yearly retreat would be a complete business model that takes into account the needs of every department at Singha Park and an updated, agreed upon vision.

In the interviews with Singha Park management, we asked the manager of every department what social enterprise meant to him or her within the respective department. As discussed in *section 4.3*, each interviewee provided a different answer. Different opinions are not necessarily a negative sign and are a reflection of individual opinions. However, in an interview with upper management of Singha Park, (the Knowledge Management Strategy Manager and the Product Management Office Manager, *Appendix L*) we were informed that agreement on the basics of Singha Park's social enterprise vision is necessary to the success of carrying it out. In our recommendation of a corporate retreat at the beginning of each year, we would propose that a section of time be dedicated to discussion and workshop based on the basics of Singha Park's goals within social enterprise. This information could be updated from the upper level management located in Bangkok, and this would also help to unify the offices in Bangkok with the management at Singha Park. We propose that upper level management agree upon a definition of Singha Park as a social enterprise, and at least three main points that embody the goals of carrying out this social enterprise. This definition and three main points would be communicated to the group of managers at the retreat, and then the managers should discuss how these points can be carried out within their own departments, and how they have seen these goals already be met.

5.3 Recommendation 3: Raise Awareness of Hill Tribes Communities Through Direct Involvement

In accordance with *Finding 4.1.2*, it is recommended that Singha Park should raise awareness of hill tribe communities to the visitor through more direct involvement. Although Singha Park applied the model of community-based tourism to the *hill tribes village area*, there's a lack of engaging activities between hill tribes people and the tourists. Consequently, we believe the strategy that would raise awareness of the hill tribes people is the creation of a workshop that

allows tourists to learn about the culture and lifestyle of the hill tribes people. The interaction between the tourist and the hill tribes people will create a unique experience for the tourists that visit the area. Since the village is located at the last stop of the farm tour, Singha Park could make the village more noticeable by asking the tour guide to introduce the village to the tourist and changing the bus stop of the farm tour to be at the front or somewhere closer to the village.

5.4 Recommendation 4: Improve the Farm Tour by Offering More Activities and Languages, and Training the Staff

From *Finding 4.1.1*, Singha Park has room to improve within the farm tour. According to the surveys done on tourists it can be seen that 156 tourists would like to see more opportunities for participation within the farm tour. Increasing the levels of engagement within the farm tour will result in increased:

- Consumer Spending and Product Sales
- Consumer Satisfaction, Social Media Presence, and Education
- Tourism and Revenue Generation for Chiang Rai

5.4.1 Consumer Spending and Product Sales

One major finding that we could apply from the Amphawa case study to Singha Park is consumer spending will increase from incorporating more activities within the farm. This trend can be seen within Singha Park as 66 of 202 visitors did not spend any money at any of the farm tour stops, and the most popular stop for consumer spending saw 54 of 202 tourists spending money at stop 5, the petting zoo. This is due to the interactive nature of the stop as tourists are able to buy food to feed the giraffes and zebras and this interactive experience promotes consumer spending. According to the demographic data shown in *Appendix M*, the tourists on the farm tour are mostly from Bangkok and abroad. Which, the financial stability of these visitors are better than the local people in terms of minimum wages. Therefore, increasing activities within the farm would be a driving force that motivates them to buy various products at each stop and generate more revenue to Singha Park. Therefore, through the addition of activities at each stop in the farm tour creating an interactive experience will enable these foreign tourists to buy various products.

5.4.2 Consumer Satisfaction, Social Media Presence, and Education

Offering more activities and a more interactive experience for the visitor on the farm tour would increase the overall visitor satisfaction at Singha Park. Based on the results of our survey, the average overall visitor satisfaction with the activities at Singha Park was 7.7/10 and the average satisfaction with the farm tour was even lower at 7.5/10. An improvement of the

activities available on the farm tour would contribute in improving both of these numbers. Improving the individual visitor satisfaction at Singha Park will also likely increase Singha Park's social media presence, which will further spread awareness of the park because if visitors enjoy their experience, they are more likely to post about their experience on various social media platforms and recommend the park to their friends and families. Increased awareness of the park could lead to an increase in the number of visitors at the park and improve its overall success. This increase in social media presence can be accomplished through the use of tagged locations and photos on Instagram, hashtags on Twitter, posts on Facebook, etc. which are already available. To further Singha Park's social media presence to increase awareness of the park, a Snapchat geofilter (special overlays of attractive graphics for Snapchats that can only be accessed in certain locations) could be designed and implemented, which would put Singha Park on another social media platform.

Another way to improve the visitor satisfaction at Singha Park through the farm tour will be through the education of the visitor as well as the park employees. If the visitors are educated about each stop when they arrive, they will have a better understanding of where they are and what they are doing. Additionally, the visitor should be educated on the Social Enterprise of Singha Park and their philanthropic goals within the community of Chiang Rai. This information could potentially influence visitors to spend money on more products as now they will be aware that their purchases are supporting the local community. In order to implement this education of the visitor, the park must acknowledge the staff and provide signage or video messages in English. From the results of our survey, 48 respondents were able to give recommendations for the farm tour, and the idea repeated the most was including an English tour with 13 people suggesting it would make the tour better. The description should be available in English because many tourists participating in the farm tour do not understand Thai.

5.4.3 Tourism and Revenue Generation for Chiang Rai

Improving the farm tour of Singha Park will increase tourism in both Singha Park and Chiang Rai because if people visit Singha Park, they will definitely get a chance to explore Chiang Rai city. This recommendation responds to the original objective of Mr. Santi Bhirombhakdi, the CEO of Singha Corporation, that aims to make Chiang Rai become the main city for tourist attraction in Northern Thailand to elevate the quality of life of Chiang Rai people. *"Singha Park must elevate the quality of life of Chiang Rai people"* (Santi, 2020). Mr. Santi believes that the economy of Chiang Rai will be improved if the number of tourists increased because tourism will drive income distribution effect as consumer spending increased. This will generate more income to local people and enhance their standard of living (Admin, 2020).

5.5 Recommendation 5: Promote Ecotourism Through Additions of Environmentally Sustainable Practices

One way that the park could engage visiting tourists with an environmentally sustainable method is to introduce a tree-planting activity into the park. This idea directly came from a design thinking session held with different members of management in Singha Park, and it is mentioned along with a description of the session in key finding 3 of *Section 4.2*. The idea could be implemented at a stop on the farm tour, the entrance to the park, or a location near the recreation center. The goal of this suggestion is to give the visitor an experience to remember the park by, while also having a positive environmental impact and providing some education about how to participate in the activity. Additionally, a long term goal would be implementing electric farm tour buses which would further promote ecotourism as it would limit the negative environmental impacts of the farm tour. This initiative could be marketed to the tourists to involve more ecotourism factors into Singha Park, and would also increase Singha Park's ability to grow more organic crops. Currently, the farm tour buses and other vehicles that travel through the park contaminate the fields with the exhaust and electric vehicles would negate this negative impact. Because it may be difficult to implement this change in the short term, this recommendation could be modified to provide the option for a different, more environmentally friendly mode of transportation for the tour such as offering it as a bicycle farm tour or an electric scooter farm tour.

References

Admin, K. (2020, February 16). Mr.Santi, the honorable citizen of Chiang Rai. Retrieved from <http://www.kaokrai.com/160220-2/>

This article was created by Kaokrai Admin on February 16, 2020. The article reports that Mr. Santi Bhirombhakdi, the CEO of Singha corporation is promoted to be the honorable citizen of Chiang Rai because Singha Park improves the economy of the province by attracting tourists which create income distribution effect. It also describes the original objective of Mr. Santi toward Singha Park. This information is important to our project because it helps us understand the mechanism of income distribution effect and the original objective of Singha Park. This knowledge will be useful for us when designing the final idea for our project that will keep us on the right track.

Agarwal, S., Bhatt, A., Kapoor, N., Moutinho, T., VanHerwarde, G., & Walker, K. (2013). Promoting ecotourism in Himachal Pradesh. Retrieved from https://web.wpi.edu/Pubs/E-project/Available/E-project-102113-185849/unrestricted/Ecotourism_India_IQP_Report.pdf

This source is a previous IQP report that also focuses on sustainable tourism. The group defines ecotourism as sustainable, nature-based tourism, that is environmentally conservative while maintaining local culture and contributing to the well-being of the host community. This is what we will attempt to do in Chiang Rai at Singha Park. Singha Park already implements sustainable tourism in their attractions and for this reason, it is important that we understand what that means. One extremely beneficial portion of this IQP is the list of best practices and recommendations for sustainable tourism. Because this is an IQP report published by WPI we can assume it is a credible source.

Barone, A. (2019). Social Enterprise. *Investopedia*. Retrieved from <https://www.investopedia.com/terms/s/social-enterprise.asp>

This source provides valuable information regarding what a social enterprise is, how to understand them, while providing key takeaways and considerations for social enterprises. They define social enterprise as a business that has specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment.

Barrow, R. (2017, December 26). Top 10 nationalities to visit Thailand during 2017. [Weblog].

Retrieved from

<https://www.thaitravelblogs.com/2017/12/top-10-foreign-tourists-to-visit-thailand-during-2017/>

This source presents the top 10 nationalities that visited Thailand in 2017. It also includes information regarding how much the number for each nationality has increased (or decreased) since 2016. It makes it clear that tourism in Thailand is growing quickly in Thailand seeing as of the top 10 nationalities, the number for 9 of them had increased. This source is helpful because it provides us with insight into the size of the market for tourism in Thailand and shows us that the market is growing. One downside to this article is that it examines tourism in all of Thailand rather than just in Chiang Rai where we will be working and may not be specific enough for our purposes. Additionally the credibility of this source may be questionable due to the fact that it comes from a travel blog.

Behera, M. (2017). Relevance of business model innovation for sustainable entrepreneurship:

A perspective. IUP Journal of Entrepreneurship Development, 14(3), 7–30.

<http://search.ebscohost.com.ezproxy.wpi.edu/login.aspx?direct=true&db=bsh&AN=125779242&site=ehost-live>

This article discusses how the rapid globalization and technological shifts that are happening in our world are significantly shortening the life span of business models for some organizations. It then introduces the concept of business model innovation (BMI) which occurs when a company sells the same product or service to the same market, but they do so in a way that involves a new business model which in turn, enhances the value of the services provided. They also go into detail describing what a business model is, what it needs and what it does, highlighting that it outlines the modes through which costs and revenues can be balanced to achieve sustainable profits.

Berry, T. (2017). How to do a SWOT analysis for better strategic planning.[Weblog]. Retrieved from <https://articles.bplans.com/how-to-perform-swot-analysis/>

This source provides details of how to perform a SWOT analysis for business strategy analysis. SWOT is an acronym standing for Strengths, Weaknesses, Opportunities, and Threats. The article gives tips and suggestions on how to analyze your business from the perspectives of each of these areas. The analysis begins with examining the internal aspects of the company (strengths and weaknesses) and then moves on to external aspects (opportunities and threats). All of this analysis and information comes together and is interpreted to develop a business strategy. This source will be useful to the team because it will provide us with a tool of how to evaluate

Singha Park's current business strategy, and begin to brainstorm new directions for the Park's business strategy.

Bhatia, M. (2018, September). Your guide to qualitative and qualitative data analysis methods.

Humans of Data. Retrieved January 31, 2019, from

<https://humansofdata.atlan.com/2018/09/qualitative-quantitative-data-analysis-methods/>

This article provides a detailed walk-through of preparing, analyzing, and interpreting both qualitative and quantitative data sets. It discusses the different approaches that a researcher must take when looking at a large data set. This source, while not purely an academic, peer-reviewed source, is still being considered as trustworthy and valuable to our project because of the academic nature of the writing, and the fact that the author's approach is very practical and mathematical in nature. In addition, this is a recently published article by a trusted institution. We will use this information to help us with our data analysis and this will eventually lead to us forming proposals for our sponsor.

Blackstock, K., Hunter, C., & Phillip, S. (2010). A typology for defining agritourism. *Tourism Management*, 31(6), 754-758. <https://doi.org/10.1016/j.tourman.2009.08.001>

This journal article gives a formal definition of agritourism and breaks it down into multiple categories in the form of a typology. There are five categories that the authors break agritourism into, and there are three questions that they believe accurately depict the types of agritourism that exist. For our project in Singha Park, we need to have a proper understanding of agritourism as it's the most prevalent form of tourism in the park. The article also highlights other avenues of agritourism that we could explore implementing in our recommendations for Singha Park.

Brown, T. (2018). Design thinking defined. *IDEO Design Thinking*. Retrieved from

<https://designthinking.ideo.com/>

This is a strong and reliable source created by Tim Brown, executive chair of IDEO. It delves into the nature of design thinking and its various components such as the 5 stages of design thinking and the main appeal of design thinking which is its human-centric nature to identifying solutions to complex issues. It also shows why and how design thinking fits into a broad global society within today's day and age as well as the history and origins of how the design thinking process was founded. The 5 stages of design thinking are critical to ideating plausible solutions and some of these stages are highly useful such as empathize, define and ideate. We believe this source is strong as it is recently posted however, due to its nature of being

a website, this is a slight weakness of the source as it isn't a journal or a scholarly article. This relevant and recent source would allow us to empathize with the social issues present in Chiang Rai, and define clear cut problems that arise within the community and ideate solutions rapidly.

CEIC Data. (2019, January 1). Thailand Gross National Product [1960 - 2020] [Data & Charts]. Retrieved from <https://www.ceicdata.com/en/indicator/thailand/gross-national-product>

This source is an article created by CEIC Data in 2019. It provides quarterly and yearly statistics related to the economy of Thailand since 1960. The team uses this data to study the economic trend of Thailand. The GDP data could be used to determine the economic growth, thus we use the GDP of Thailand to compare with the GDP of Chiang Rai to signify the differences in speed of growth.

Clark, J. (2007). *Bale Mountains National Park general management plan*. Retrieved from <https://docplayer.net/1973228-Bale-mountains-national-park-general-management-plan.html>

This source is the ten-year management plan created for Bale Mountains National Park in 2007. It highlights the main principles that the plan should always consider and the five different sections of the park that require changes to how they're being managed. Of the five management programmes that they are establishing in the entire management plan, tourism, park operations, and outreach sections are the most applicable and useful for our project in Singha Park. The structure of the management plan is also something that we can use when making recommendations in our own project because it shows that we should build our list of recommendations based off of a set of factors we believe are the most important to Singha Park.

Chon, K. (2013). *Tourism in Southeast Asia: A New Direction*. Retrieved from <https://doi.org/10.4324/9780203047989>

This source is a book about tourism in southeast Asia. More specifically, chapter five of the book is titled "The Impacts of Tourism on a Local Community: A Case Study of Chiang Mai". This chapter of the book addresses both the positive and negative effects that tourism can have on a community. Additionally, the chapter provides information about the history of tourism in Thailand, including information about the Tourism Authority of Thailand (TAT). Furthermore, the chapter provides a large sum of background information on Chiang Mai, including its location, weather and seasons, population and demographics, its history, cuisine, dress, housing, and traditional ceremonies

CTN News. (2019). About Chiang Rai. *Chiang Rai Times*. Retrieved from <https://www.chiangraitimes.com/about-chiangrai/>

This source is an article published by CTN News. It explains the history, geographic, and demographic of Chiang Rai. In addition, it provides certain information for tourists who are interested in visiting Chiang Rai. This source is useful to our project as it makes us understand the basic idea of Chiang Rai. It is a reliable source as the information is basic fact about Chiang Rai, plus it has many supporting pictures.

Eagles, P. (2002) Trends in park tourism: Economics, finance and management. *Journal of Sustainable Tourism*, 10(2), 132-153. <https://doi.org/10.1080/09669580208667158>

This article emphasizes the relationships between the growing numbers of parks throughout the globe, the rise in tourism to those parks and its economic impacts, and finance and management policies used within the parks. This journal outlines that the success of tourism sites is dependent upon two fundamental components including appropriate levels of environmental quality, in combination with suitable levels of consumer service. Tourism activity occurring at many nature-based sites have created a self-perpetuating phenomenon of visitation, education, and desire for more parks, visitation and education. Nature tourism is becoming even more important these days because sustainable development can positively contribute to local economic development. The following table was included in this report and outlines the sources of revenue for a park in Canada. This table gives us further potential ideas for increasing revenue in Singha Park.

Fertel, C., Bahn, O., Vaillancourt, K., & Waaub, J. (2013). Canadian energy and climate policies: SWOT analysis in search of federal/provincial coherence. *Energy Policy*, 63, 1139-1150. <https://doi.org/10.1016/j.enpol.2013.09.057>

This source evaluates specific themes of Canadian energy and climate policies using a SWOT analysis for the purpose of examining the current policies that are in place and eventually forming proposals for future strategies. This source will be useful to the project team because it is a good example of a SWOT analysis put into use, and focuses specifically on sustainable practices and good environmental practices.

Goodwin, H., & Santilli, R. (2009). Community-based tourism: A success?. *International Centre for Responsible Tourism*. Retrieved from <https://www.haroldgoodwin.info/uploads/CBTaSuccessPubpdf.pdf>

This article discusses the fact that Community-based tourism (CBT) is promoted as a means of development where the social, environmental and economic needs of local communities are met through the offering of a tourism product. The article outlines what expert's criteria for success entail. Although this may differ from what is the specific success of our

project, the general principles will be able to be applied. The report also provides four examples of CBT's that proved to be successful around the world. We will also be able to use these examples as a resource when thinking about community-based tourism with relation to our project more specifically. One thing that I found surprising about this journal was that it was stated that only 34% of the manager respondents mentioned conservation or positive environmental impacts as a factor leading to the success of their projects. This means that there is no apparent correlation between CBT success and conservation. Although this was the case for the respondents in this study, this will not be the case for us. Positive environmental impacts may not directly lead to the success of a given CBT, however, sustainability and conservation are still important and relevant aspects of our overall project goals and must be incorporated into our approach to our project.

Highland People Discovery Museum .(2017).Retrieved from
http://highlandmuseum.or.th/tribe_view.php?id=2

This source is an official website of Highland People Discovery Museum created in 2017. It contains detailed information of 10 hill tribes in Thailand: Karen, Hmong, Mien, Lisu, Lahu, Akha, H'tin, Khamu, Lawa, and Mlabri. It provides information about the population, culture, religion, economy, and occupation. The team uses this information to study background information about the local communities in Chiang Rai. This source helps the team to understand the context and a basic understanding of their lifestyle.

Ho, J. (2014). Formulation of systemic PEST analysis for strategic analysis. *European Academic Research*, 2(5). Retrieved from
<https://docplayer.net/28070352-Formulation-of-a-systemic-pest-analysis-for-strategic-analysis.html>

This article is a good example of the utilization of PEST (an abbreviated form of PESTLE) analysis to observe the current strategies of a business. This form of analysis is useful to identify strengths and weaknesses within a corporation, as well as identifying outside factors that influence the corporation. All of this information is applied to a timeline to evaluate changes and applications of the strategies over time. This information will be useful to the project group because it provides a good example of how to use a PEST analysis and we could apply that to our analysis of the Singha Park business model, and to make recommendations for the future. Additionally, it will be useful because it provides an example of how to apply all of this information and interpret it with a timeline in mind.

Honey, M. (1999). *Ecotourism and sustainable development: Who owns paradise?*. Retrieved from
<https://web.b.ebscohost.com/ehost/ebookviewer/ebook/bmxlYmtfXzM5OTIwN19fQU41>

[?sid=8a7c6fe4-d745-46f5-8789-679235a7a9b0@sessionmgr103&vid=0&format=EB&lp_id=lp_1&rid=0](https://www.researchgate.net/publication/328111111?sid=8a7c6fe4-d745-46f5-8789-679235a7a9b0@sessionmgr103&vid=0&format=EB&lp_id=lp_1&rid=0)

This source is a book that focuses on sustainable development and ecotourism. Honey defines ecotourism as “striving to respect and benefit protected areas as well as the people living around or on these lands”. Throughout this book, Honey presents an overview of the ecotourism industry all around the world, including projects and studies conducted in Costa Rica, Cuba, South Africa and many other areas. Honey also writes that while ecotourism is often grouped in with nature, wildlife and adventure tourism, it should actually be viewed as distinct from these other categories. One tour operator that honey writes about named Kurt Kutay says, “real ecotourism is more than travel to enjoy or appreciate nature,” it also includes minimizing environmental and cultural consequences.

Hvenegaard, G. & Dearden, P. (1998). Ecotourism versus tourism in a Thai national park. *Annals of Tourism Research*, 25(3), 700-720.
[https://doi.org/10.1016/S0160-7383\(98\)00020-6](https://doi.org/10.1016/S0160-7383(98)00020-6)

This journal article discusses ecotourism in Thailand and more specifically, it compares the types of activities and people that participate in these activities that differ between tourism and ecotourism in Thailand. Hvenegaard defines ecotourism as "responsible travel to natural areas which conserves the environment and improves the welfare of the local people". This article also includes many statistics regarding tourism in Thailand, however many of them are outdated (from the mid-90s) so we will find statistics in other sources.

Isarabhakdi, V. (2019, January 31). Grasping the reality of Thailand's wage inequality. Retrieved From
<https://www.bangkokpost.com/opinion/opinion/1620978/grasping-the-reality-of-thailands-wage-inequality>

This article was published by Bangkok Post in 2019. The article was written by Vijavat Isarabhakdi, the former ambassador of Thailand to the United States and Canada. This article provides information about the social issue that Thailand is currently facing, inequality. It provides facts and statistics about the disparity within the country. This information is important to our project because it enlightened us the social issue that we could focus on in helping the local community.

Ismail, M. (2009). Corporate social responsibility and its role in community development: an international perspective. *The Journal of International Social Research*, 2(9), 199–207.
http://www.sosyalarastirmalar.com/cilt2/sayi9pdf/ismail_maimunah.pdf

This article is written by Maimunah Ismail, a professor of the Department of Professional Development and Continuing Education, Faculty of Educational Studies of Universiti Putra Malaysia. It was published in 2009. The information related to our research begins on page 199 to 207. Even though the publication date of this article is not recent, it acknowledges how corporate social responsibility (CSR) can be used as a strategy to strengthen the business and ethically sustain the community in the meantime. It also explains the role of CSR and how to determine the success of CSR. This information makes us realize the reason behind Singha Park's development goal and.

Khidhir, S. (2018). Tourism's influence on Thai politics. *The Asean Post*. Retrieved from <https://theaseanpost.com/article/tourisms-influence-thai-politics>

This is a news article that discusses the influence that tourism has on Thai politics. It highlights that tourism is one of the most important contributors to the Thai economy. This article also talks about how the largest contributor to tourism in Thailand has consistently been Chinese tourists from 2012. This article will be helpful to our projects because it, first of all, introduced me to two new organizations that could be added to our concept map, those being the tourism and sports ministry and the world travel and tourism council. Second of all this article gives us a good, fairly recent number about the impact of tourism on Thailand as a whole, which we will eventually be able to relate to the impact it has on Chiang rai more specifically. It also gives us an idea of where a large portion of the tourists may come from (China) which begins to help us develop a better understanding of the demographics involved in tourism in Thailand.

Ministry of Tourism and Sports. (2018). Samut Songkram Tourism Statistics . Retrieved from https://samutsongkhram.mots.go.th/ewt_dl_link.php?nid=426

This source contains Samut Songkram tourism statistics, published by the Ministry of Tourism and Sports in 2018. The statistics include the number of total visitors, Thai visitors, foreigner visitors, and income generated from tourism. This information is useful for our project because it provides quantitative data that can be used to measure the successfulness of Amphawa Chaipattananurak project.

Ministry of Tourism and Sports. (2019). Thailand Tourism Statistics. Retrieved from www.mots.go.th/allcont.php?cid=411

This article contains Thailand tourism statistics, which were published by the Ministry of Tourism and Sports. The data will always be updated every quarter. There are the statistics of the domestic tourism classified by regions and provinces, international tourist arrivals to Thailand at both Bangkok international airport, and etc. These statistics indicate the number of tourists in

northern Thailand and Chiang Rai annually, which is useful for our marketing research because we can analyze the trend to predict the opportunity for the park expansion in the future.

Montefrio, M., & Sin, H. (2019). Elite governance of agri-tourism in the Philippines. *Journal of Sustainable Tourism*, 27(9), 1338–1354. <https://doi.org/10.1080/09669582.2019.1621327>

This source discusses agri-tourism which is one of the main focuses of tourism in Singha Park. These authors define agri-tourism as a rural enterprise which incorporates both a working farm environment and a commercial tourism component. This article also states that rural tourism has been promoted as a way to address the issues of declining incomes of small farms, erosion of rural cultures from agricultural modernization, and to diversify the rural economy. A few sections of this report that would be relevant to our project would include; 3.3.1 Agritourism as a form of rural development and reproduction, 4.5 Research methods and data collection processes (for our methods chapter), 5.3 Tourism development in Thailand, 6.2 Rural areas in Thailand: past and present, 6.7 livelihood opportunities for agritourism operators and villagers, and 7.3.1.2 agritourism initiatives and their purposes.

Nantichas. (2017). Philosophy of sufficiency economy. Retrieved from <https://www.chaipat.or.th/eng/concepts-theories/sufficiency-economy-new-theory.html>

This source is an online article published in the Chaipattana Foundation official website. It was written by Nantichas in 2017. This article provides information about the principle of sufficiency economy philosophy project and how it can be applied in real life step by step. The author gives many examples about the application of sufficiency economy philosophy that allows people to be self-sufficient. The source also contains the quote of His Majesty the late King Bhumibol Adulyadej, the founder of this project. The information obtained from this article is very helpful to our project because it allows us to understand the background of sustainable development in Thailand and it will be useful for us when creating a sustainable model of Singha Park.

Neal, P. (2013). Rethinking parks: New business models for parks in the 21st century. Retrieved from https://media.nesta.org.uk/documents/rethinking_parks.pdf

This source will probably be one of the most beneficial containing information that will have a significant positive impact on our project. This report talks about creating new business models for parks that will increase the number of visitors and how and why the visitation will increase. It includes new visions of how parks can be managed and maintained, how they can generate income and use resources differently, and how they can empower and integrate communities. The goal of the study was to find sustainable and impactful models for funding, management, and using parks. One extremely beneficial part of this report is that they suggest the most effective income generation models. These include generating income through

concessions and events, taxation, ecosystem development, and commercial developments. Not only do they suggest most effective methods to generate income but they suggest the most promising areas for innovation. Simply put, these include:

- Supporting changes in park management and maintenance systems, restructuring contracts and maximizing the productivity of landscapes.
- Encouraging new organizational structures partnerships that can adopt more locally-focused and collaborative approaches to the long-term care of parks.
- Identifying more diverse sources of funding to increase the variety of uses and activities that parks may be used for
- Exploring new uses and activities within parks

Pornprasit, P., & Rurkkhum, S. (2019). Performance evaluation of community-based ecotourism: A case study in Satun province, Thailand. *Journal of ecotourism*, 18(1), 42–59. Retrieved from <https://doi.org/10.1080/14724049.2017.1379529>

The objective of the study reported in this paper was to assess the performance of community-based ecotourism (CBET) management at tourist destinations in Thailand. The study was conducted using a questionnaire that was distributed to a sample of 530 visitors and the results were analyzed. This source highlights the importance of tourism for the Thai economy and states that the World Travel and Tourism Council reported that 19.3% of GDP in Thailand was from tourism. It also recognizes that there are negative effects of tourism and that is why it is necessary to develop a sustainable tourism model that is concerned with the negative impacts of mass tourism to preserve the environment, community, and culture. The study goes into a large amount of detail about how they collected demographics and information from the locals and visitors that they interviewed. A large majority of these information collection methods will be applicable to our project. Additionally, the overall concept of community-based ecotourism will be beneficial to our background information and introduction to our project

Post Reporters. (2016). Benefits to the nation bestowed by His Majesty's sufficiency economy philosophy. *Bangkok Post*. Retrieved from <https://www.bangkokpost.com/print/1111081/>

The article was published by Bangkok Post on October 15, 2016. The source summarizes the Sufficiency Economy Philosophy (SEP) conceived and developed by King Bhumibol Adulyadej. This source is very useful to our project as the goal is to promote sustainable practices in Singha Park. The article provides principles of sufficiency economy, biofuel and renewable energy, and agriculture in which these could be applied to the project.

Purpose of the GMP. (2019). *Bale Mountains National Park Ethiopia*. Retrieved from <https://balemountains.org/bmnp-gmp/purpose/>

This portion of the website for Bale Mountains National Park in Ethiopia details the overall purpose of their general management plan (GMP) that they would follow for the next ten years after 2007. Looking at the deciding factors for the plan they implemented is useful when trying to understand the most important factors to consider in Singha Park. The webpage also discusses how the national park divided up park management into different departments, and the leaders of each department would be given the responsibility to oversee their respective areas. This type of philosophy is something that could also be applicable to our project in Singha Park.

Rattima, R. (n.d.). Amphawa Chaipattananurak Foundation. Retrieved from <https://www.chaipat.or.th/royal-projects-in-various-regions/central-west/10227-2011-03-18-07-03-47.html>

This source of information is the official website of Chaipattananurak Foundation. It is a primary source. The information is very useful to our project since we used Amphawa Chaipattananurak project as a case study for our research. The source provides background, objective, and activities, which helps us to have a better understanding in the case study. The information is reliable as it was created by Chaipattananurak Foundation, meaning all of the information is impartial.

Rosala (2019). How to analyze qualitative data from UX research: Thematic analysis. *Nielsen Norman Group*. Retrieved from <https://www.nngroup.com/articles/thematic-analysis/>

This article discusses different methods that can be used to analyze qualitative data as well as some of the challenges associated with analyzing qualitative data. One approach presented by Rosala to analyzing qualitative data is through coding and thematic analysis. Thematic analysis is a systematic method of breaking down and organizing data from qualitative research by tagging individual observations and quotations with appropriate codes, to facilitate the discovery of significant themes. Because this source is not from an academic journal and is simply from a website, the team wanted to ensure that it would still be a reliable source. The team decided it would still be a good source to use because it is very recent (September 2019) and is simply being used as a reference to assist in data analysis. This source will be helpful for our project when it comes to analyzing the data collected in our interviews, observation of Singha Park, as well as any other qualitative data that is collected by our group.

Richards, G., & Hall, D. (2003). *Tourism and Sustainable Community Development*. Retrieved

from

[https://books.google.co.th/books?hl=en&lr=&id=gWpeoeQ4Pn8C&oi=fnd&pg=PR8&dq=Richards,+Greg.+\(2000\).+Tourism+and+Sustainable+Community+Development.&ots=1SjDXaowBF&sig=DJwxVQORILNhpv5u-2CEX8k0trc&redir_esc=y#v=onepage&q&f=false](https://books.google.co.th/books?hl=en&lr=&id=gWpeoeQ4Pn8C&oi=fnd&pg=PR8&dq=Richards,+Greg.+(2000).+Tourism+and+Sustainable+Community+Development.&ots=1SjDXaowBF&sig=DJwxVQORILNhpv5u-2CEX8k0trc&redir_esc=y#v=onepage&q&f=false)

This source examines aspects of tourism within communities. It discusses the growing importance of the tourism industry to many different communities, and from this viewpoint, discusses how future implementation of other tourism practices can be put into place in a sustainable manner. This source will be useful to our project because it will help us understand first, the importance of the tourism that Singha Park brings to the Chiang Rai community, and secondly, the importance and methods of implementation of sustainable practices in the tourism industry.

Shoesmith, G. (2015). "Survey methods, questionnaires and interviews." In *Psychology: A new complete GCSE course, for AQA specification 4180*. Retrieved from www.jstor.org/stable/j.ctt1cg4mcd.48

This scholarly chapter shows the different survey methods that could be used and the benefits and disadvantages of the various types of surveys. This was useful as it enabled us to identify which type of survey would be useful for the type of data that we would collect. The same can be stated for the various interview methods as it is broken down into structured and unstructured interviews which result in quantitative and qualitative based data respectively. The chapter also states the pros and cons of interviews and surveys as a way to collect data and helps us achieve a critical view on our methods of data collection. We considered this to be a stronger source as it was recently published, and is a scholarly source that contains reliable and trustworthy information. Although the source is written for the context of standardized testing, we found it very helpful as we wish to have scholarly and standardized surveys and questionnaires, and that the information found in this source can be applied to a wide variety of situations, including our project at Singha Park. We believe that this source will be helpful to us as we form our surveys and questionnaires that we will be distributing to individuals over the course of our project.

Siang, T. (2019). Design thinking. *Interaction Design Foundation*. Retrieved from <https://www.interaction-design.org/literature/topics/design-thinking>

This article is created by the Interaction Design Foundation. It explains design thinking and is used in conjunction with the IDEO source to further understand the design thinking process and what it entails. This source highlights why design thinking should be chosen as it is

the perfect combination of feasibility, desirability and viability that in turn creates innovation. It allows the team to understand the design thinking approach and highlights the importance of each stage and why it helps create innovative solutions. Possible limitations to the design thinking process includes getting limited information based on the individuals that make up the focus group, and possibly fear of offending a superior, or not wanting to think outside the box. However, this is a limitation in many different settings, and we believe that design thinking helps to mitigate some of these larger issues. This is a good source as it is reliable and accurate due to the fact that it was written in 2019 and from a reliable foundation on the subject.

Singha Corporation. (2018). Boon Rawd Brewery Co., Ltd.- Home. Retrieved from <http://www.boonrawd.co.th/>

This source of information is the official website of Boon Rawd Brewery company limited. It is a primary resource. This information source is important to the project as the website contains a lot of company data. For instance, it has the company profile, history, products, partnerships, and corporate social responsibility, which helps us comprehend more about the company. The information is reliable since it was created by Boon Rawd Brewery Co., Ltd, meaning all of the information is impartial.

Singha Park. (2016). Singha Park, a social enterprise to help farmers in Thailand's North. *Cision PR Newswire*. Retrieved from <https://www.prnewswire.com/news-releases/singha-park-a-social-enterprise-to-help-farmers-in-thailands-north-300205083.html>

This article is created under the name of “Singha Park”. It was published in 2016. This source provides information about Singha Park and its agricultural practices. The article gives information about the size of the park, amount of investment, products produced at the park, and social enterprise. It also contains the interview with the employee within Singha Park. This information is helpful to our project because it allows us to get information from the internal stakeholder's perspective and have a better understanding of the park.

Srisomyong, N. (2010). Agritourism, rural development and related policy initiatives in Thailand. Retrieved from <http://shura.shu.ac.uk/20397/1/10701043.pdf>

This source examines aspects of agritourism and rural development in Thailand. It discusses the important role that the agritourism industry plays in local communities and how it plays a role in the general development of communities in relation to different policies and initiatives that currently exist in Thailand. This source will be helpful to the project team because it discusses aspects of agritourism and policies surrounding it specifically for Thailand, which is where the project will be carried out. Additionally, agritourism is a major part of the tourism in

Singha Park, and gaining an understanding of agritourism and how it can be implemented will help us to make recommendations regarding Singha Park.

Suchaya, T. (2018). Community-Based tourism at 2 villages in Chiang Rai. *Travel; MThai*. Retrieved from <https://travel.mthai.com/region/172662.html>

This source is an article written by Suchaya.T, the traveller. It was published on February 22, 2018. It is a primary resource because the data comes from the first-hand experience of the author. It is a reliable source because the data is observed in the real area and has a lot of existing pictures. The article provides information about the local communities in Chiang Rai. The author gives detailed information about their lifestyle and occupation. This source is important because it makes us understand the basic idea of the local community in Chiang Rai.

Sustainable Development Goals. (2015). *United Nations*. Retrieved from <https://sustainabledevelopment.un.org/sdgs>

This article was published by the United Nations in 2015. It provides the 2030 agenda for sustainable development adopted by all United Nations Member States in 2015. There are 17 sustainable development goals. Due to the fact that one of our project goals is to develop a model or a product that leads to sustainable growth, this information guides us about the social issue that we could focus on in our project.

TAT Newsroom. (2018). Tourism revenue grows in Thailand's emerging destinations in Jan-June 2019. Retrieved from <https://www.tatnews.org/2019/09/tourism-revenue-grows-in-thailands-emerging-destinations-in-jan-june-2019/>

This article was published by TAT Newsroom in 2018. It provides information about tourism in Thailand and how it affects the economy of the country. This source gives statistics about the number of tourists and the revenue generated from consumer spending. Also, it includes the quote from the interview with the Governor. The team uses the information from this source to understand the background context of tourism of Thailand and make comparison with the tourism statistics of Singha Park.

Thailand International Cooperation Agency. (2017). Theme: Sufficiency economy philosophy. Retrieved from <http://tica.thaigov.net/main/en/relation/77569-Theme:-Sufficiency-Economy-Philosophy.html>

This source is an article published by Thailand International Cooperation Agency (TICA) on May 9, 2017. It explains the definition and concept of sufficiency economy philosophy and how it connects to the 17 Sustainable Development Goals (SDGs). The source describes the true objective of the project that is seeking for eradicating poverty and creating sustainable economic growth to Thailand. This information is beneficial to our project because it helps us understand the goal of the project and visualise the relation of sufficiency economy philosophy project and SDGs.

Thailand Population 2020. (2020). World Population Review. Retrieved from <http://worldpopulationreview.com/countries/thailand-population>

This source is very useful to our project as it provides the current number of Thailand's population, Thailand area, population density, Thailand demographics, economy and politics since the data is necessary to include in the research. In addition, the GDP data is also appended which could be used to determine the economic growth, thus we use the GDP of Thailand to compare with the GDP of Chiang Rai to signify the differences in speed of growth.

Tourism Statistics Thailand 2000-2019. (2019). *Thaiwebsites*. Retrieved from <http://www.thaiwebsites.com/tourism.asp>

This shows basic tourism statistics such as the number of tourists coming to Thailand each year as well as the demographics of these tourists. It shows a long term view of tourism in Thailand and states the reasons why tourism has dipped or increased over the years due to external influences such as the environment or social/political issues. It also goes into depth to explain the tourism industry in Thailand and the economic role this plays in terms of GDP and the revenue influx to Thailand. The source also delves into more information in the 2019 time period and breaks each year from 2011-2019 into quarterly reports on tourism.

United Nations Environment Programme & World Tourism Organization. (2005). "Tourism and sustainable development: a special relationship." in *Making tourism more sustainable - A guide for policymakers*. Retrieved from <http://www.unep.fr/shared/publications/pdf/DTIx0592xPA-TourismPolicyEN.pdf>

This source from the World Tourism Organization discusses specific considerations when implementing new tourist attractions, and practices. The source looks specifically at sustainability within the tourism industry, and how to promote sustainable practices. This source will be particularly useful to the project team because a focus on sustainability is a major component of our project. We anticipate that we will be making recommendations that are focused on drawing more tourists to Singha Park, and so this source will give us some insight of how we might make these recommendations and changes in a sustainable manner.

Vorley, T. (2017). Business Models and Innovation [PowerPoint slides]. Retrieved from <https://ec.europa.eu/jrc/sites/jrcsh/files/2017052324-thessaloniki-vorley-en.pdf>

This source is a presentation given by Professor Tim Vorley from the University of Sheffield. He clearly defines how a business model should be structured, and delves into the different aspects of business model innovation that every business should consider. He argues that most businesses only think of innovation as improving a business's product or service, while there are two other forms that can also improve the value of the business. The information that Vorley has in this PowerPoint is applicable and useful for our project in Singha Park because it shows us that there are different ways we can innovate solutions without trying to improve upon and product or service that Singha Park offers.

What is sustainable development? (2019). Sustainable Development Commission. Retrieved from <http://www.sd-commission.org.uk/pages/what-is-sustainable-development.html>

This article was created by the Sustainable Development Commission in 2019. It defines the term 'sustainable development' in the two aspects including environment and social. Also, the article provides an example of the impact of sustainable development. This source helps us to understand the term 'sustainable development' and inspires us to not limit sustainable development in one aspect, environment. Since our project focuses on improving sustainable practices at Singha Park, the information obtained from this source is very useful.

Wiegman, E., Merrill, L., Freed, M., & Hickey, T. (2013). Community-based tourism at Pellumbas Village, Albania. Retrieved from https://web.wpi.edu/Pubs/E-project/Available/E-project-121913-122433/unrestricted/AP_C13_Pellumbas_FINAL_12-19.pdf

This source is a previous IQP report that had the goal of recommending community-based tourism initiatives to develop tourism in Pellumbas, Albania. Our group is attempting to engage the local community around Singha Park in Chiang Rai through new products, and business strategies and therefore has a very similar goal. According to this report, community-based tourism is an attempt to balance the interests of the local community, the interests of tourists, and the conservation of the environment. The methods for data collection this group used will also be similar to what we use.

Wilson K., & Wauson, J. (2011). "Business Plan." in *The AMA handbook of business documents: Guidelines and sample documents that make business writing easy*. Retrieved from www.jstor.org/stable/j.ctt1d2dqdc

This source was found on JSTOR and is relevant to our project as it shows an in-depth analysis of how to create a business model/strategy specifically on a park. The handbook is written by Kevin Wilson and Jennifer Wauson and is a guide on how to develop a business plan and proposal. The main case study shown in this handbook is also highly relatable towards our project as it is centred around Stewart Lake State Park in Wisconsin. The initial pages in this handbook show steps on how to build a business plan which is essential for our project as we will need to produce a business plan for Boon Rawd brewery. It states the organisation and format of the paper such as the cover sheet, statement of purpose, operational purposes and so forth. These are vital topics to research and delve into for the near future as we will need to create templates of a variety of business plans that we can pitch to our sponsor. Our project goal should be shown in our mission statement where we would show our vision and the value addition of our plan to Singha Park. We need to conduct market analysis (such as Market Trends, Demographics, Market Demands) in order to create clear cut objectives that will be feasible given the short time frame of ID 2050. We would also need to create a financial analysis and a way to monitor the success of our product to Singha Park. The case study of Stewart Lake State Park is highly useful to our project as it shows how to use these business methods upon a park.

Worrachaddejchai, D. (2019). Thai Tourism Still Wounded. *Bangkok Post*. Retrieved from <https://www.bangkokpost.com/business/1701300/thai-tourism-still-wounded>

The article was published by Bangkok Post on June 25, 2019. This source is written by Dusida Worrachaddejchai. This source provides the information about declining in China market in the year 2018 and 2019. As the China market is the biggest for Thai tourism, this information is very important for economic situation evaluating. It is a reliable source since certain information in the article was from the tourism and sports ministry.

Wu, Y. (1967). The research interview and its measurement. *Social Work*, 12(3), 79-87.
Retrieved from www.jstor.org/stable/23710372

These pages from Wu's book are relevant and useful to our project as it states the definition of a research interview. There are various types of interviews and the research interview format and type is the most useful in relation to our IQP paper. The research interview is defined as "a pattern of verbal interactions between two or more individuals initiated by the interviewer for a specific purpose and focused on some specific content areas in order to gather data and test hypotheses." While the source is quite old, we as a team believe that the information is still relevant to the project because it is a discussion of interview techniques from a social perspective, and the given information is still relevant in this day and age. The source is in a very highly trusted journal and contains strong academic arguments and information. We

believe that this source will be very helpful to the scope of our project as it gives us tools and strategies to use as we go into the field and begin to conduct our own interviews.

#14 Santi Bhirombhakdi & family. (2019). *Forbes*. Retrieved from
<https://www.forbes.com/profile/santi-bhirombhakdi/#69961b6f6ecb>

This article was published on July 5, 2019. It was created by Forbes shows facts and figures about Santi Bhirombhakdi, the founder of Singha company, and his family as well as historical facts on their wealth and family goals. It states when Boon Rawd was formed as a company and shows the amalgamation of wealth over time within the family.

Appendices

Appendix A: Amphawa Chaipattananurak Foundation

Background information: Amphawa Chaipattananurak Foundation

The objective of Amphawa Chaipattananurak foundation is to create sustainable development within the MaeKlong community by encouraging people to be self-sufficient and providing the land and space for the local communities to do agricultural practice and sell their local products. The project encourages connecting various communities in the MaeKlong area to come together and sell products at a weekend market. In 2018, this market brings more than 150,000 tourists per month to the area to experience the floating market and to purchase the many different products that are brought in by the different communities (Ministry of Tourism and Sports, 2018). One of the best known products of the MaeKlong community is coconut sugar. The tourists that visit Amphawa Chaipattananurak foundation will see the production process and experience scooping fresh coconut sugar from the stove. The tourist can instantly taste the fresh coconut sugar or buy them at Patpat shop (The store that sells local products). Apart from making the coconut sugar, MaeKlong people fully utilize the coconut tree by constructing the cottage roof from the coconut tree stem, and modifying the unused coconut shell to be the flower pot. This shows that the community reduces waste by utilizing the remaining resources. The use of the coconut as a major product and the production of many coconut by-products is incredibly sustainable to the project because the community has coconuts as a very abundant natural resource. The project simply chose to utilize a product that was already present, and convert it into something valuable for tourists.

There are many similarities between the Amphawa project and Singha Park- both projects give a space for the local people to sell their product and help with the marketing for them. Amphawa Chaipattananurak sells local products at the Patpat shop at the project, and Singha Park sells local products at Singha Café and other shops around the park. Both Amphawa and Singha Park also sell products at shops and stores outside of their respective locations. Moreover, both projects provide opportunities for the local people to become involved in the project, and generate income.

There are major differences between Singha Park and Amphawa Chaipattananurak that must be considered. One major difference is the project models. Singha Park was developed under the concept of social enterprise Social Enterprise, which is more business related if compared to Amphawa Chaipattananurak foundation that is community-based. Additionally, the area of Singha Park is 13.93 square kilometer while the area of Amphawa Chaipattananurak project is only 0.0336 square kilometer (Rattima, n.d.). Therefore, some of the strategies that

make the Amphawa Chaipattananurak foundation successful could not be applied to Singha Park.

Interview questions for the director of the Amphawa Chaipattananurak Foundation:

1. How would you describe the main objective of this project?
2. How long have you been directing this project?
3. What is your favorite aspect of the Amphawa community?
4. How do you come up with the ideas to integrate the local community?
5. What aspects of your project are successful?
6. What aspects of your project would you like to see improvement?
7. Did your revenue increase from selling local products?
8. How do you communicate/persuade the local people to work with you?
9. Do you regulate the products sold by the locals in any way?
10. If you are willing to share, how much higher is the average wage of locals that work in the project, versus community members who do not?
11. What are the future plans for the Amphawa project?

Meeting Notes for Amphawa Chaipattananurak Foundation Interview 14/01/20

Members present: Director of the Amphawa Chaipattananurak Foundation, Jenna Erb, Khim, Lilly Nardelli, Lin Lin, Pooh, Pun Pun, Rakesh Veetekat, Vinay Nair

Members on video call: none

Members late/absent: none

Start time: 10:35 AM

End time: 11:24 AM

Chair: Pooh

Note-taker: Khim

Agenda:

- Greetings and introductions
- Team description of our project

- Questions:
 1. How would you describe the main objective for this project?
 - a. Community-based and aiming to make the Amphawa community completely self-sufficient.
 - b. Uplift the quality of life of the local communities and improve their economic situation.
 - c. “The project will be a success when the Amphawa community no longer needs us.”
 - d. Applying sufficiency thinking- instituted by King Rama the 9th. Specifically the sufficiency of water.
 - e. Taking into account the local culture, wisdom, and resources and building off of that to add value.
 - f. Focused on preservation of the environment, and the community’s current way of life. This includes promoting biodiversity in the surrounding areas.
 2. How do you come up with the ideas to integrate the local community?
 - a. Using products and resources that are abundant in the community.
 - b. With a focus to involve and draw back the younger generations. They are particularly helpful with marketing for the project.
 - c. Using ideals of community enterprise and social enterprise.
 - d. Using the local lifestyle to promote ecotourism.
 3. What aspects of your project are successful?
 - a. Connection between various communities around the Amphawa district. Accomplished by providing “linking spaces” such as the spaces to sell products. Also accomplished by physically going to each community to speak with them about opportunities. Show the communities that the products and goods that they already have in abundance can increase value for their community.
 - b. Bringing in “experts” to discuss ways to increase value in the community. Example: bringing in experts of salt harvesting to the communities that

have salt in abundance in the water. This way they can be taught and enabled to provide for themselves.

- c. Bring in researchers and support from local universities.
 - d. The community and Amphawa Chaipattananurak Foundation also receive help from outside foundations.
4. What aspects of your project would you like to see improvement?
- a. Communication between the local people, the community leaders, and the government is sometimes strained. For example, some community members started using motorboats to bring tourists out on the water at night to see the fireflies. This brought in a lot of good business, but the local farmers didn't like it because the motorboats destroyed the land. The local people went to the government, but they did not have jurisdiction to take any action.
 - b. Management aspects of the project could use some work. Training managers.
5. How do you communicate/persuade the local people to work with you?
- a. Staff of the project invest their time to go out and visit with the local people, and convince them that this is something that could bring value to their lives.
 - b. Convince them that each specific area has its own unique value that it can bring to the project.
6. What are future plans for the Amphawa project?
- a. Aiming for the Amphawa community to be completely self sufficient in the future. The foundation hopes to stay connected with the community just in terms of offering support as a partner, but plans on stepping out of the picture for the most part.
7. How large is the reach of the project?
- a. The project covers much more than just the Amphawa community.
 - i. Mae-Klong basin which covers Petchburi

- ii. Samut Songkhram
 - iii. Ratchaburi
 - b. Works to link all the communities in the area through a network.
- Observation of the “Pat Pat” store with the products from the various projects involved with the Amphawa Chaipattananurak Foundation.
 - Major local products that are sold include coconut products, ice cream, soap, and other beauty and cosmetic products.

Appendix B: Template for Introduction to Interviews/Focus Groups

“Hello, we are _____ and _____. We are from Worcester Polytechnic Institute and Chulalongkorn University. We are working with Singha Park for 7 weeks to help develop a sustainable business model that will maximize benefits to the local community. In this **interview/focus group** we will be asking questions that will help us develop this business model. We would like you to know that your names will not be included in our records to maintain confidentiality. At any time during the **interview/focus group** you are free to not respond to the questions. At any time during the **interview/focus group**, you are free to end your participation. We would like to record this session so that we can refer back to it, however, if this makes you uncomfortable, we will take notes instead.

- Do you consent to participate in this **interview/focus group**?
- Are you comfortable with us using a recording device?
- Do you have any questions about how we are going to proceed?”

We aim to interview 12 adults from positions internal to Singha Park. These interviews will be conducted both in Chiang Rai at Singha Park as well as in Bangkok at the Singha Corporation Headquarters. Our current goal is to interview 12 individuals because of the time constraint that we will face, however, if time allows we would aim to interview additional employees. The purpose of these interviews will be to analyze how any changes to Singha Park may affect the park itself, its employees and its surrounding community. The interviews are expected to last approximately 60 minutes.

Appendix C: Singha Park Employee Interview Questions

Part 1:

1. What is your name?
2. Where are you from?
3. How old are you?
4. How long have you lived in Thailand/Chiang Rai?
5. How long have you been an employee at Singha Park?

Part 2:

6. What is your current job at Singha Park?
7. What is your day to day schedule like at Singha Park?
8. How often do you interact with the local community?
9. How often do you interact with tourists?
10. What activities and products are most popular among tourists?
11. What are the attributes of your job that you enjoy?
12. Are there any aspects of your job that you would like to change or improve upon?

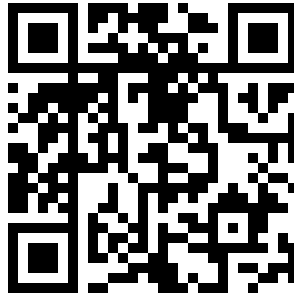
Part 3:

13. What do you think about the relationship between the community and Singha Park?
14. What initiatives does Singha Park use to engage the community?
15. Do you think that these community initiatives are well-executed?
16. What initiatives does Singha Park use to attract tourists?
17. Are there any attractions that you'd like to see improved or added to the park?
18. What are some ways (if any) that you can identify that will help with further community engagement of Singha Park?
19. What are underutilized resources at Singha Park that could help increase community involvement?
20. Do you have any other thoughts or ideas of how to engage the community using the park?

Appendix D: Survey Forms for Tourists to Singha Park

The purpose of this survey is to collect data from tourists visiting Singha Park. We would like to collect data regarding tourist satisfaction with Singha Park, and begin to better understand areas for improvement within the park. This information will also help us to understand the relations between Singha Park, its visitors, and the local community. The survey will be distributed to a shop within the park and an incentive will be provided to encourage visitors to participate in the survey.

1. The survey form link : <https://forms.gle/aQRuppm9HK4R2VwK6>
2. The survey form QR code to be scanned :



Appendix E: Hill Tribe Communities of Chiang Rai

Singha Park collaboratively works with the hill tribes development center of Chiang Rai to build a small village for the hill tribe people to sell their handmade products during the weekend at Singha Park. The village contains eleven different styles of houses to reflect the culture of each hill tribe. This allows the tourist to explore the culture and livelihood of the hill tribes people. The objective of the application community-based tourism (CBT) is to attract tourists and provide an opportunity for the hill tribes people to generate income.

The team conducted interviews with four different hill tribes: Akha, Lisu, Lahu, and Hmong. Each hill tribe has its own unique culture. They have their own style of art, clothing, language, and indigenous knowledge. They travelled more than 30 kilometres to sell their handmade product at Singha Park during the weekend for a year. A woman from Akha said that her family has two sources of income. One is from her husband who works as a farmer, and another source of income is selling handmade products at Singha Park.

Appendix F : Singha Park Observation Metric

Environmental Sustainability

Assess methods of waste disposal

- Number of trash bins:
- Number of recycling bins:
 1. Are the trash bins easily accessible?
 2. Are they being used by the tourists and employees?
 3. How many employees are dedicated to park maintenance?
 4. Do you observe any litter around this zone?

Determine Amount of Plastic Usage

- Number of stores, restaurants, vendors, and shops selling plastic-packaged products:
 1. Approximate the percentage of products sold in each location that utilize plastic packaging.

Recycling Opportunities

1. Are there zones where littering is prevalent? Which ones?
2. Is there a noticeable relationship between the efforts towards waste disposal and littering in each zone?

Observe use of water on the grounds

1. Where do you notice significant water usage in this zone?
2. Is water being used effectively to maintain attractions? (Agritourism wise)

Observe factory processes

1. Describe the major factory processes being used.
2. Are the factory processes efficient in their energy usage?

Financial Sustainability

Shelf life of products

1. Do the products have a long shelf life? (Products with preservatives vs fresh products)

Efficiency of employees/work ethic

1. How many employees are being underutilised for their positions?
2. Are the employees trained with various skill sets?
3. How many people are working at once? (Volume of workers at the same place)

Price analysis in shops, restaurants, and attractions

- Range of prices of products in shops
- Average meal price in restaurant
- Prices of additional attractions/ services:
 - Shuttle bus
 - Zipline
 - Other

1. Are the restaurants minimizing their food waste (financial and environmental)
2. Are they crowded on weekdays?
3. Are there any promotional discounts to attract customers on weekdays?

Factory processes in terms of efficiency

1. Are there areas in which the factories could be more financially sustainable?
2. Are factory processes time efficient?2

Appendix G: Focus Group - Design Thinking Sessions:

We conducted a focus group with internal stakeholders in Singha Part to study Singha Park's current business model with regards to sustainable practices. The members of the focus group were internal stakeholders including employees, staff, managers etc. We made an effort to build a focus group comprised of individuals with diverse cognitive and cultural backgrounds, however, we did not have much control over the individuals selected for the focus group due to time constraints, and limitations due to language barriers.

The lightning decision jam design thinking session was used to generate large amounts of data on the current problems that Singha Park faces and the solutions that can be identified. The design thinking session incorporated 8 department managers of Singha Park. We used our team as facilitators to drive the design thinking session.

As shown in Figure 7 below, the lightning decision jam is a simple process in which problems can be identified and solutions are quickly innovated. The first step for our lightning decision jam was to pose a generic question such as "What are potential areas that Singha Park could improve on in terms of environmental and financial sustainability?" This is an open question and we divided the target of 20 participants in 4 teams of 5. Using this prompt, members of our team facilitated the discussion within each group and once 15 minutes of discussion was over, each participating member worked individually to express their issue, whether it be verbally or pictorially on a sticky note. Then, the problems noted by each team member were placed on a white board and repeated problems were stacked upon each other. Each team's problems were read out to all of the participants. However, since each team member was working individually, there was a level of confidentiality that remained even though what they wrote was shared with everyone. Once this process was repeated for each team, sticky note circles were distributed and each team member individually decided which problem they thought was the most relevant to the issue of sustainability at Singha Park. Once each of the 20 participants voted, we counted up all the votes and identified the two problems with the most votes. The next stage was very similar to the previous stage of identifying problems and democratically voting on them, but instead, it focused on solutions. The top 2 problems that were selected from the previous stage were then phrased in a positive manner, which incited innovation within the participants. Again, this was a very similar process to problem identification and hierarchy, but it focused on creating solutions and then identifying the best 5-7 solutions. After this was done, the participants voted to determine where the best 5-7 solutions fall within the solutioning table.

The data analysis that we used for the design thinking session is purely quantitative. An example of data that can be gathered in terms of problems and solutions from a lightning decision jam is shown in Figures 7 and 8 respectively.

Figure 20: Problems Identified during a Lightning Decision Jam

How Might We = HMW		AM Session HMWs		Design Thinking Solution Table		PM Session HMWs	
HMW: Reduce wait time inefficiencies?	Votes	HMW: reduce the number of hospital visits?	Votes	HMW: Monitor patients more effectively?	Votes	HMW: efficiently restock patient's medication?	Votes
Online appointment booking system for patients.	13	Empower the caregiver.	7	Tele-health machine to link to hospital system.	1	Uber medicine towards patients.	2
Technology to update patient on when consult is ready	17	Identify communication with community caretaker.	9	Tele-medical electronic monitoring.	1	Remote monitoring of pill using RFID.	4
Gamification education app for waiting patients.	1	Communiarte with telemedia/technology solutions.	16	Telemedicine.	1	Hotline for patient's to update the pharmacist.	2
Waiting does not need to be in the waiting room.	19	Care of patients with lot sensors.	11	Device that detects changes in patient's health.	14	Online community of patients supported by medical sta	3
Triage SOP during wait time.	8	Patient empowerment to improve self care.	8	Tele-health/triage and consult and outreach program.	8	Portal for ordering medicine to deliever at home.	23
Solutions to HMW		Step down agency to handle post hospital care.	3	Leverage community partners to monitor at home.	11	Ability to contact doctor and pharmacist online.	32
				Virtual patient consult using digital human.	40		

Figure 21: Solutions Identified during a Lightning Decision Jam

As shown in Figure 20 and Figure 21, data can be generated with mathematically quantifiable values.

Prompting questions used during the design thinking session:

1. What are any sustainable practices that Singha Park currently uses?
2. How do you play a part in promoting/utilizing sustainable practices at Singha Park?
3. Where are areas within the park that you think sustainable practices should be incorporated?
4. How effective are the current sustainable practices at Singha Park?

Appendix H: Singha Park Tourists Data (2018-2019)

1. Number of tourists in Singha Park 2018-2019 (Agritourism only)

The number of tourists increases during October-February (at least 18,000 visitors per month).

- total visitor in 2018 = 188,069

- total visitor in 2019 = 175,437

Number of tourist in Singha Park Year 2018 and 2019

จำนวนนักท่องเที่ยวหน่วยงานฟาร์มทัวร์เปรียบเทียบ ปี 2561 และ 2562			
Month เดือน	2018 จำนวน(คน)ปี 2562	2019 จำนวน(คน) ปี 2561	difference ผลต่าง
มกราคม Jan	31,701	22,750	8,951
กุมภาพันธ์ Feb	21,819	17,666	4,253
มีนาคม Mar	13,620	14,617	- 1,097
เมษายน Apr	8,944	10,336	- 1,392
พฤษภาคม May	6,622	7,832	- 1,310
มิถุนายน Jun	7,362	7,122	230
กรกฎาคม Jul	10,362	11,646	- 1,283
สิงหาคม Aug	10,000	10,796	- 796
กันยายน Sep	8,861	9,064	- 193
ตุลาคม Oct	19,982	16,813	3,169
พฤศจิกายน Nov	18,072	16,443	1,629
ธันวาคม Dec	30,934	30,464	470
Total ยอดรวม	188,069	175,437	12,632

Figure 22: Number of tourists in Singha Park for year 2018-2019 (Singha Park, 2019)

Appendix I: Interview with the Agricultural Manager of Singha Park

Interview conducted by: Jenna Erb, Lilly Nardelli, Pun Pun, and Khim

- Boon Rawd Farm was set up about 30 years ago with no strong business model. The finances and accountants were also very weak.
 - Agriculture's business model focuses on two main areas:
 - Exports to Japan- want to see an increase of 16%-20%
 - Domestic sales
 - MTD
 - Commercial
 - Retail (Singha Park Cafe shop, Global Talent)
- Organic planting
 - Must consider the ecosystem- can it support organic planting? There are a lot more needs and specifications involved in organic planting.
 - Organic products at Singha Park: Vegetables, and 20% of tea product
 - Organic planting is a newer business strategy so the model is not as strong as the model for chemically grown products.
 - The cost of planting organically is quite low, however, profit margins on these products are still very low. People don't want to really buy organic products because they are not as attractive on the shelf.
 - The marketing plan for the organic products is weak and they do not make the needed sales
- Overall, administration costs are what drains the most money from agriculture.
- Chemical planting
 - Growing fruits and melons
 - The business model for this is much stronger than that of organic planting.
 - High cost for planting chemically.
 - Net profit is still bad here.
- Different visions between people at Singha in Bangkok versus the workers and community here in Chiang Rai.
- Tea
 - 700 tons produced each year
 - 51% of sales are within Thailand, 49% of sales are exports to Japan.
 - 20% organic, 80% chemical
 - 80 acres chemical- JGAP
 - 80 acres chemical- JGAP and Maruzen

- 80 acres organic- USDA and IFOAM approved. Sold to Maruzen, Ichitan, and more. No solid agreements with organic tea so these sales are not sustainable. One big buyer is usually the Chinese, but don't enter into any kind of contracts.
 - The tea plant needs to grow for 4 years to get tall enough and produce as much product as possible.
 - There's premium tea leaves at the top of the plant that must be cut in order to reach the tea leaves used for the mass market. For this reason, there is a surplus of premium tea leaves that are stored and cannot be sold.
 - Solid sales and marketing plan for the bulk tea, but nothing planned for the premium tea
 - There's a niche market of tea buyers- want to know the details of where tea leaves are from (like wine connoisseurs)
 - Singha Park has a tea-growing advantage right now because of good irrigation systems so they can consistently produce tea year round, whereas competitors right now can only produce on Singha Park's level in the rainy season (one season out of three)
- Blueberries
 - "Year crop"
 - Summer- post harvest- pruning of blueberry bushes
 - Rainy Season- pre harvest- fertilizer, soil, and pH adjustments
 - Winter- harvest
 - 80% sold at Singha Park and other retailers in Chiang Rai
 - 20% sold at THG Mall
 - This is currently a sustainable crop- they sell everything they produce
 - Bring in a good profit
- Herbs
 - A random crop
 - Don't make much money off of this- only grow them for the restaurant at Singha Park, and will grow orders if requested by a customer
- Rubber
 - Strongest product- has a guaranteed buyer of however much Singha Park can produce. (Thai Rubber Plantation)
- Revenue:
 - Tea and Rubber: 40 million THB
 - Japanese Melons: 3 million THB
 - Jujubes: 2 million THB
 - Vegetables:

- Collaboration with Japanese- traded knowledge of how to grow Japanese melons at Singha Park for knowledge of how to survive and grow produce in a hot country
 - Partners- Sumitomo and Wismactec
 - Partnership with Japan works efficiently because the Thai and Japanese governments work well together because of trade agreement JETEPa.
 - 49% of tea goods are exported to Japan
- Farm workers:
 - Average salary: 300 THB/day. ~18,000 THB/year if employed full time
 - Employ about 400 freelance farmers
- Social Enterprise/CSR:
 - “Business should be moved by the local community. Right now, Singha runs everything. I don’t think it’s a true social enterprise.”
 - A lot of waste comes from poorly executed social enterprise.
 - Singha Park plays its part in giving donations, accepting business, and providing jobs to the community.

Appendix J: Interview with the Manager of QC and R&D

Chair(s): PunPun, Khim

Note-taker(s): Jenna Erb, Lilly Nardelli

6/2/2020

1. (Could you describe what your position involves? What is your job description?)
 - a. This department gets orders from the marketing department then innovates the products received from the agricultural department.
2. (How long have you been working in this position?)
3. คุณกำลังพัฒนาสินค้าไหน (Product innovation) what products are you working on?
 - a. Trying to create more value from the vegetables grown at Singha Park. Currently only used in the restaurants at the park, but could possibly transition to selling these products at the stores at the park, or even exporting outside of the park.
 - b. Chrysanthemums- tea, dried flowers, and more
4. Concept อะไร (in what concept are you developing your products? Who is your target audience?) กลุ่มเป้าหมายคือใคร
5. อยากพัฒนาสินค้าไปทิศทางไหน (in what direction are you moving your products?)
 - a. Trying to sell more fresh products at Singha Park. This would mean that the issues of transporting goods and storing them are eliminated. The products would go straight from the farm to the shelf to the consumer.
6. คุณคิดว่า trend การบริโภคของผู้บริโภคจะเป็นแนวทางไหน มีแนวโน้มจะเปลี่ยนแปลงอย่างไร (What are the trends of your consumers? How has it been changing/how is it expected to change?)
7. ในช่วงระยะ 5 ปีที่ผ่านมา คุณได้พัฒนาสินค้าอย่างไรบ้าง (what is your short term plan (next 5 years) for product innovation? Long term?)
 - a. Short term innovation is focused on fruit juice. It stays preserved well for a long time and is easily transported and stored.
 - b. Long term innovation is focused on tea. Singha Park produces a lot of tea, and has dependable sales of it.
8. (Is there any product innovation that involves the local community?)
 - a. The locals are involved in terms of planting.
9. (Which products are the most popular? Which products sell the best?)
 - a. Juice and tea
10. (Which product(s) generates the most food waste?)
 - a. I don't know
11. (Which product(s) is the most financially sustainable?)
 - a. I don't know

Appendix K: Interview with the Manager of Marketing and Sales at Singha Park

Interview conducted by: Vinay Nair, Rakesh Veetekat, LinLin, and Pooh
6/2/2020

Where are you from?

- Born in Chiang Rai, received MBA in Bangkok and came back to work in boon rawd farm

What is your current job at Singha Park? (ตำแหน่งงานที่คุณรับผิดชอบอยู่ในตอนนี้คืออะไร?)

- Works in sales and marketing, agricultural products/finished goods
- Not involved in tourism

What is your day to day schedule like at Singha Park? (ความรับผิดชอบของคุณในแต่ละวันมีอะไรบ้าง?)

- Responsibility for fresh product, manage agricultural products to harvest higher quality (like papaya) and sell, find a way to get rid of lower products too
- Need to sell fresh products by 2 days, otherwise quality will drop significantly
- Sell monkey apples with A grade at first store
- Instead of losing profit with low grade product, they donate it to the community
- Too much product to sell in the park, so a lot of it will be donated
- No way to store the fruits right now because they want it fresh, only tea is being stored
- Main product is rubber, does not come out every day, only every 20 days
- Need to hire local people to get rubber from the trees
- Need to hire freelance farmers during some harvesting periods because regular employees can't come in to work at the times necessary to properly harvest these crops
- Tea is second main product, 3 kinds of tea plantations
- Top selling product is the maruzen green tea
- Products are organic, follow GAP (good agricultural practices) to grow crops
- Use maruzen process to grow tea, cover it from the Sun to turn green (otherwise it's yellow)
- All of the agricultural products are also used for the restaurants/cafes in Singha Park

What do you think that CSR/Social Enterprise are? What is it at Singha Park?

- Create jobs for the local people around Singha Park
- Thinks her knowledge can be used here and can stay with family
- Good opportunity because Chiang Rai and Singha Park is growing
- Do many things behind-the-scenes for the community (donated water while spotlight was on 12 children trapped in cave, donate medicine for children)

- Chiang Rai people don't really know what Singha Park is doing, they think it's really rich and they just put all the money in to make it pretty, don't know about how all the agricultural is being sold

Why isn't Singha Park making more of an effort to let the public know about the good things they're doing for the community?

- PR team isn't capable of adequately writing about the community work that the park is doing
- Sometimes, a team in Bangkok is sent to Chiang Rai to help with PR

What is the product line of Singha Park composed of?

- Powerpoint slides have all the information about the park's product line

What is your short-term marketing plan? For example, for 5 years.

- 5 years - plan to create new products besides tea, to get new interest (boring right now)

What marketing strategies are you using?

- Need to sell on Facebook or through business-to-business(b2b), need to sell to strong brands right now until Singha Park becomes a strong enough brand for the end customer
- Restaurant/cafe use of products is very small compared to the b2b sales of the products
- Main source of income is b2b because it connects the park to the end consumer right now
- Sell tea as premium quality by using the Singha brand

Appendix L: Interview with the Knowledge Management Strategy Manager and the Product Management Office Manager (Upper Management of Singha Park)

Interview of Singha Park executive(s)

1/24/2020

11:00 AM

Members present:

Chair(s): Rakesh Veetekat and Purin

Note-taker(s): Khim and Vinay Nair

Agenda:

- Introductions
- Brief overview of our project (maybe use slideshow)
- Questions:
 1. Despite the open-ended nature of our project, what are some areas within Singha Park that we can focus on?
 2. Should we focus more on financial or social sustainability?
 3. Have you noticed any opportunities to improve in regards to sustainability in the park?
 4. Could you define what the “local community” is that Singha Park wishes to connect with?
 5. What is Singha Park currently doing to connect with the community?
 6. From your perspective, what do you think is the most successful aspect of Singha Park?
 7. What challenges have you faced in budgeting at Singha Park, if you are willing to share?
 - a. What aspects of the park drain the most money? (So that we can have a starting point to focus on making this aspect more financially sustainable.)
 8. How have you experienced any change in Singha Park during your time as the managing director?
 9. Could you describe how you plan, organize, and prioritize your work with Singha Park?
 10. How many people based in Bangkok work on Singha Park? Will be useful to know because we can consider conducting a design thinking session if there's enough people.
 11. Data request (maybe):
 - a. Number of visitors
 - b. Demographics of visitors
 - c. Number of employees at Singha Park

- d. Data of products sold at Singha Park
 - i. What products are sold?
 - ii. What products are most popular?
 - iii. How much comes from the community?
 - iv. How much comes from the corporation?
 - e. Data from popular events:
 - i. How much increase in attendance to the park?
 - ii. How many events per year?
- The MD suggested that we should've experienced the park first.
 - To see what Singha Park do
 - To see the whole area of Singha Park
 - What Singha Park offer to the tourist
- Beginning of Singha Park
 - 20 years ago, most of the local community planted opium (used for heroine)
 - A lot of smugglers sold heroine around Golden Triangle(Thailand, Myanmar, and Laos)
 - Laos was communist in nature and therefore Thailand mobilised their army to protect the democratic citizens of Thailand from the opium trading and communism.
 - King Rama IX changed the land from opium planting to winter fruits (strawberries, etc.)
 - Winter fruits became popular
 - Unsuccessfully produced fruit juice through winter products that was known as Singha Fresh which failed due to the lack of a fruit juice market.
 - Singha has spacious area in Chiang Rai
 - First, they planted imported barley into Thailand but then decided to produce their own barely Singha Park.
 - For the agricultural section, Singha Park hired local people with no proper ID such as the hill tribes to work in Park.
- Objective of Singha Park
 - Tourist destination
 - Create value for the local community and singha products
 - Singha park wanted to become strong by sharing the profit generated at the park
 - Differentiate Chinag Rai from Chiang Mai in terms of making Chiang Rai more popular than Chiang Mai
- Singha park was certified by J-GAP
 - Every agricultural product within the park can be exported to Japan.
 - The only business within Southeast Asia to receive this prestigious award.
- Singha park and the local community
 - Buy products from the local farmers and sell these products for a marked up price.
 - Educate local people about agricultural farming and its processes.

- Donate some of the profit to local schools and grant university scholarships
- Some of the local people work on the farm to hire members of the local community.
- Current plan
 - Try to grow fruits and vegetables that cannot be grown in hotter regions of Thailand.
 - Plant “Thai Tea” within Singha park
 - Make Thai tea to be well-known as Matcha and Oolong tea
 - Export to other countries
 - Thai Tea is predicted to be one of the fastest trending beverages of 2020.
 - Singha park is still brainstorming on how to utilise the area efficiently.
 - Create events to make the park more unique in order to attract more tourists
- MD of Singha park’s idea
 - Wellness center in singha park
 - Place for relaxation, health retreat ex. Cheeva Som retreat
- They connected with 11 hill tribes making their house model and art show
- Current partnership
 - Maruzen Tea company
 - The mall group (sell local crops)
- We need a plan that will focus on both financial and social sustainability

Appendix M: Singha Park Visitors Demographic

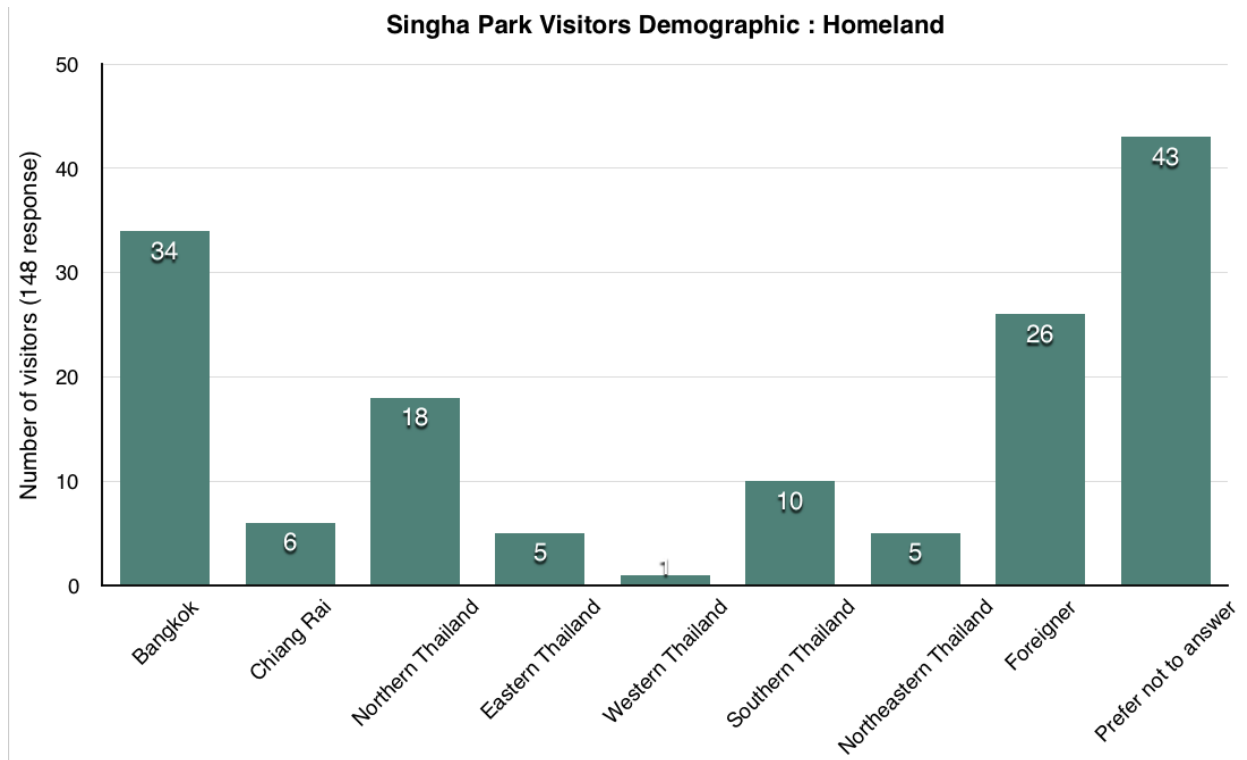


Figure 23: Singha Park Visitors Demographic

Appendix N: Types of Data Collection

Interviews

An interview used in research can be defined as “a pattern of verbal interactions between two or more individuals initiated by the interviewer for a specific purpose and focused on some specific content areas in order to gather data and test hypotheses.” (Wu, 1967). Typically, there are 2 main forms of interviews- structured and unstructured, also known as standardized or unstandardized. In a structured interview, the interviewer will ask a list of predetermined questions in a predetermined sequence and this script is strictly followed (Shoesmith, 2015). An unstructured interview consists of main topics or key areas of focus given to the interviewer who is then at liberty to ask any questions concerning that topic. The main differences between the two interview types and their advantages and disadvantages are listed below in Table 8.

Table 8: Structured versus Unstructured Interviews

Type of Interview	Advantages	Disadvantages
Structured Interview	<ul style="list-style-type: none">• Collect only the information required.• Interview has a strong focus which allows for quantitative data collection.• Minimises ethical risk to both the interviewer and interviewee	<ul style="list-style-type: none">• At times the natural flow of conversation maybe affected.• Doesn't allow for the collection of qualitative data.
Unstructured Interview	<ul style="list-style-type: none">• Respondent led due to their informal nature.• Highly adaptable as interviewer can ask questions based on interviewee's responses.• Good for ethics due to comfort for sensitive topics.	<ul style="list-style-type: none">• Could have interviewer bias as there is no script.• Data generated is highly varied.• Hard to replicate.• Doesn't allow for the collection of quantitative data.

As seen in Table 9, both interview types have various advantages and disadvantages and therefore, depending on the type of data we wanted to collect, we selected a particular type of interview. For interviews where we need quantitative data, our team conducted structured interviews and for qualitative data collection, we used unstructured interviews.

Surveys

There are three main types of surveys: cross-sectional/snapshot survey, longitudinal survey, and cohort survey. A cross-sectional survey is one where a target population is sampled to derive a concise understanding of a key focus area. A longitudinal survey tracks participants over a span of time to understand trends or changes in perception on a topic. The data is collected from the same group participant at intervals over a period of time. In a cohort survey, we survey a group of people that share a certain characteristic such as age or occupation (Shoesmith, 2015). Each of these survey types utilizes various sampling methods and the survey questions themselves can be distinguished into two main sectors closed and open questionnaires. Closed questions have clear answers such as “yes” and “no” and are easily quantifiable. These questions are close-ended and could involve tick boxes. Open questions allow respondents to answer in short paragraphs without any clear or strict guidelines. This enables the survey to collect qualitative data and elicit emotional responses (Shoesmith, 2015). Table 9 discusses the advantages and disadvantages of closed and open questions that could be asked during one of the three types of surveys listed.

Table 9: Closed versus Open Questions

Type of Question	Advantages	Disadvantages
Closed Questionnaires	<ul style="list-style-type: none">• Easy and time efficient for respondents as they only have to choose between options for answers.• Can be quantified mathematically.	<ul style="list-style-type: none">• The actual answer the respondents wish to give may not be present as an option.• The question may not have clear cut answers. Not all questions can have a closed nature.
Open Questionnaires	<ul style="list-style-type: none">• Allows the respondent to put in their full and accurate responses.• Creates a wide range of responses for us to analyze.• Enables respondent to say how strongly they feel about their answer.	<ul style="list-style-type: none">• More time consuming process as respondents have to write out their answers.• More effort based as respondents have to put in more effort to answer.• Harder to analyze these across answers due to the open ended nature of questions.

Table 10 highlights the advantages and disadvantages of closed and open questions. Therefore to complete the project, the team needed to understand the key goal of our surveys and how the types of surveys and the questions utilized would affect data collection.

Focus Groups Through Design Thinking Sessions

In order to generate data in a time-efficient manner, the team utilized a design thinking workshop that uses a lightning decision jam methodology (A&JSmart, 2018). The purpose of design thinking is to use a more human-centric manner when it comes to solving complex and interconnected problems (Interaction Design Foundation, n.d). Design thinking was founded in 1978 by David M. Kelley who founded the design consultancy company known as IDEO in 1991 (Brown, 2018). It has reached a wide global audience and is currently being used to help quickly ideate and innovate solutions.

The lightning decision jam methodology is used to identify key issues faced by consumers or employees and then an ideation process takes place to ensure an innovative solution is found. The process has a democratic and confidential nature which is in the best interest of each participant. Figure 24 outlines the steps taken within a lightning decision jam design thinking session.

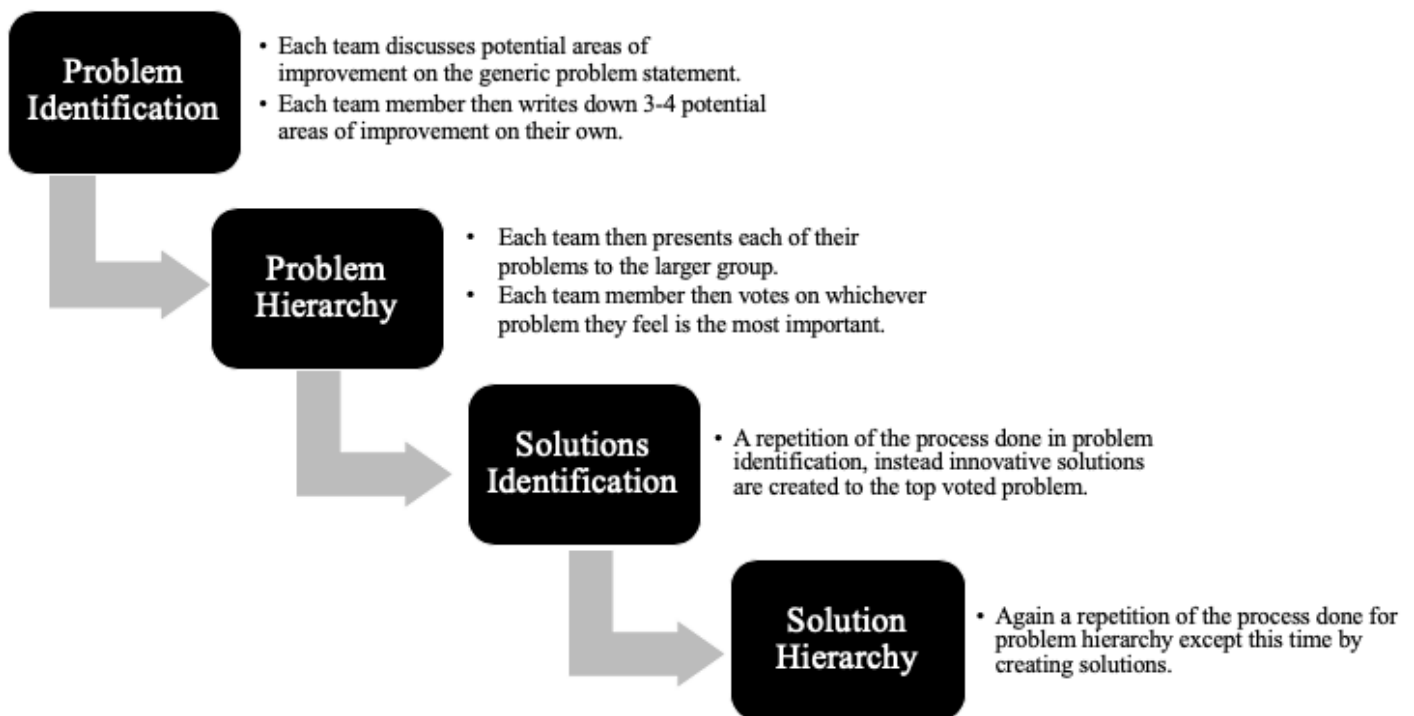


Figure 24: Flowchart of a Lightning Jam Design Thinking Session

Figure 24 shows the generic flow of a lightning jam design thinking session and the end product of a session would be taking the top 5-7 voted solutions and placing them onto an impact versus effort graph as shown in Figure 25.

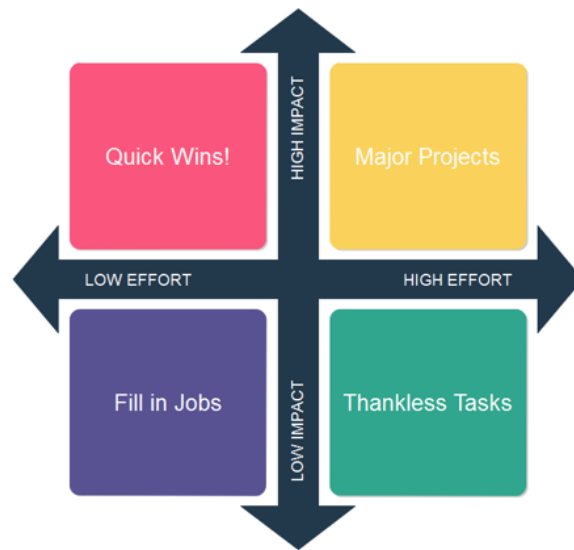


Figure 25: Solutioning - Impact vs Effort

The ultimate goal of this process is to identify a solution that fits within the upper left-hand corner of quick wins as it is a high impact, low effort solution. These are solutions that would involve minimum expenditure in time, effort and costs but generate a large positive impact on the company. The upper right-hand corner of major projects is where high effort and high impact solutions would fit and these are solutions that require time, effort and finances but would also have a high impact on the company. The worst category for a solution to fall under is the lower right-hand corner of thankless tasks, these are arduous tasks that require high levels of effort for the minimum outcome. The bottom right-hand corner is just quick and easy tasks that can be implemented for marginal levels of improvement within the company or towards the consumer.

Appendix O: Stakeholder Analysis

The first method was to identify all of the stakeholders that may be affected by any changes to the park. The first step we took in compiling this information was conducting background research about the park and the surrounding community. Data was collected regarding the demographics of visitors to the park, the community's involvement in the park, the park's involvement in the community, and tourism trends to the Chiang Rai area. We set a radial distance of 5 Kilometers around the “center” of Singha Park as defined by the map in Figure 26. This radius is what we will consider encompassing the “direct community” of Singha Park. Once we arrived on-site in Chiang Rai, we re-evaluated and determined if there was a more appropriate radius.

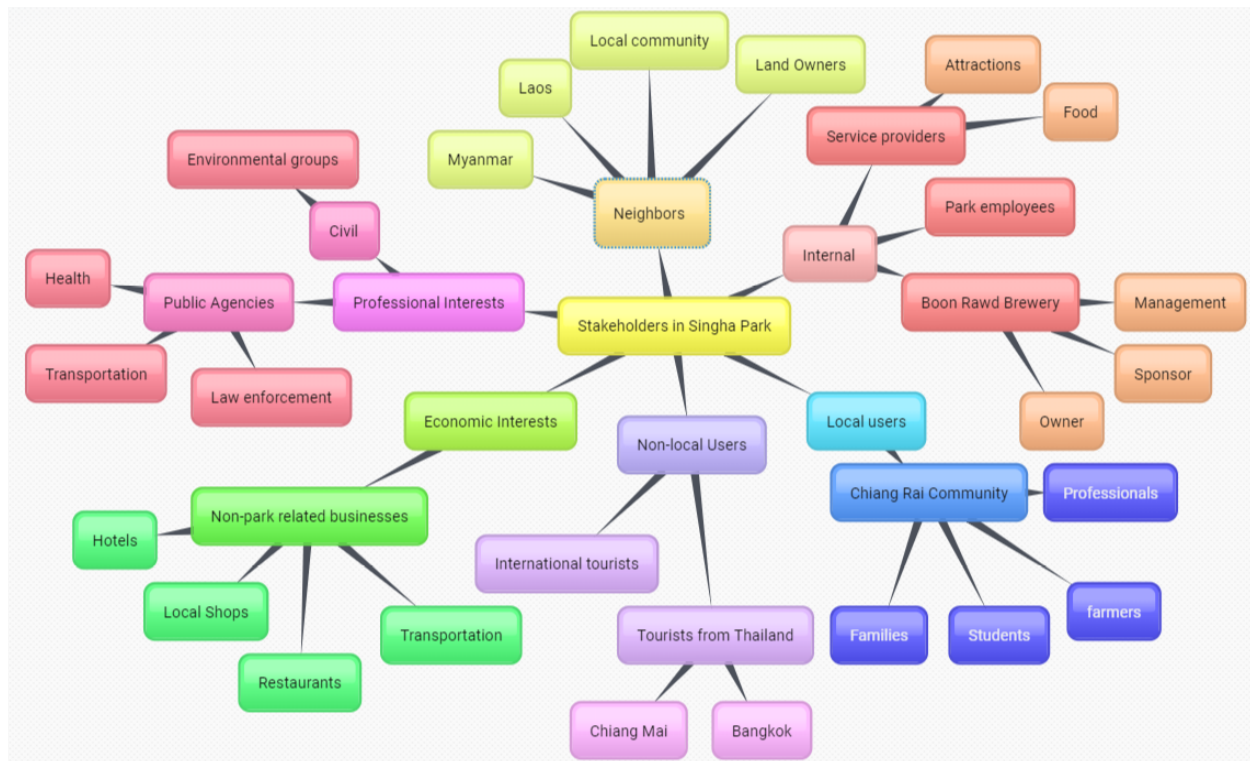


Figure 26: Primary Stakeholder Analysis of Singha Park

Figure 11 displays the initial brainstorming process when determining the stakeholders of Singha Park. In the center of the map is the broadest classification of individuals that are connected to the park. As the bubbles get farther away from the center, the groupings get more

specific. The groups from our original brainstorming process that proved to be most relevant to the project were the local users, internal, and economic interests. Local users and economic interests are relevant because these are the businesses and individuals that make up the Chiang Rai community. These individuals were the participants in the external interviews that we conducted and were the people to whom we distributed surveys to gather information about their attitudes towards tourism as well as their opinions and involvement in Singha Park. The internal stakeholders are relevant because we conducted interviews and surveys with some of them to determine how their lives may be affected by alterations to Singha Park.

Appendix P: Business Models

Two objectives the project team will work to address are the assessment of the current business model of Singha Park, and recommendations to enhance the model so that it engages more communities surrounding the park and aids in their initiatives for sustainability within the park. To accomplish both of these goals, there needs to be an understanding of the expectations of a successful and unsuccessful business model, as well as the necessary steps to make an existing business model more successful.

Defining a Small to Medium Business Model

The idea behind developing a business model stays the same across every marketplace, while only the goals for the business in each will differ. These differences in goals will be largely affected by the size of the business and the location and community in which it resides. At its core, a business model should be a plan that addresses how the business will profit in its specific market. It should address basic necessities that every business requires, including sources of financing, the target customer base, marketing strategies and more. While a model will look at each of these areas, it should not be confused with a business plan, which highlights the strategies that the company could use to implement the ideas laid out in the model.

For a business model to be sound, analysts look to see if there are any flaws in the calculations laid out for the costs and profits within the model. If anything is inaccurate at this step, the model becomes unreliable, and it shows a lack of attention to detail by the company. The next statistic that both analysts and investors look at is the company's gross profit because it highlights how effective their budgeting for costs was towards generating revenue. In the end, the success of each business model is determined by how the companies manipulate the costs to run the business and prices of their services to maximize their profit, and comparisons with other businesses in the same market.

Small to medium-sized businesses, such as Singha Park, must take into consideration the aforementioned components of their business model: sources of financing, target customer base, marketing strategies, etc. with relevant applications to the size and culture of the target demographics. Many small to medium-sized businesses are successful due to a business model focused on collaboration and co-investment with other small to medium-sized businesses (Vorley, 2017). It would be unreasonable for Singha Park to cater the business plan to account for millions of visitors to the park because this would allocate resources to a goal that is highly unlikely and will result in a waste of resources. Having an understanding of the different considerations a small to medium-sized business will take into account while forming and analyzing their business plan will help the project team to carry out the project of analyzing the current business model. Additionally, such background information will help the team to propose suggestions based on the goal of Boon Rawd Brewery and Singha Park. The primary goal of

Singha Park is for philanthropic purposes, which results in a different business model than if its primary purpose was to generate revenue.

Similar Business Models from Other Parks/Tourist Destinations

There are plenty of strategies that can be applied to business models across various markets, but each market will dictate how the business profits differently, and therefore, result in a unique model. The business models of other park-related companies should be examined to provide a comparison to the business model of Singha Park, and possibly even provide preliminary suggestions to Singha Park's model. This should be done with the consideration that every model is unique based on the market in which the company exists.

Stewart Lake Park Business Model

A similar business model to one that Singha Park may use comes from Stewart Lake park in Wisconsin, USA. This business model has been taken from the American Management Association (AMA) handbook of business documents which was designed to showcase how to create and write about business models and plans. The AMA handbook showcases how to create a "business plan for a proposal for new business strategies for expanding an existing business" (Wilson & Wauson, 2011).

A business model should include the following key areas of focus:

1. Introduction
2. Mission, Vision, Values, and Objectives
3. Park Description (Strengths, Weaknesses, Opportunities, and Threats)
4. Market Analysis/Trends/Demographics/Needs and Demands
5. Financial Analysis
6. Success Monitoring Metrics

The introduction to Stewart Lake Park's business model discusses the purpose and focus of the proposed plan and how this will affect the various stakeholders within the park. The next section on the mission, vision, values and objectives for the park showcases the current direction that Stewart Lake Park aims for. Identifying and understanding these four sections and how they are present in Singha Park will indicate the current direction that Boon Rawd Brewery envisions for the park's future. The Stewart Lake Park description includes a brief history and some facts regarding its location and geographical facts.

An important section within a business model is the market analysis, trends, demographics, and needs and demands because they are the key components affecting the success of the business. Boon Rawd Brewery's main goal is to successfully give back to the community, and in order to do this, Singha Park needs to have a complete understanding of their

market. These are essential areas of focus that will require gathering data points concerning both foreign and local tourists. A thorough financial analysis is required to understand the inner workings of the park. Finally, success monitoring metrics are useful as Singha Park would need these to assess the impact of the newly proposed products or additions to the park.

Bale Mountains National Park Business Model

Another park that embodies similar goals to that of Singha Park is Bale Mountains National Park in Ethiopia. Due to stagnating business by 2006, management for the park wrote up a plan that would direct the development and management of the park for the next ten years. The website for Bale Mountains National Park (Purpose of the GMP, 2019) calls the plan the General Management Plan (GMP) and highlights the multiple purposes and sections included in the plan.

The fundamental principles laid out in the GMP for Bale Mountains National Park could be applied to the business model that is used for Singha Park. According to the GMP, (Clark, 2007) the principles that the park has for implementing the plan are:

1. Conservation of resources in the park is the highest priority.
2. Holding partnerships with stakeholders, especially park-associated communities, to a high standard.
3. Minimizing the effect of any future changes they make to the environment and the surrounding sociocultural system.
4. Creating management systems that will be responsive and adaptive to changing circumstances in the future.

Each of the points listed in the GMP will be applicable when recommending additions to the business model of Singha Park. After indicating the four most important factors to consider when making additions to the national park, the GMP discusses the five areas in the park's business that need to change in order to help the park succeed. Of the topics that are discussed in the GMP, the tourism, park operations, and outreach sections will prove to be the most relevant when making proposals to the current business model of Singha Park.

Business Model Analysis

In the case of companies that employ functioning business models, it is important to continue to analyze this model over time as the company itself changes, and to see where it is succeeding and/or lacking. A discussion is included below of relevant business model analysis tools for Singha Park.

Product Roadmaps

Product roadmaps track the development of a product being sold or used by a business. They map out the direction of the product, as well as detail the work that will be required to move the product in the intended direction. It is necessary to consider the stakeholders involved (the product roadmap customer and market-driven), and the overarching goals of the business. The product roadmap is broken down into sections of information: product, goals, initiatives, releases, epics (a larger story that involves the entire lifetime of the product), features, user stories, time, and status. Utilizing this product map strategy to analyze an existing business model will be useful to the scope of the project with Singha Park by having a method to relate the products that the park offers to the sponsor's goals within the community and sustainability. It will also provide the project team with a method to analyze the success and usefulness of the product in question. By utilizing this information, the team will be able to propose new products or alterations to the business model based around the products that are currently offered at Singha Park.

SWOT Analysis

SWOT analysis is a tool for analyzing a model based off of the strengths, weaknesses, opportunities, and threats of the business in its current state (Berry, 2019). This method provides a way for businesses of any size to methodically analyze where the company is strong, and where there is room for growth. The examination of the strengths and weaknesses provides insight into the internal state of the business, whereas the opportunities and threats focus on the external aspects. This analysis can lead to the formation of a strategy for improvement and is overall a comprehensive layout of the business model. "The SWOT methodology is a strategic analysis tool that combines the study of the strengths and weaknesses of an organization, territory, or sector with the study of opportunities and threats in its environment. The goal is to help define a development strategy." (Fertel, Bahn, Vaillancourt, & Waaub, 2013). Performing this analysis will factor into the recommendations for Singha Park and provide a segway into analysis specifically for improvement based on the weaknesses and threats.

PESTLE Analysis

PESTLE analysis is a business analysis tool that analyzes the following components: political, economic, technological, environmental, legal, and sociological areas. Experts agree that this tool "offers a superior way to examine the general environment facing a company." (Ho, 2014). Each component is relevant to the performance of the business and exploring these components provides a deeper understanding of how the business model functions. The purpose

of this analysis is to determine the effect of all the possible factors in each category of the business. This tool may be relevant to examine the business model at Singha Park and propose additions/alterations that are informed and relevant.

Business Model Innovation

Business model innovation (BMI) occurs when a company sells the same product or service to the same market while using a new business model, ultimately enhancing the value of the business's goods or services (Behera, 2017). This is a process that involves transforming a certain aspect of the business to better position itself to make a change within the market or to cope with forthcoming change. This applies to each business in a given market differently based on the business's goal. For example, a potential goal could be to grow quickly with added risk or grow steadily with less risk. A business should also consider whether they are modifying an existing product or service in the market or introducing a new one. All of these components should be considered when making recommendations at Singha Park.

Businesses are always changing, and providing the park management and owners with information regarding BMI will allow them to keep up with the changing demands of their market and allow them to constantly innovate the business model. The innovative business model concept will allow them to steadily improve the park business/number of visitors after the completion of this project and could potentially have a long term positive impact on the park.

While business model innovation can be applicable to a wide range of businesses, it will be beneficial to address BMI specifically for parks. Parks are not uniform and have a broad range of attractions, all of which must be managed differently with a business model that will highlight their own unique characteristics. There are four main characteristics that differ from park to park: the type of park, the park's source of funding, the connection to the local geography, and the organizational structure and staffing (Neal, 2013). These characteristics must be taken into consideration when innovating Singha Park's business model because the project will want to ensure that the proposed business model is effective in engaging the local community in a sustainable way and that it highlights the unique aspects of the park. Evaluating these four characteristics of Singha Park will help the project team do so. Additionally, there are four main categories that would provide the largest potential for positive change and innovation in park business models. These areas include supporting changes in park management and maintenance systems, encouraging the redesign of organizational structures and establishing new partnerships, identifying more diverse sources of funding and resources, and exploring new uses and activities within parks (Neal, 2013). The proposed business model should be one that will engage and include the community of Chiang Rai in Singha Park. To do this, the business model should build partnerships between the park and local authorities and the community. Table 8 presents considerations to be made when forging these relationships with local authorities and the community.

*Table 10: Relevant Models for Establishing Partnerships with Local Authorities and Community Sectors
(Neal, 2013)*

1. Establishing structures that have greater flexibility to meet the needs of local communities
2. Delivering services with more integrated management systems across council departments.
3. Developing community-based trusts and cooperative business structures
4. Creating new management partnerships between public and private organizations
5. Encouraging the development of community enterprises
6. Forming public park foundations and conservancies

It is important to the success of the proposal to the business model to have the ability to create partnerships with the local authorities and community sectors, and the relevant areas of focus presented in Table 8 will help us to do so. Community sectors include local law enforcement, education, local businesses, environment and agriculture, and media. Each of these could be significantly impacted by proposed changes to Singha Park. It is important to establish partnerships with these groups because it will allow for better cooperation between the Singha Park and community which will in turn, likely increase the community's engagement in the park.

Appendix Q: Initial Analysis of Singha Park

The project team has carried out an initial assessment and analysis of Singha Park in order to understand the history and purpose of Singha Park. This required an analysis of the company that created Singha Park, Boon Rawd Brewery and the social enterprise that Boon Rawd wishes to carry out through Singha Park. Furthermore, the project team also assessed the community engagement of Singha Park through its philanthropic nature.

About Boon Rawd Brewery

Boon Rawd Brewery Company Limited is Thailand's first brewery and was founded in 1933 by Phraya Bhirom Bhakdi. The company is a beverage business and responsible for the management and marketing of beer, soda, drinking water, mineral water, etc. At present, the Boon Rawd Brewery produces products under numerous brand names including Singha, Leo, Purra, and Boonrawd Farm (Singha Corporation, 2018).

Singha Corporation Company Limited is a major subsidiary of Boon Rawd Brewery Company Limited. Throughout the years, these companies have participated in improving the quality of life of Thai people along with the growth of the company by promoting the distribution of income to the local area and preserving the environment and Thai culture (Singha Corporation, 2018).

Social Enterprise and CSR

Social enterprise is a business or organization that has specific social objectives as its primary purpose. It aims to apply commercial strategies to maximize financial, social, and environmental improvement. In the late 1970s, the concept of a social enterprise was developed in the UK to counter the traditional commercial enterprise. A social enterprise are run differently than a standard company since their primary goal is not profit maximisation, however this does not mean that the company can not be profitable. Simply stated, a social enterprise's priority is to reinvest profits into their social mission, instead of funding payouts to shareholders (Barone, 2019).

Initially, Mr. Santi Bhirombhakdi, the president and CEO of Boon Rawd Brewery CO.,LTD aimed to make Singha Park a role model of social enterprise in Thailand. The main objective of Singha Park is not the profitable returns, but to educate the community about agricultural farming and participate in sustainable tourism. The company wants to grow sustainably with the local communities.

Nowadays, many businesses are interested in developing their corporate social responsibility (CSR), including Singha Park. CSR is a concept whereby business organizations consider the interest of society by taking responsibility for the impact of their activities on

customers, suppliers, employees, shareholders, communities and the environment (Ismail, 2009). CSR helps create a stronger bond between the employee and the corporation. The reason that many businesses are interested in working on CSR is because it provides benefits to the business in the long term. CSR creates a positive brand image and increases brand recognition to the public.

Boon Rawd Brewery has participated in CSR for many years. Before beginning the project of Singha Park, the company donated money to many universities in Chiang Rai for nutrition and to elevate the education of the local community. According to the interview, Boon Rawd Brewery was primarily emphasizing on developing the education system in Thailand because they believe that a good education will lead to an increased standard of living and therefore rapid economic development. (Singha Park Chiang Rai Secondary City Sustainable Development Model based on Community Enterprise, 2019).

About Singha Park

Singha Park was opened to the general public in December 2012. The 12.8 million square meters of land that Singha Park occupies was previously Boon Rawd Farm. The fertile soil in the area was ideal for Boon Rawd Farm as it was used to grow barley for the production of beer, which is Boon Rawd's main source of income. The Boon Rawd Farm was initially off-limits to the general public and was considered private land for the company to grow the resources needed for their product. Later, Boon Rawd turned their private farm into a tourism attraction with the opening of Singha Park. The remnants of Boon Rawd Farm are seen throughout Singha Park as the majority of the park is still farmland. Singha Park's large area of working farms is now used as orchards and tea plantations, as well as a portion being retained for the original barley fields. Nowadays, the barley is used to create malted drinks and health food products rather than the production of beer. The farms in Singha Park are famous for the production of Oolong tea, which is popular within the South East Asia region. Singha Park also allows visitors to see how the tea is carefully grown and handpicked.

Singha Park has also evolved from Boon Rawd Farm to incorporate trails, lakes and meadows. This family friendly park also contains a variety of features including:

1. Ziplines
2. Rock-Climbing walls
3. Petting zoos
4. Singha statue
5. Cycling trails
6. Picking farms (visitors can pick fruits and vegetables)
7. Restaurants, bars and cafes
8. Various events (eg. Concerts and Hot Air Balloon festivals)

In addition to its many attractions, there are also many local products sold at Singha Park. The products sold include jams, melons, high-quality oolong tea, juice, mushroom soy sauce, etc. (Boon Rawd Farm, n.d.).

Through the implementation of the farm tour, Singha Park offers visitors a view of the park by stopping at six stops along the tour. At each stop, visitors are offered the chance to purchase Singha Park products, and experience a unique component of the park.

Stop 1: Swan lake with koi fish- This stop offers the opportunity to buy fish feed and feed the koi fish at the pond. It also offers a scenic view of the lake filled with swans, and the farmland around the lake.

Stop 2: Tea plantation- At the tea plantation, visitors can take pictures with the scenic fields of tea, and try free samples of tea. Tea products are also on sale at this stop.

Stop 3: Mushroom Nursery- The mushroom nursery offers informational boards about the mushrooms grown and sold at Singha Park, and offers samples of the mushroom tea.

Stop 4: Blueberry farm- At this stop, visitors can walk through the blueberry bushes and purchase the signature blueberry ice cream.

Stop 5: Petting zoo- Visitors have the opportunity to purchase food for the animals at the petting zoo, as well as take time to pet and observe the animals.

Stop 6: Recreational zone- The final stop of the farm tour brings visitors to the recreational zone where they can enjoy visit the Baan Daeng cafe, ride on the zipline, and visit the hill tribes center where the local hill tribes of Chiang Rai come together to sell their products and share their unique culture.

The current attractions at Singha Park are incredibly successful and popular among visitors. The distinctive Singha statue located at the entrance of the park is another popular attraction amongst visitors. The Singha lion is an iconic symbol in Thai mythology which symbolizes strength and power. The Singha lion is also the brand logo for Singha beer which is Boon Rawd Brewery's most successful product and currently has a market cap of 62% within Thailand (#14 Santi Bhirombhakdi & family, 2019). The vast area of the park, includes various cycling trails, orchards, and picking farms for visitors to explore and experience. The restaurant enables families to spend the day at Singha Park; the caf  s serve the renowned Oolong tea, and the pizzeria is a favorite among the local population. Singha Park offers a wholesome family experience with its various attractions and beautiful landscapes.

Philanthropy and Community Engagement of Singha Park

Singha Park is a project created and developed by Singha Corporation - a subsidiary company of Boon Rawd Brewery. Singha Corporation employs its vast management skills to focus on various community and social enterprises, including Singha Park, to help the local Chiang Rai community. Singha Park now employs a workforce of 1200 people and Singha Corporation has invested 500 million Baht (14 million U.S. Dollars) annually to boost tourism and the multitude of agricultural projects to benefit the Chiang Rai province.

Singha Park's managing director Pongrat Luangthamrongcharoen has stated that the main goal of Singha Park is to benefit and support local communities. Mr. Luangthamrongcharoen said to Cision (Singha Park, 2016) news that "Our goal is giving; giving to the local community. Let the community have the chance to benefit from Singha group's business success." This clearly shows the nature and reason behind why Singha Corporation has been investing large amounts of funds into Singha Park- to ensure the success of achieving their philanthropic goals.

So far, Singha Corporation has launched projects to grow a variety of fruit produce, such as strawberries, raspberries and passion fruit. These are grown among a multitude of other produce such as a plantation of tea trees, which spread across the landscape. Singha Corporation is responsible for the investment, development, revenue flows, marketing, and logistics of the fruit and tea produced. All the revenue made from the sales of the fruits and tea made at the park flows back to the community

Singha Corporation doesn't take any of the revenue that is generated by the sales of the produce from the park. According to Mr. Luangthamrongcharoen, "We have to share what we have with those who have not had the opportunities." Once again, this reiterates the true philanthropic nature and intentions of Singha Corporation. The community benefits from the efforts that they put into the farms at Singha Park and are able to use the farms as resources and opportunities that they may not have been able to access.

A perfect example of how the community stands to benefit from Singha Park is through the statements made by agricultural worker, Ms. Meesae Mayer, who earns higher wages working in Singha Park than she would at her village. Thus far, "It has helped me (Ms. Meesae Mayer). Without the job I would not know how to help my family." (Singha Park, 2016). The employees of the park earn higher wages than other members of the local community and are able to afford a better standard of living. This alleviates a multitude of social issues that occur within communities that are devastated by poverty. With the extra income, Ms. Meesae is able to adequately provide for her family.

Singha Park's social enterprise work is able to sustain economic support for the local community and also adds to its diversity. The province where Singha Park is located, Chiang Rai, borders Myanmar and Laos, which enables the Chiang Rai community to experience a rich and ethnic diversity. Many of the employees that work at Singha Park are currently of different

nationalities including Akha, Lahu, Burmese and Thai. This diversity enriches the local community and promotes harmonious and peaceful relations with neighboring countries.

Another way in which Singha Park involves the community is utilizing educational programs. Singha Park works closely with colleges and schools within Thailand to teach Thai students the benefits of the park as well as providing a nice outing. Thai students comprise a large percentage of visitors that come to Singha Park during the week. Furthermore, the local community is more involved during the weekend.