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GUIDELINES FOR THE DEVELOPMENT OF CHIANG SAEN DISTRICT OF THAILAND AS A TOURISM LOGISTICS HUB IN THE GREATER MEKONG SUB-REGION (GMS)

Raktibul Chantanupan

Chiang Rai Rajabhat University, School of Tourism

Corresponding address

E-mail: raktibul.cha@rru.ac.th

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ABSTRACT

The research aims to identify the possibility and ideal potentials of Chiang Saen District of Thailand as a tourism logistics hub in the Greater Mekong Sub-region (GMS) and to provide guideline development. This is qualitative research by a case study in Chiang Saen District. The data were collected from 11 key informants who leaders and business operators are by in-depth interview, small group discussion and observation from April to May 2018. The sampling technique is purposive sampling. The data analyzing process is involved with preparing, segmenting, coding, categorizing and thematizing by software and content analysis. The findings show that the ideal potential of Chiang Saen to be tourism logistics hub in GMS are high potential tourism resources, better immigration service, good transport network, the capability of local people and organization support. Chiang Saen can be a tourism logistics hub with its advantages of geography, tourism resources, and infrastructure, the area is still needed to be developed in multi-dimensions. The finding imply that guidelines for development Chiang Saen as tourism logistics hub are the readiness of infrastructure and people, holistic development, the set-up of organization, providing safety and service complex, providing ethics and laws, and reaching to a standard of tourism and service. The results may be applied for the development model for Chiang Saen and others.

INTRODUCTION

One of the most powerful business sectors in the world is "Tourism". Tourism plays a pivotal role to make crucial foreign exchange earnings, while global tourism and worldwide revenue receipts express about 7.3% of world exports

of merchandise and services [8]. Moreover, tourism can be not only a driving force for collaboration of countries as the Greater Mekong Sub-region (GMS) group but also collaborates the integration of tourism destinations and logistics in the Sub-region. Additionally, the Greater Mekong Sub-region Statistical Database [4] shows the continuous increase of total inbound arrivals trend for ten years as from 27.319 million in 2007 and reaching to 65.535 million in 2016. Next, the total inbound tourist arrivals specifically in Thailand represents the decade trend as rising from 14,465 in 2007 and achieving 32,530 in 2016. Also, the total number of hotels and similar establishments in GMS has smoothly increased from 4,128 in 2007 reaching 45,355 in 2016. Meanwhile, the total number in Thailand has grown from 12,398 in 2013 then rising to 16,559 in 2016. Furthermore, the total inbound expenditure as a trend has risen sharply from 27,268 million then moving to 72,459 million in 2016. What is more, the total inbound expenditure in Thailand also shows a dramatic increase from 20,625 million and rising to 52,465 million in 2016. Finally, the information on the above displays the fast and continuous growth of tourism in GMS that represents the significant study area of Chiang Saen as a part of GMS as shown in figure 1.



Figure 1. GMS Map
(Source: Asian Development Bank)

The Greater Mekong Sub-region (GMS) and Chiang Saen District of Thailand

Beginning with the Greater Mekong Sub-region (GMS) is a group comprising Cambodia, Lao People's Democratic Republic (Lao PDR), Myanmar, Guangxi Zhuang Autonomous Region and Yunnan Province in the People's Republic of China (PRC), Thailand, and Viet Nam [8] as presented in figure 2.

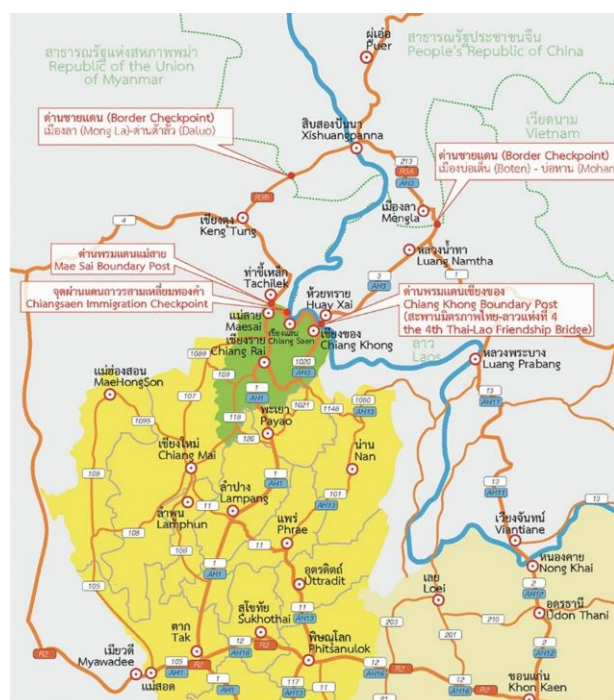


Figure 2. Chiang Saen Connecting GMS (Source: Chiang Rai Tourism and Sports Office)

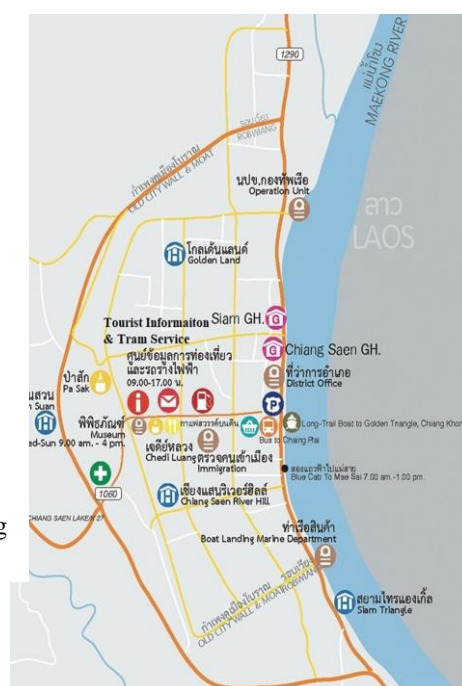


Figure 3. Chiang Saen and Tourism Spots (Source: Chiang Rai Tourism and Sports Office)

Additionally, the GMS tourism development policies to focus (1) promoting the country and its goods in the international marketplace, (2) contributing to economic development, (3) enhancing competitiveness in the tourism sector, and (4) promoting cooperation with neighbouring countries [8]. Next, Chiang Saen, which is a district of Chiang Rai Province in Thailand and is located about 60 kilometres to the North of Chiang Rai city and is about 891 kilometers from Bangkok. It is located by the Mekong Riverbank. It connects with 2 neighboring countries – Lao PDR and Myanmar along the Mekong River where a gate of Thailand to GMS member countries is displayed shown in figure 1.2. Furthermore, it is in the location of the Golden Triangle which is an important area for commerce and tourism. It connects Mae Sai District of Thailand, Shan State of Myanmar, and Bo Kaeo Province of Laos in the north. Also, it connects the border of Bo Kaeo of Laos and Chiang Khong District of Thailand in the east [12], [13].

Chiang Saen connects Chiang Khong District, Doi Luang and Chan District of Thailand in the south. Moreover, it connects Mae Chan and Mae Sai District of Thailand in the west. There are three seasons in Chiang Saen – summer, rainy season and winter. This is an ancient city and the old name is “Wiang Hirannakron Ngernyang” which means “Hirannakorn Ngernyang City”. The city shows many pieces of evidence of the glorious over thousand-year old Chiang Saen City with its historical ruins throughout the city. The highlight of the tourism spots include Tourism Information and Tram Service, Pa Sak Temple, Chedi Luang Temple, National Museum of Chiang Saen and boating in the Mekong River. Also, the outstanding accommodation includes Ban Suan, Golden Land, Chiang Saen River Hill, Siam, and Chiang Saen Guesthouse [12], [13] as shown in figure 3.

Chiang saen tourism and transports

Chiang Saen provides a combination of tourist attractions that involves natural, historical, and cultural resources: golden triangle point (connecting point among three countries – Thailand, Lao PDR, and Myanmar), Mekong River viewpoint, opium museum, boating along the Mekong River, Chiang Saen ancient city and National Museum, Buddhist temples, and homestays [2]. The roads direct to Chiang Saen District are numbered 1290, 1129 and 1016. The visitors can use transport buses, minibuses, public local cars, taxis from Chiang Rai

City bus terminal or Mae Fah Luang International Airport to Chiang Saen City. Also, the visitors can rent a car from downtown or Chiang Saen Airport. Moreover, the visitors can access the tourist attractions in Chiang Saen by tram, Tuk Tuk (three cycle motor service), free bike by the municipality, private cars, and boats [12].

Definition of logistics and the components of logistics hub

A Logistics Center means the hub of a specific area where all the activities relating to transport, logistics and products distribution – both for national and global transit – are carried out on a commercial basis by diverse operators [3]. Vitasek [5] defined “Logistics” as a process of planning, implementing, and controlling procedures for the efficient and effective transport and storage of merchandises involving services and information conforming to client needs. Dordevic et al. [6] defined “Logistics” is the flow of merchandise, information and resources management, including energy and people, between the point of origin and the point of consumption in order to meet the requirements of consumers.

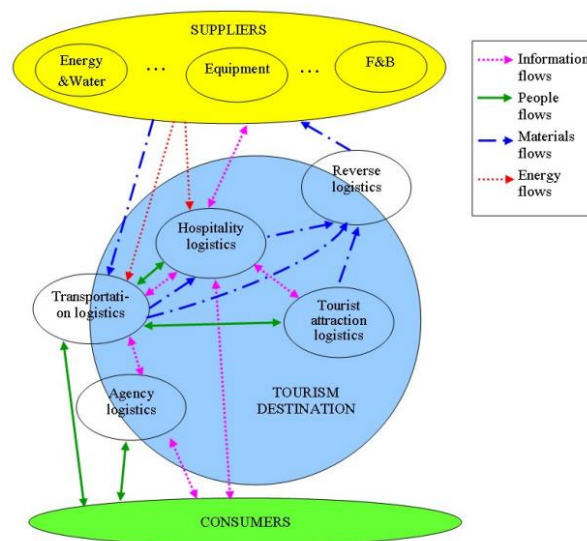


Figure 4. Basic tourism logistics system [6]

Besides, the logistics centre concept is based on three components: (1) territorial planning alongside infrastructure rationalization – to plan the territory and rationalizing infrastructures in order to optimize area utilization, (2) transport quality – to assure a high attribute level of transport, and (3) inter modality development [3].

According to the study of Higgins et al. [1] determined the logistics center hierarchy that included three levels: (1) first-level <distribution center and warehouse>, (2) second-level <logistics center, transport terminal, and freight village>, and (3) third level <logistics node>. Also, freight terminal hierarchy and added value included four levels: (1) satellite terminal, (2) inland port <load center>, (3) freight distribution cluster, (4) gateway, while the added value will be increased to the highest level at the gateway level [1].

Finally, Higgins et al. [1] created the standardized logistics center hierarchy that comprised with three levels: (1) first-level – warehousing and distribution cluster <container yard/warehouse, and inland container depot/distribution centre>, (2) second-level – freight transportation and distribution cluster <intermodal terminal, inland port, and freight village>, and (3) third level – gateway cluster <mainport terminal>, while the added value and functionality of this model will be rose to the highest in the third level.

Tourism logistics

Regarding Piboonrunroj et al. [7] identified the five I's for logistics development for cultural creative tourism in a community that included, (1) infrastructure <roads, water, and electricity>, (2) information <opening hours, map, list of activities and products>, (3) intelligence <statistics about demand, supply and related factors>, (4) identification <uniqueness>, and (5) innovation <new things about the destination>.

Dordevic et al. [6] presented the relationship of the tourism characteristics and logistics issues by (1) coordination incentive of tourism-related with two-party relationship of logistics and logistics coordination, (2) perishable of tourism-related with inventory management of logistics, (3) information-intensive of tourism-related with logistics coordination and logistics information technology, (4) product complexity of tourism-related with supply management and product development of logistics, (5) demand uncertainty of tourism-related with demand management, inventory management, and information technology of logistics, and (6) dynamics of tourism-related with two-party relationship, and supply management of logistics. Also, Dordevic et al. [6] represented the basic tourism logistics system as shown in figure 4.

Figure 4 illustrates the basic tourism logistics system [6] that presents three main sections: (1) customer <demand side>, (2) tourism destination <agency logistics, transportation logistics, hospitality logistics, tourist attraction logistics, and reverse logistics>, (3) suppliers or supply - side <energy and water, equipment, and food and beverage>.

STATEMENT OF THE PROBLEM

According to the study of Dordevic et al. [6] explained the basic tourism logistics system with several primary components such as consumer side, tourism destination, and supply-side with the flows among all sections. But there is a noticeable point that the model lacks the flows of feedback information by tourists in reverse logistics. Equally important, the model may need to provide the flows of food and beverage to tourist attraction logistics nodes.

Asian Development Bank [8] expressed that it had difficulty in obtaining tourism data and related information with limited coverage of Myanmar, and in some cases, Guangxi Zhuang Autonomous Region and Yunnan Province of the PRC. Additionally, the GMS tourism sector encountered several crucial development challenges. On one hand, it was the highly inequitable distribution of tourism benefits among GMS countries within the borders and between downtown and suburbs of each nation, which relevantly impact on the poverty and socially disadvantaged groups. On the other hand, it is the weaknesses of organizations in national and sub-regional level, and human resource capacity for tourism planning, management and development. Other constraints involve (1) weak capacity for the development of sub-regional tourism products and marketing programs; (2) limited private sector participation in sub-regional tourism development, management and marketing; (3) there is not enough infrastructure expanding wider the benefits of tourism; (4) transport bottlenecks that impede cross-border travel; and (5) weak capacity for management of negative impacts on society.

In the case of Chiang Saen, there are problems due to lack of good roads because of the border area, incomplete telecommunication, lack of education of local people, criminal activity and illegal items from cross-countries, and political problems between counties [9]. Furthermore, Chiang Saen is not clear

in the development plan and the high cost of land. Also, there is a contradiction of logistics laws and regulations because the port managers used the freight transfer regulations of Bangkok, and Lam Chabung in Chiang Saen that are in a different context area. Besides, the cost of containers of meat and frozen food container movement is high almost twenty thousand Baht per container [10]. Equally important, there is a problem of a contradiction of government policy to develop Chiang Saen that the first policy to promote Chiang Saen as the economic potential city, but the other policy to promote Chiang Saen as a city of historical and cultural tourism. Thus, these two policies make the image and goal of Chiang Saen unclear [11]. The current study aims on the problems of limitation of tourism development, insufficient tourism-related infrastructure, transport bottlenecks, lack of good roads, and logistics for tourism in Chiang Saen.

RESEARCH OBJECTIVES

- 1) To identify the possibility of Chiang Saen District as a tourism logistics hub in the Greater Mekong Sub-region (GMS)
- 2) To study ideal potentials of Chiang Saen to be the tourism logistics hub in GMS
- 3) To provide guidelines for the development Chiang Saen as a tourism logistics hub in GMS

RESEARCH QUESTIONS (RQ)

RQ1: Is it possible for Chiang Saen District to be a logistics hub in the GMS?

RQ2: How is Chiang Saen of Thailand different from neighboring countries as being the hub?

RQ3: What are the guidelines for ideal potentials of Chiang Saen to be the tourism logistics hub in GMS?

RQ4: What are the guidelines for development of Chiang Saen to be the tourism logistics hub?

RESEARCH METHOD

This is qualitative research by a case study in Chiang Saen District, Chiang Rai, Thailand. The research tool is a structural interview form. The secondary data was collected by document review from research papers and official websites. The primary data was collected from 11 key informants who are leaders and business operators by in-depth interview and small group discussion from April to May 2018. Additionally, the primary data was collected by observation. The sampling technique is purposive sampling. The data analyzing process is involved preparing, segmenting, coding, categorizing and thermalizing by software and the observation data were analyzed by content analysis.

RESULTS

Demographic profile

This study collected primary data from 11 key informants as presented demographic profile in table 1.

Table 1 Demographic Profile

Demography		Frequency	Percentage
Gender	Male	9	82
	Female	2	18
Age	40 and <	4	36
	41 and >	7	64
Occupation	Government	6	55
	Business	4	45
Education	Bachelor and <	9	82
	Master and >	2	18

Table 1 expresses the demographic profile of the 11 key informants. They were 9 males (82%) and 2 females (18%). The majority are aged 41 and above (64%), while only 4 persons are aged 40 and lower (36%). 6 persons (55%) work in the government sector but 4 persons (45%) work in the business sector. Finally, most of them have bachelor and lower (82%), but only 2 persons (18%) have a master and above.

Suitable, opportunity and limitation of chiang saen

Suitable chiang saen as a tourism logistics hub

By observation, Chiang Saen is suitable to be the hub of logistics for tourism by the following:

- 1) Geography and location: Chiang Saen is located at the bank of Mekong River where it connects Laos and Myanmar. Also, it can connect with China, Cambodia and Vietnam by the Mekong River by boat.
- 2) Infrastructure and facilities: Chiang Saen provides suitable infrastructure such as many types of transport (private car, bus, tricycle service, bike service and boats), many ports for tourism boating and crossing countries, paved roads and the new by-pass road from Chiang Rai downtown and airport to Chiang Saen within a short distance.
- 3) Tourism products: Chiang Saen provides many types of tourism (border tourism, water tourism, cultural tourism, historical tourism, many type accommodations (hotel, resort, homestay and hostel), and many types of restaurants (International, Chinese, Thai and local cuisines)
- 4) Local people and labour: due to Chiang Saen being a border city, local people are multi-racial (Thai and a mix of neighboring countries people. Additionally, local people have a relationship in a family sense with neighbouring countries' people and some of them have a true family with neighbouring countries' people. Finally, the laborers who work in tourism, the hospitality industry and logistics can be local people and laborers who are imported from neighboring countries.

Opportunity and limitation of Chiang Saen

It can be observed that many people from Laos cross to Chiang Saen to purchase commodity products. By observation, the convenience stores such as Seven Eleven and Lotus Express lack many of the normal products such as nail clippers in their stores. This example is an opportunity for Chiang Saen to sell Thai merchandise which Lao people prefer the quality of more than products from Laos which are imported from China. It seems to be that not only the product in-store and local goods in Chiang Saen market have a chance to sell but also the tourism products of Chiang Saen such as the golden triangle viewpoint, ancient city, hotels and resort, restaurant and souvenir shops have an opportunity to sell to neighbouring country visitors. In contrast, the limitation of Chiang Saen by observation includes the followings:

- 1) Blocking the viewpoint: there are new constructions and the buildings block some views of the Mekong River. A tourism city needs to consider the long or full view of the Mekong River viewpoint where the tourists can see along the road of the riverbank. Also, electric wire has blocked the view of a beautiful temple at the curbside of the riverbank.
- 2) New construction and local houses threaten and block the historical ruins: Chiang Saen City is an ancient city where the houses of local people are built intertwining the historical ruins. Also, the houses block the beauty of historical ruins and give one a sense of devaluing the ruins.
- 3) Garbage management problem: garbage bins which are located along the curbside of the Mekong Riverbank are always full of garbage.
- 4) No facilities for cycling and special need people: the walking passage is not separated for walking, for cycling and there is no special passage for blind or disabled people.
- 5) Food selling stands threat on walking passage: the walking passage at the Mekong Riverbank, especially the area in front of the Chiang Saen District Office, is full of food stands which overlap the walking way. Thus, it is presented as the problem of area management.
- 6) Losing identity and diversity of food: all of the food selling stands present the same type of food such as steamed snakehead fish in bamboo, fried sizzle giant catfish, grilled fish and pork. The food sellers do not present the identity food of Chiang Saen which loses the tourism charm because local food can show the identity of the locality and being an ambassador of local cuisine. They are selling seafood that is not the identity of Chiang Saen.
- 7) Public toilet problem: a public toilet is provided only at the nearby district office but there is not a service at the golden triangle viewpoint where the crucial highlight is and a must-see of tourists visiting the area. Also, the public toilets are not clean although they are new. The toilets are not provided with

enough English language communication signs and an adequate number of flush toilets. Overweight, ageing, and disabled people are not able to use the squatting toilets provided.

8) Confusing tourist highlight point and port station: the check-in point of the Golden Triangle is confusing because there are two points (old point and new point). The old check-in point of the Golden Triangle has an unclear viewpoint of the Golden Triangle. Besides, there are many boat port stations at the bank of the river in Chiang Saen but they do not show the sign or logo to indicate for notice. Moreover, there are unclear information signs at each port about the type of boat, size, and travel information of boating in the river as well as information of the crossing process to Laos or Myanmar.

9) Language-communication and tourism product understanding problem: some accommodation shows its name sign as “Homestay” in Thai language but presents “Guest House” in the English language at the same place that refers to the understanding of accommodation typology.

10) Noise pollution: there are several night restaurants serving alcohol mixing live music with open-air and outdoor that is a cause of noise pollution.

Possibility and guidelines

Possibility of CHIANG SAEN district to be tourism logistics hub in GMS

The impossibility and possibility are presented in figure 5.

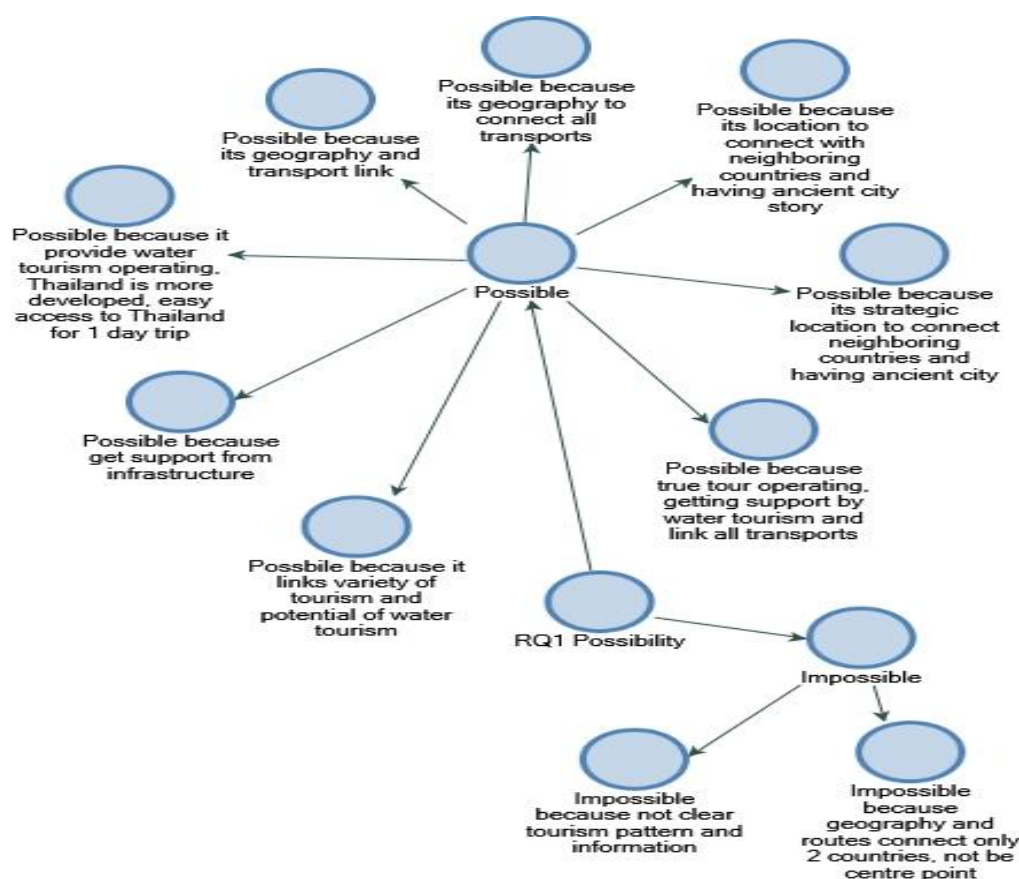


Figure 5 Impossibility and Possibility of Chiang Saen District to be a tourism logistics hub in GMS

Figure 5 presents the impossibility and possibility of Chiang Saen District to be a tourism logistics hub in GMS. The impossible reasons are 1) its geography and routes connect only two neighboring countries and it is not a centre point for GMS, and 2) it does not have a clear tourism pattern and does not provide clear tourism information. In contrast, there are many reasons to be possible including 1) Chiang Saen gets support from its infrastructure, 2) it operates water tourism and has easy access for one day trips as well as Thailand is more developed than other neighboring countries, 3) it has a strategic location to connect neighboring countries and has an ancient city as a tourist attraction, 4) there are tours operating to support water tourism and link all transport, 5) It has a good location to connect with neighboring countries and has ancient city attraction, 6) its geography connects all transports, 7) it has good geography and link with transports, and 8) it links a variety of tourism and has the potential for water tourism.

Comparison on potentiality of tourism logistics hub of Thailand among countries in GMS

The comparison of suitable potentials of tourism logistics hub amongst GMS countries is shown in figure 6.

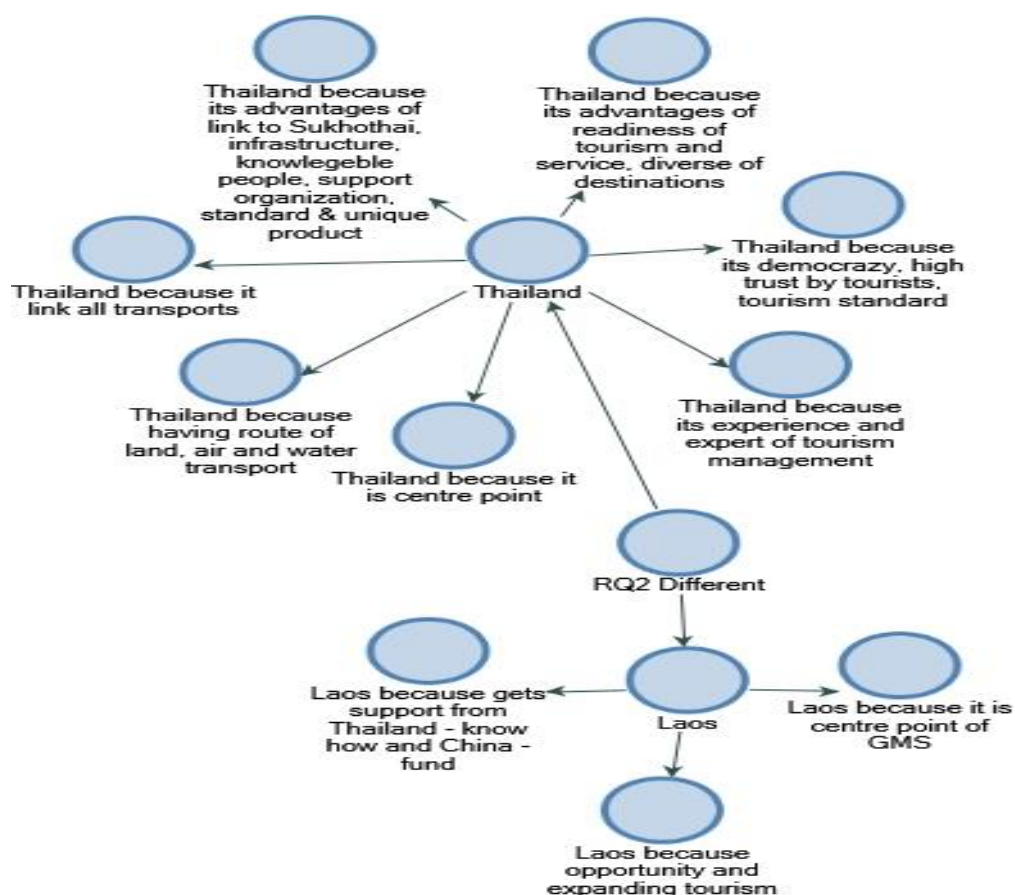


Figure 6 Comparison on the potential of Thailand among countries in GMS

Figure 6 shows the comparison of the potential of Thailand to tourism logistics hub among the GMS countries. The findings outline only Thailand and Laos where there is potential. Laos has 1) support from Thailand for know-how and from China for the funds, 2) it has the opportunity from its expanding tourism, and 3) it is the centre point of GMS. At the same time, Thailand has 1) advantages of readiness in tourism and service as well as a diversity of destinations, 2) it has advantages of a link to Sukhothai city, infrastructure, knowledgeable people, support organizations, standard and unique products, 3) it links all transports, 4) it has the routes of land, air and water transport, 5) it is the centre point, 6) it has experience and expertise in tourism management and 7) it has democratic countries and has high trust from tourists as well as having a tourism standard.

Ideal potentials of Chiang Saen district being tourism logistics hub in GMS

The ideal potentials of Chiang Saen as a tourism logistics hub in GMS are displayed in figure 7.

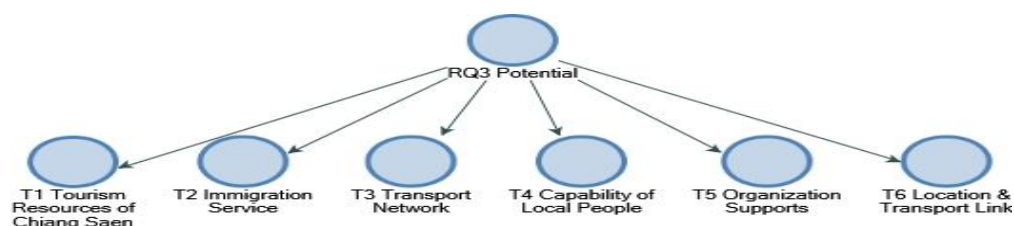


Figure 7 Ideal potentials of Chiang Saen District to be a tourism logistics hub in GMS

Figure 7 expresses the ideal potentials of Chiang Saen District to be a tourism logistics hub in GMS that are involved as the followings:

- 1) Tourism resources of Chiang Saen City: tour package design to link all transports and routes, tourism network, sufficient tourism products (attractions, accommodation, restaurant and shopping), presenting Chiang Saen's identity, and outstanding historical ruins and ancient city.
- 2) Immigration service: fast and convenient immigration service, and one-stop service of immigration.
- 3) Transport network: more convenient transport links to neighbouring countries, Chiang Saen has many more international ports than other neighbouring countries, and it is a city with a long history of water ports.
- 4) The capability of local people: readiness to be the host of local people
- 5) Support by organizations: getting support from the government, collaboration of strategic planning by tourism organizations and local administrative offices have the readiness to develop and support to be a hub.
- 6) Location and transport link: internal city transport link, strategic location and connection of transports, and readiness of accessibility to Chiang Saen City

Guidelines for development chiang saen district being tourism logistics hub in GMS

The guidelines for development Chiang Saen District as a tourism logistics hub in GMS are presented in figure 8.



Figure 8. Guidelines development for Chiang Saen District to be tourism logistics hub in GMS

Figure 8 illustrates guidelines to develop for Chiang Saen District to be a tourism logistics hub in GMS that provide the followings:

- 1) The readiness of infrastructure and people: convenient paved roads, more convenient road to Chiang Saen, readiness and knowledgeable local people, being good host, readiness for development (fund, labour and accessibility), technology support for immigration service (an automatic system), and using technology to assist for all language communication.
- 2) Holistic development: holistic management of Chiang Rai, development together with Mae Sai and Chiang Khong City which is the origin of GMS, link Chiang Saen story to Lanna story, and developing city and people at the same time.
- 3) Set up the organization: establishing related organizations, the participation of related organization to plan strategies, and set up a committee working group.
- 4) Safety and service complex: a complex of visitor services, and providing safety and accommodation located nearby all transport stations.
- 5) Ethics and Laws: laws and regulations issued specific to Chiang Saen, providing fairness of income distribution, and having ethics on business operation.
- 6) Reaching to standard: reaching to the standard of transports, accommodation and restaurant service, providing quality accommodation with reasonable price

DISCUSSION

According to Piboonrungraj et al. [7] identified the five I's for logistics development for cultural creative tourism in a community that involved, first - infrastructure (roads, water, and electricity), second - information, third - intelligence, fourth - identification, and fifth - innovation, which related with the findings of this current study about the possibility of Chiang Saen as a tourism logistics hub in GMS that it is possible because it gets the support from infrastructure. The fifth component – innovation (new thing in destination) is related with the current findings that present the guidelines for the readiness of infrastructure and people including (1) using technology to assist for all language communication, and (2) technology support immigration service.

Regarding Dordevic et al. [6] mentioned the three basic tourism logistics system including customer or demand side, tourism destination (agency logistics, transportation logistics, hospitality logistics, tourist attraction logistics, and reverse logistics), and suppliers or supply side, that the agency

and transportation logistics component of tourism destination are accorded with this study about the possibility that Chiang Saen can be tourism a logistics hub because it has true tour operating, gets support by water tourism and links all transport, as well as its geography suitably connects all transport. Additionally, comparison among GMS countries, Thailand (Chiang Saen) can be a tourism logistics hub by the link all transport that is related with tourism destinations (transportation logistics) from the study of Dordevic et al. [6]. Also, the study of Dorevic et al (2012) on tourism destinations (transportation logistics) related with the current results that Chiang Saen should have potentials on location and transport links that included readiness of accessibility to Chiang Saen, location and connecting of transports, and internal city transport link.

Regarding Euro platforms EEIG [3] mentioned the logistics centre concept is based on three components: (first) territorial planning alongside infrastructure rationalization, (second) transport quality – to assure a high attribute level of transport, and (third) intermodality, development that accorded with the present findings about the guidelines to reach a standard that involving (1) reaching to standard of transports, (2) moving to the standard of accommodation and restaurant service, and (3) providing quality accommodation with reasonable price.

CONCLUSION

In summary, (RQ1) it is possible for Chiang Saen District to be a tourism logistics hub in GMS by its advantages of geography, tourism resources and infrastructure. Moreover, the comparison on potentials of countries in GMS to be a tourism logistics hub, (RQ2) Thailand (Chiang Saen) has an advantage at a level higher level than surrounding countries. Furthermore, (RQ3) the guidelines for ideal tourism logistics hub are the potential tourism resources of Chiang Saen, better immigration service, having a transport network, the capability of local people and organization support. Finally, (RQ4) the guidelines for development of Chiang Saen as a tourism logistics hub are the readiness of infrastructure and people, holistic development, set up an organization, providing safety and service complex, providing ethics and laws, and reaching to the standard of tourism and service.

SUGGESTION

The tourism logistics in Chiang Saen should consider to develop the reverse logistics of feedback information of visitors and the waste disposal management as reuse and recycle. The tourism logistics hub of Chiang Saen should consider about the flows of food and beverage such as snacks, and refreshment vendor machine service to the points of destination. Additionally, because of the uniqueness of arts (Wat Pa Sak) on the stupas and ruins, Chiang Saen needs to push historical ruins as the World Heritage Site by UNESCO for promoting and protecting the place. The next research should study about the tourism logistics model for Chiang Saen City and also the tourism impact if Chiang Saen as a tourism logistics hub. Moreover, zoning management is still an important study in Chiang Saen. The current study is only done in

qualitative research that would be better if studying by quantitative of visitors and local people opinion in tourism logistics hub.

LIMITATION

The limitation of this study are included (1) it is difficult to contact key informants because they are busy in their work, and (2) the investigator cannot access the full work of government officers on logistics and tourism in Chiang Saen because most of the time spent for observation is at the weekend period or evening time.

IMPLICATION

The implication of the logistics hub being Chiang Saen, needs to make a consensus and be clear as to which direction between commerce and tourism. Chiang Saen leaders need to review their geography and adjust the strategy. Being as a hub at Chiang Saen is not only an opportunity for commerce and tourism but also it is the development of the education sector that students from bordering countries can cross to study in Chiang Rai and other provinces in Thailand. Equally important, it seems to be that Chinese investors and entrepreneurs come to invest and buy businesses in Chiang Saen that will make the city and country lose its identity and revenue. For example, there are many Chinese restaurants or Thai restaurants but decorated in Chinese style because the owners are Chinese investors. Thus, it contrasts with the context of Chiang Saen City. Finally, being a democratic country Thailand supports the freedom of development and business running at Chiang Saen logistics hub.

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