ROLES OF THE OVERSEAS NATIONAL TOURISM OFFICE:

CASE STUDY OF TOURISM AUTHORITY OF THAILAND IN STOCKHOLM

A Master Thesis

Presented to

Mid-Sweden University

In Partial Fulfillment

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Master of Arts, Human Geography Focusing in Tourism

By

Penpitcha Polachart

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ABSTRACT

National tourism marketing is a competitive business; many countries try to attract foreign tourists to benefit the nations' economy. Functions of national tourism marketing are the combination of business, politics, and psychology. This explanatory research provides information about the roles and organization structure of the Thai National Tourism Office (NTO) located in Sweden and its role as a key gatekeeper linking Thai tourism development to the Scandinavian market. The department responsible for the Thai NTO is called the Tourism Authority of Thailand (TAT), and operates under the authority of the Ministry of Tourism and Sports. The objectives of this research are to explore the role of the overseas National tourism office (NTO) in promoting Thai tourism and perception from the head office of TAT in Bangkok, Thailand. The qualitative methods are applied to research: public document and in-depth interviews. Open-ended interviews with the director of TAT in the Stockholm overseas office and with Deputy Governor for International Marketing of TAT in Thailand to exhibit and compare the marketing strategies of Thai NTO and overseas office. The research focuses on comparison in intra-organizational communication, marketing strategies, marketing performance, and perceptions towards Thai tourism and destinations marketing development between TAT head office and TAT Stockholm overseas office.

KEYWORDS: National Tourism Office, NTO overseas office, Intra-organizational communication, and Destination Marketing,

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Approved:

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(Bo Svensson, Ph.D.)

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CHAPTER I
INTRODUCTION

This chapter provides the introduction information about the research: background study; research questions; objectives of study; scope of study; framework of the study; and research gaps. Furthermore, this chapter develops section about the benefits of this research to academic study.

1.1 Background of the study

Tourism has developed and become a main source for many countries' gross domestic product (GDP). Many developing countries depend on the tourism business. For example the revenue from the tourism business in Thailand from 1998 to 2007 steadily increased. Inbound tourism alone created revenues of 547,782 million baht (16,680 million US dollars). Statistics show that international tourists spend more while traveling than domestic tourists (Office of Tourism Development, 2006).

Cohen (2008) stated the reason for increasing numbers of inbound tourists in developing countries could be because western tourists are seeking authentic experiences in exotic destinations; they tend to travel to places different from their home environment. At the level of the destination, however, the opportunity of gaining money from tourists has made the tourism business essential to the livelihood of developing nations, and therefore national tourism offices (NTO) have been established to shape tourism policy, promote tourism business, as well as to increase economic and social goals (Morrison et al. 1995). Different national tourism organizations face different tasks in fulfilling their roles depending on the attraction of each country to tourists (Pearce, 1996).

Tourism has also become a major source of income for Thailand. Among Scandinavian tourists who visited Thailand, Swedish tourists were counted in the highest rank (Tourism Authority of Thailand, 2009). A study by Rittichainuwat, Qu and Brown (2001) showed that images of Thailand included both positive and negative factors which tourists have considered while traveling in Thailand: friendly people, interesting culture, value-for-money, and numerous night clubs and prostitution. Thus, both negative and positive images of Thailand attract tourists today.

NTOs act as policy makers and marketing offices; they associate directly and indirectly with tourists. In order to satisfy customers, the strength of organization's performance is shaped by foundation and development of the overall organization. Therefore, intra-relationship of the organization is important to boost the strength of organization and how effectively it can perform. Organization communication is essential for developing and improving NTOs. The strength of organizational communication and relationships define how effective the whole organization can perform and serve customers (Pace & Faules, 1989).

When discussing the nature of organizational communication, both upward and downward communication is important for developing better relationship intra-organization. The study of organizational communication is mainly focused in the sociology field because human relations are the main focus as well as individuality. Organization is the social group that develops from the group of people who has same purpose and objective in work. Therefore, to study the macro level of an organization, sociologists concern themselves in looking at the micro level of human behavior as individuals and human behavior in groups of work. Sense of belonging to groups and organizations affects the staff's performance and perception about their jobs (Pace & Faules, 1989).

1.2 Research questions

1. With specific emphasis on Thailand: How can the performance of NTOs be improved with respect to their role as gatekeepers for tourism development?
2. What is the relationship between NTOs international overseas offices and main NTO office?

1.3 Objectives of Study

1. To fundamentally understand the role and responsibilities of NTO overseas offices
2. To qualitatively explore perceptions of organizational roles and responsibilities from an NTO overseas office towards NTO head office and vice versa
3. To develop potential solutions for improving organizational communication between an NTO overseas office and NTO head office

1.4 Scope of the study

Location: The Tourism Authority of Thailand (TAT) main office in Bangkok, and overseas office in Stockholm, Sweden.

Time: 15 January 2010 – 2 June 2010

Type of research: Explanatory study between two different geographic settings in an organization. One is the main office of TAT in Bangkok, Thailand and the overseas office in Stockholm, Sweden. The topic of the study focuses on the role and responsibilities of the TAT Stockholm overseas office as a branch organization and marketing unit.

Methodology: Qualitative method (i.e. in dept. interviews, and public documents)

1.5 Framework of the study

The purpose of the study is focused on the performance of the NTO in an overseas office and its role as the gatekeeper of Thai tourism development. The framework of the study shows the relationship between the overseas office,the head office, and the various local marketing stakeholders in Scandinavia.

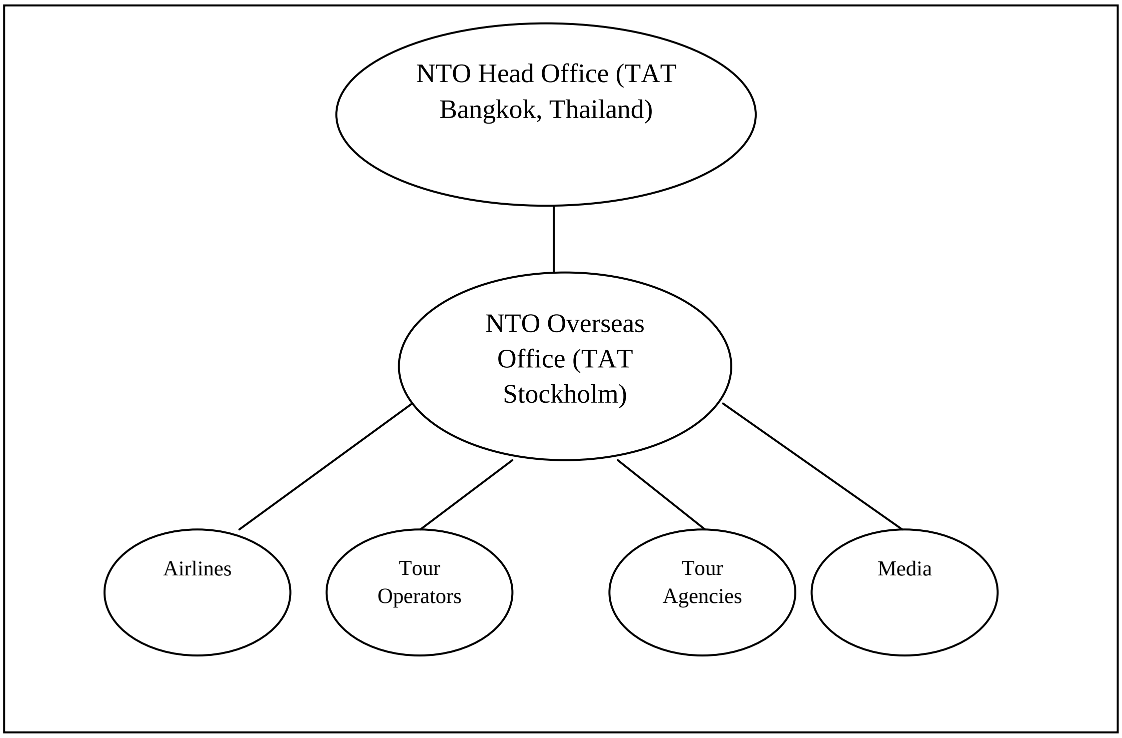

Figure 1.1 Framework of the study

1.6 Research gaps

There are several research studies of the roles and functions of NTOs, such as *National Tourist Offices in North America: an Analysis* (Morrison *et al.,* 1995) and *Tourist Organizations in Sweden* (Pearce, 1996). Books from Richner (1989) *The Politics of Tourism in Asia* and *Tourism and Politics: Politics, Power, and Place* by Hall (1994) put their emphasis on the relationship between tourism and politics and give examples from several national organizations around the world. These studies can be used as basic guidelines since other NTOs show strong similarities with respect to politics, culture, and destinations.

More precisely, most of the studies regarding NTOs focus on roles, organization history and structure as well as marketing strategies to attract tourists from abroad. The number of domestic and international tourists who visit a country show the potential and performance levels of NTOs marketing strategies. Since tourism branches could not only depend on domestic tourists, NTOs pay attention in attracting international tourists and to continuously develop marketing strategies. NTOs develop their offices in foreign countries to conduct effective tourism marketing and to attract citizens in particular countries or regions. Many NTOs overseas offices succeed in marketing strategies and increase the number of international tourists into their countries. Indeed, NTOs overseas offices play the crucial role in increasing the number of international tourists. However, there are not many research studies focusing on the organizational structure and performance of NTOs overseas offices. NTOs overseas offices are often mentioned on the NTO's website as the unit to contact and provide core information about national tourism, but the responsibilities of NTOs offices are more than being just a service or information provider. One important role is that of a marketer, which however is less commonly mentioned in tourism development research.

Thus, an objective of this research is to explore the role of NTOs overseas offices, its performance, and relationship with the headquarter NTOs, by using a specific case study of the TAT overseas office in Stockholm, Sweden. The intention of the research is to explore the organizational communication between overseas office and the head quarter NTO. To observe the relationship between the overseas office and the head office is part of innovative research about NTOs organization. Furthermore, the research will be specifically on the relationship between the head office in Thailand and overseas TAT

Stockholm office about organization communication, the marketing support, and general perceptions and assessments.

1.7 Benefits of the study

The aim of this thesis is to develop a better understanding of the roles and goals of the Thai tourism organization in promoting Thai tourism in foreign countries. It will compare the tourism planning and marketing efforts of the Thai national tourism office specifically in terms of attracting Swedish tourists.

The project will inform researchers who are interested in the role and development of NTOs and the relevance of overseas offices to attract international tourists. The research focuses on the relationship between an overseas office and NTO main office. Relationship and communication from head office to NTO oversea offices as downward communication way are essential to be stressed in the study. Scholars would be able to understand the factors of success or failure of overseas office's performance from a qualitative methodological standpoint.

Moreover, this research could specifically benefit to TAT in improving intra-organization communication. Finally, the study would benefit future researchers and the research community in terms of theory development by receiving basic information and hypotheses for further in depth qualitative and quantitative research about NTOs overseas offices.

Tourism becomes popular keys for national incomes. Thailand is known to be one of the preferable destinations for tourists from around the world. The NTO plays big role in the success of destination marketing. The research focuses on the goals, responsibility, and performance of the NTO, case study of TAT overseas office in Stockholm, Sweden. The purpose of this research is to explore the work of the NTO overseas office and its relationship with NTO head office. The research questions are concerned with finding answers for the gatekeeper role for the NTO overseas office and the relationship with NTO head office. The NTO overseas office is a unit established under NTO marketing strategy, therefore there is not much research that mentions the role and defines NTO overseas offices. One piece of research by Morrison et al. (1995) analyzed and compared different NTO overseas offices located in North America. So Morrison's study explained different points of view and marketing strategies from different NTOs in attracting specifically the North America market. The research is developed from Morrison et al. (1995) research and specifically looks at one of NTO overseas office in the Scandinavian market. The research hopes to be of benefit to researchers whose interest is in development study of roles and development of NTO overseas offices and their relationship with NTO main office and other stakeholders. This research can be the fundamental information for further comparison studies about different NTOs overseas office in both quantitative and qualitative research.

CHAPTER II
LITERATURE REVIEW

This chapter gathers details information about the basic background for the research. Sections divided into 4 parts: organizational communication; destination Marketing Organization (DMO); National Tourism Organization (NTO); and explanation of applied theories used for this specific research.

2.1 Organizational Communication

Study of organization communication has been made from a sociological point of view. An organization is constructed from the group of people. Therefore, human role is important factor for the group functions; mainly the success or failure of a group depends on group effort, performance, and communication (Pace, 1989).

Classical organization development theory by Max Weber (1947) stated 10 important factors in the theory of formal organization: (1) positions; (2) organization tasks; (3) authority; (4) hierarchical order; (5) rules and regulations; (6) procedures of organization; (7) discipline; (8) private life; (9) technical qualifications; and (10) security in positions.

1. Positions are important for organizations. It designates rank, description of jobs, and the area of responsibilities for employees. When individuals know their own positions within an organization, the overlap of responsibilities and conflict among units and individuals is decreased because every worker does their job within the limits they have been assigned to do.

2. Organization tasks or official duties associate with the rank and position of an individual. Positions identify job title, responsibilities, and official duties.

3. Authority is the power by which employees' are able to perform their duties.

4. Hierarchical order of position and ranks are important for organization function. The work responsibilities and communication for different positions in organization are different. In some studies lines of authority are defined in the sense of organizational communication and authority flow. Order comes from high rank positions and assigned downward to different units in order to action.

5. Rules and regulations are established to govern functions of an organization. The development of rules and regulations in organizations has the purpose to sustain workers in positions with respect of disciplines and respect to others.

6. Procedures in organization are formal and impersonal. To keep an organization in working in a professional manner, the procedures and communication intra-organization must be formal, which links with factor (8) to maintain private life out of the work.

7. Discipline in an organization must be exercised and maintained in all parts of the units. Discipline decreases conflict and increases respect and trust among workers. It shows the maturity of organization.

8. To maintain private life out of the work

9. Technical qualifications are important in employment. It shows work place potential of an employee. Technical qualifications could be intelligence, knowledge, or experiences in work place from employees, dependent on the job descriptions.

10. Security in position refers to satisfaction in career stability, employment, and salary. Stability of position in an organization gives the feeling of trust and comfort to employees, which add to a positive feeling to work in an organization. When the comfort and sense of belonging in organization and units develops by employees, they would put more effort into their jobs and responsibilities. Thus, the performance of an organization would develop in positive ways as well (cited in Pace, 1989).

Workers and intra-communication are important factors for the structure of organization like many small bricks to build a wall; these bricks need to be strong for the foundation of organization. To build a wall, small bricks are important for the foundation structure, similar way to develop strong effective organization; workers and intra-communication could not be careless. The performance of an organization is determined by three conditions of intra-organizational network: (1) the formal organization; (2) organizational demography; and (3) the organization’s technology and environment. The formal organization or types of intra-organization management affect the performance of the organization as whole. Due to differences of employees and groups the management style is different too. For example some organizations promote an employee who works with the company for a long time rather than young employees who just started to work for it. Organizational demography could limit intra-communication and the organization management program. Small numbers of employees and large companies show different management styles. The communication flow in small company is faster than in a large company. The organization's technology and environment conditions can affect the level of employees' job performance. Some organizations require social interaction among employees. Some companies work is mainly involved with machines and computers; it requires less human social interaction among employees (Flap *et al.*, 1998).

The effective performance of organizations is not only shown at the end product side or how many benefits an organization can achieve, but the foundation of an organization is important too. Organizations and companies may have poor intra-organizational development, but could make lots of benefits, but it is not sustainable managerial development for the organization. This research focuses on one important factor in organization development, which is the intra-communication.

2.1.1 Types of Organizational Communication

Communication inside the organization is an important mechanism for an organization. Pace (1989) categories different intra-communications; there are downward, upward, horizontal, and cross-channel communications.

Downward communication is the direction of information flow from the higher authority to lower position, for example the information from management level to employees. Upward communication flows the opposite way from downward communication; the types of information flow in upward communication are different also. Information flows in upward communication is not order and work assignment, but mainly is the report or permission. Report sending to higher authority could be in formal document or file report for suggestions. Many studies about organizational communication detect the poor performance of intra-organization communication due to the lack of the allowance of upward communication. In other words, some organization shut down upward communication; they pay less attention to the requests and suggestions from employees. In the long term, the neglect from higher position authority could create severe intra-organization conflict and affect the performance of the organization as whole.

Horizontal communication is the way of sharing information to the same rank position and in the same department of an organization. Information transfer by horizontal communication is defined by sharing of information and announcing of an assignment. Cross-channel communication is the way to transfer information across the boundaries of similar units and departments (Pace, 1989).

To develop and manage an organization, one has to understand organization formation. Theory of formal organization develop by Max Weber includes 10 factors to shape an organization. There are positions, organization tasks, authority, hierarchical order, rules and regulations, procedures of organization, discipline, private life, technical qualifications, and security in positions. Under these important key factors, Weber included lines of hierarchical order which touched upon downward communication. Moreover, to make an organization function properly, one cannot depend on downward communication alone. Different types of communication in an organization exist: upward, cross-channel, and horizontal communications. All intra-communicational organization is practical and has been applied in organization one way or another. The effectiveness of an organization does depend on formal organization, organizational demography, and organization's technology and environment.

2.2 Destination Marketing Organization (DMO)

Organizations responsible for promoting tourism are known as Destination Marketing Organizations (DMO). There are different levels for DMOs: National Tourism Office (NTO); State Tourism Office (STO); Regional Tourism Organization (RTO); and Local Tourism Administration or Local Tourism Association (LTA). Not all countries share the same type of DMO structure; only countries formed from states such as United States have STOs. The main responsibility of DMO is being the marketing body and providing visitor services, especially the tourism information and basic knowledge about a country. The responsibility of DMO covers the planning and developing of national tourism, but the actual work of a DMO concerns the marketing body. A DMO plays a leading role in the success of tourism business (Gretzel *et al.,* 2000).

The structures of DMOs are different and depend on the politics of the nation. Some DMOs are part of the legislative body in government, some are non-profit organizations, and some are part of the local chambers of commerce. The differences in organizational structure depend on the size, location, management, and geography of the organization (Gretzel *et al.,* 2000). Pike (2008) stated that during the 1970 period most DMOs were part of the government. The structure of DMOs changed through time. Three types of DMOs organization structure exist according to Pike (2008): DMO as part of government administration, DMO as non-governmental office, and DMO as part of central administration. DMO which acts as the non-governmental office is fully independent in planning policy and tourism development: E.g. DMO in USA. DMO which is part of government administration has direct command from government. A DMO which is under the central administration has some link with the government, but independent in managing its own administration.

In order to succeed in international tourism markets, a DMO needs to develop high quality national tourism resources, such as infrastructure, economic issues, partnerships, tourism seasonal, and service quality. Infrastructure is a tangible resource. It can make a positive or negative impression for tourists. The main objective for a DMO is to increase the number of visitors and revenue from tourism. The organization needs to distribute benefits from tourism industry in the form of economic, social, education, and environment positive impact to people in the area of specific DMO responsible for. For example if level of DMO covers a California State, benefits of California STO made should spread tourism spending and the state development to California citizens and districts. A DMO cannot be successful by working as only one organization. It needs diversity of partnerships to plan, manage, and develop national tourism. Timing in tourism is important. Many tourism destinations are favorable in seasonal periods, for example, the ski resort in Colorado attracts winter sport tourists while Maldives attracts sun seeker tourists. Therefore the timing of promoting tourism destinations is an important issue. Another important factor in terms of attracting tourists is service quality. Service quality is the perception of service which is evaluated by customers in comparison with their expectations. Service quality is important to first time and repeat visitors; the better service quality, the higher the destination attractiveness perceived by tourists (Gretzel *et al.*, 2000).

The National Tourism Office has the role of promoting tourism in the international market. These organizations plan tourism, manage goals and develop the mission of tourism (Pike, 2008). Therefore, National tourism marketing is mainly the responsibility of a national tourism office or organization which promotes and plans tourism, most often to both domestic and international tourists (Morrison, et al., 1995). National tourism cannot exist alone; it requires collaboration with local stakeholders including business, legislative bodies, and local people. The advantages of collaboration between stakeholders and national tourism marketing organizations are to detect and predict potential customers in order to benefit national tourism at all levels, as well as to offer support and advice from national tourism marketing to tourism stakeholders (Palmer

& Bejou, 1995). With tourism, destinations are the product and therefore, to promote and expect high sales, the national tourism organizations attempt to use marketing and build up the destination's image with the aim of attracting a greater number of tourists (Sussman & Unel, 1999). A country tourism image study of Thailand performed by Rittichainuwat, Qu and Brown (2001) showed both positive and negative factors which tourists had considered while traveling in Thailand: friendly people, interesting culture, trip worth the money, and numerous night clubs and prostitution.

A key to market destinations is the 4Ps model: product, price, place, and promotion. According to Swarbrooke, the 4Ps emerged from an adaption of the marketing model for destination marketing. More precisely, products for NTOs refer to destinations, tangible aspects, service, and branding. Products of destinations are defined by the customer; optimal product positioning could catch attention of customers in a short time. Products are linked with branding and product categories. For example, when tourists talk about Broadway, they will have a picture of New York and the Times Square; or African Safari branding triggers the pictures of Savannah forest and herds of elephants and prides of lion. Effective impact of branding upon customers depends on good channels of communication (e.g. the Internet, movies, magazines) to promote products. Similarly, the price is important for tourists' decision-making. It is the key principle when purchasing a tour package. The tourists' perception of traveling price are in relationship with how much they spend and quality and value of products. Place in destination marketing refers to transportation; how to access products (i.e. the destination). Promotion is the method used to develop a product and gain interest from customers towards these products. The main responsibility of NTOs is to develop destination promotions; mainly by collaboration with tour operators and the tourism industry (Swarebrooke, 2007).

For destinations to attract tourists they must have either natural resources like Niagara Falls or human-made attractions like Times Square in New York City. Both of these are main destinations which attract tourists to state of New York (Leask, 2003). Swarbrooke (cited in Leask, 2003) defined visitor attractions as the heart of tourism because visitor attractions are important in tourists' decision-making as to whether to travel or not.

A study by Compton shows the motivations of tourists' which affect their decision-making. There are nine travel motivations; the first seven motivations are based on push motive factors while the other two are based on pull motive factors. The factors are “(1) escape from perceived mundane environment; (2) exploration and evaluation of self; (3) relaxation; (4) prestige; (5) regression; (6) enhancement of kinship relation; (7) facilitation of social interaction; (8) novelty; and (9) education”. Some people would like to travel to beaches to relax and to meet new friends. Some people have to take a long vacation once a year to relax or to show that they are wealthy enough to plan for a big trip. In some cases people might want to learn French and take the foreign language class for three months in France. This travel would be considered education-oriented tourism (Ross, 1998).

As stated by Swarbrooke (2007), globalization has changed tourism styles and trends. Accordingly, more tourists travel across national boundaries; the number of international tourists has increased in the past years. Swarbrooked predicts new tourism trend which emerged through globalization and these new tourists will become an essential market group for both domestic and international DMOs in the future. Four types of new developments of tourists are (1) European or international business traveler; (2) Young student traveler; (3) Environmentally conscious tourists; and (4) Middle-class family group tourists.

European or international business travelers are visitors who travel based on their jobs and career. They prefer a good, relaxed, and safe environment when traveling, and flexible flight booking and transfer. Great numbers of international businessmen travel abroad, this could be because the international co-operations of companies themselves have branches in different countries or traveling for knowledge exchange and internship. These groups of travelers would particularly prefer reliable services, flexible transportation and booking (especially airlines), and reliable connections of tourism services such as tour agencies, hotels, and transportation in the destinations.

A second new traveler trend focuses on young student travelers. This group of visitors increased due to the development of the education systems and an increasing number of international students. They seek knowledge and experiences while traveling, and expect to learn cultural differences. Young student travelers expect a good value product with discounts whilst traveling. Environmentally conscious tourists emerged with the increasing concern of global environment. Moreover, the environmental conscious group has different expectations when travelling. Environmental tourists want to travel to gain knowledge and understanding of natural resources. These tourists want to use sustainable tourism products and sustainable traveling; less polluting transportation and accommodations are crucial.

The last new tourists group is the increasing number of middle-class family groups. The middle-class family expects discounts of traveling, reliable services while traveling, and safe accommodation and traveling. Because middle-class family group traveling involves children, tourism marketing should note that activities for this tourist group need to satisfy different distinct age groups (Swarbrooke, 2007).

A DMO is an organization responsible of promoting tourism to domestic and international visitors. A DMO exists in different levels: national (NTO), state (STO), regional (RTO), and local (LTA). The responsibility and goals of different DMOs are different due to their scopes of responsibilities. Mainly, a DMO is established to market, plan, and develop tourism in the area of responsibility. In one nation, not all levels of DMO exist; for example USA does not have a NTO, the work of marketing destinations goes to the STO directly.

The DMO deals directly visitors' behavior and preferences. Therefore, the global trends of visitors are essential to follow closely. Visitors' decision to travel may be caused by 9 different reasons such as the will to escape from daily life routine and environment, seeking experiences and knowledge, or visiting friends and family. New types of visitors which researchers believe to be increased in the 21st century are business traveler, young students, ecotourists or environmentally friendly tourists, and middle-class family groups.

DMO is marketing organization which exists in different level depend on the geographic of responsibilities: NTO and STO. DMOs could be established from government body or non-profit organizations. Because DMO is an organization works closely with the sales and tourists, therefore marketing strategies, customers' decision-making, and types of tourists are the potential concerning factors for DMO.

2.3 National Tourism Office (NTO)

A NTO can be defined as an "organization officially responsible for the development and marketing of tourism for a country" and one that "formulates and implements national tourism policy" (Pearce, 1995, p 606).

The World Tourism Organization (WTO) states that the three key roles of a NTO are planning, conducting research, and promotion (Pearce, 1995). The roles of the NTO may change over time and due to governmental policies. For example, the key role of the Swedish Tourist Board (ST) in 1990 was mainly to market Swedish tourism specifically to local tourists but in 1994, its role changed towards the development of a tourism policy to attract tourists to Sweden for both domestic and international tourists (Pearce, 1996).

According to Lumsdon (1997) principal roles of NTOs are "to identify market segments and promote generalized or specific campaigns". NTOs have responsibilities mainly in making policy, planning, development and marketing for both domestic and international tourists. The objectives of the NTOs of different countries are unique depending on their respective natural resources, geography, culture, and history. Destinations are products in the tourism business; the NTO plays as marketer, it must know the characteristics of the product very well to plan tourism development and management (McCleary, 1987).

The differences in NTOs' structure depend on government and their laws. The NTO in some countries focuses on tourism planning, development, and marketing. In some countries the tourism marketing offices are not managed by government. Some NTOs set up as a non-government organizations (NGOs) such as the Australian Tourist Commission, whose mission, marketing program and management program do not come directly from decisions made by the governments (Morrison et al., 1995). In New Zealand and Australia tourism marketing organizations are set up separately from the ministries of tourism. New Zealand and Australia Ministries of Tourism focus on setting laws and regulations for tourism. The majority of national tourism policies which are made by the government are focused on improving the national economy rather than setting policies from other aspects, for example environmental or social impact (Hall, 1994).

Generally, studies of NTOs focus on economic and social impact. Richter (1989) and Hall (1994) suggested that the study between tourism and politics has been neglected in tourism research; scholars should pay attention to the impact from the political prospective because politics has power in shaping trends and developments of national and international tourism. To understand the role, objectives, and performance of NTOs, it has more than just the economics' perspective; social, environment, and politics' point of view need to be considered for the success of NTOs also.

The NTO has the role to promote tourism for the domestic and international markets. The organization plans and develops tourism goals and management programs. Traditionally, the NTO is only marketing body, but many NTO have developed to be tourism management units. The main task of NTO is to increase revenue and tourists' spending in their area of responsibilities. Due to evolution role of NTOs, many researchers develop studies by looking at the performance and regulations by a NTO towards other aspects more than economic issue, such as the impact of NTO regulations to local social and environment.

2.3.1 Examples of NTO

New Zealand

Ministry of Tourism, New Zealand

New Zealand was the first country in the world which established a national tourism organization in 1901. The Ministry of Tourism is semi-independent from central government. The Ministry works closely with the Ministry of Economic Development. The main tasks of the Ministry are to provide research and set up policy to both the government and the tourism industry. Therefore, the Ministry consists of 2 departments: a policy and a research department (Ministry of Tourism, New Zealand, 2010).

New Zealand Tourism Board

New Zealand Tourism Board is an organization separate from Ministry of Tourism. The organization was established around the 1960s within the private-sector (Pike, 2008). The Board has the responsibility to promote New Zealand tourism both, domestically and internationally. From 1991, New Zealand Tourism Board has used Tourism New Zealand as the trading name (New Zealand Tourism Board, 2009). The objective of Tourism New Zealand by the New Zealand Tourism Board Act 1991 is:

> *"to market New Zealand as a visitor destination to maximise long-term benefits and to this end develop, implement, and promote strategies for tourism and advise the Government and the New Zealand tourism industry on matters relating to those strategies"*. (Ministry of Tourism, 2009).

To market New Zealand tourism, key markets for the board are visitors who appreciate the authenticity of the culture, landscape, and the environment. The definition of key visitors to New Zealand from the New Zealand Tourism board is “interactive travelers”. These tourist types are willing to participate closely with local people, culture, and environment friendly travel. They are active tourists, seeking knowledge and experiences. The board believes that “Interactive travelers” would decide to have a long trip to New Zealand and could be repeat visitors in the future. There are 10 marketing offices in foreign countries for New Zealand Tourism Board: Sydney; London; Los Angeles; Tokyo; Shanghai; Hong Kong; Seoul; Mumbai; Singapore; and Bangkok (New Zealand Tourism Board, 2009).

Australia

Department of Resources, Energy, and Tourism

The department deals directly with government policies and the development associates with resources, energy, and tourism industries. The objectives of the department are to; “achieve strong economic growth; resilient and secure energy system; distribute the benefits of Australia’s energy, resources, and tourism industries; and participate in a whole government approach to domestic and international environmental policy” (Department of Resources, Energy, and Tourism, n.d.).

Hall (1994) stated that the main objectives of the Australian government towards tourism are 4 main goals as recorded in Australia National Tourism Policy in 1988: economic, environment, social, and support goals. Under the economic goal, the Australian government wants to improve the competitiveness of the tourism industry and to increase the national income level as well as the employment growth. To improve the social goal by developing Australian tourism, the government acts as the coordinator between tourism industry and citizens. The Australian government hoped to develop and create awareness of natural resources and cultural heritage which could benefit Australian tourism in long-term conservation. Finally, the Australian government supports research to help making better regulations and policies in tourism policies for the future.

Tourism Australia

Tourism Australia is a governmental agency which is responsible for the international and domestic tourism marketing. The head office is located in Sydney, it has

13 international overseas offices around the world: Toronto, Los Angeles, London, Torino, Paris, Frankfurt, Tokyo, Chongro-ku (South Korea) Shanghai, Nairman Point (India), Kuala Lumpur, Singapore, and Auckland. The core objectives of Tourism Australia have been stated in the Tourism Australia Act in 2004. They are "to influence domestic and international tourists to travel to Australia and throughout Australia; to help foster sustainable tourism industry in Australia; and to help increase the economic benefits to Australia from tourism" (Tourism Australia, 2010).

Target markets that Tourism Australia focuses on are leisure tourists and business events tourists. Leisure tourists, the primary tourists, are first time international visitors. The repeat tourists and domestic tourists are the secondary target market. Another concerned tourist group of Tourism Australia is the business and events tourists. The organization tries to attract international business tourists for international meetings and conferences (Tourism Australia, 2010).

<u>USA</u>

State Tourism Organizations (STO) Government

The USA is a federal constitutional republic. Due to the relatively wide geographic dispersion of the country, the USA developed the Federal government, State governments, and local governments. Each of the 50 states of the United States of America has their own government called the State government. The State government is responsible for making policy and regulations, including community planning, education, taxation, public safety, environmental policy, energy, agriculture, culture, health, and travel (US Government, 2010).

The USA does not have a NTO because of the different and large geographic dispersion and country politics which exercise the state's power. Therefore, tourism marketing is located under the State Tourism Organization (STO). Each state established a tourism office to give information about tourism destinations, tourism laws and regulations, whilst at the same time market their own state (Pike, 2008). Examples of well known STOs are in the USA are New York, Florida, and California States. New York develops 'I Love NY' branding all over the world. The famous destinations which attract many tourists and have been marketed per year are Times Square in New York City and Niagara Falls (New York State Department of Economic Development, 2010). Famous tourists' destinations in Florida are Miami Seaquarium and Disney World (Florida Tourism Industry Marketing Corporation, 2010). California became the dream destination for many tourists around the world because of Hollywood in Los Angeles, the beautiful gigantic Golden Gate in San Francisco, the original Disney Land in Los Angeles, and the exotic desert land of Death Valley (California Travel and Tourism Commission, 2009).

The People's Republic of China

China National Tourism Administration (CNTA)

The China National Tourism Administration is a unit that is responsible for tourism. CNTA is a governmental tourism organization regulated directly by the State Council (China National Tourist Office, New York and Los Angeles, 2010). There are 8 main responsibilities for the department:

1. Plan and coordinate the development of the tourism industry;
2. Organize marketing strategies and boost the China tourism image;
3. Conduct survey, plan and protect tourism resources;
4. Increase service quality;
5. Promote international communication and cooperation of tourism;
6. Establish policies on travel to Hong Kong, Macao, and Taiwan;
7. Organize tourism training program to increase quality of human resource in China tourism industry; and
8. Undertake other issues assigned by the State Council (China National Tourism Administration, n.d.).

China National Tourist Office (CNTO)

China National Tourist Office is a non-profit government organization that works directly with the head quarters of the CNTA in Beijing. The CNTO has overseas offices, which are located through 15 offices around the world: New York, Los Angeles, Toronto, London, Frankfurt, Madrid, Paris, Singapore, Sydney, Seoul, Tokyo, Osaka, Zurich, Hong Kong, and Kathmandu. These overseas offices promote China tourism to the international market and provide information for tourists and the public. CNTO are overseas marketing offices. The main objectives of the CNTOs are to promote China tourism industry to the public by conducting travel trade shows, seminars, and conferences. Tourism in China had increased since 2002, the country revenue average per year is 20.4 billion U.S. dollars. (China National Tourist Office, New York and Los Angeles, 2010).

2.3.2 Role of NTOs in marketing

Richter (1989) stated;

> *"The tourist production system simultaneously* ***sells*** *places in order to attract tourists, the means to the end (travel and accommodation) and the end itself (the tourist experience). Therefore, tourism finds itself at the forefront of an important recent dynamic within capitalist accumulation in terms of the creation and marketing of experiences. Tourists 'are purchasing' the intangible qualities of restoration, status, life-style signifier, release from the constraints of everyday life, or conveniently packaged novelty".*

In respect of the tourism system, to promote a destination, 4 factors of the tourism system are crucial in marketing. These factors are the market, travel, destination, and marketing. The market, or customers, are important because the marketer needs to understand the behavior of the market group. The differences in tourists' behavior may be caused by the individual differences in social, psychological, and economic issues. Travel is the flow of visitors it involves with the infrastructure, transportation, and accessibility before tourists reach a destination. Good travel conditions lead to a high number of tourists and positively support the demand of tourists in a destination. Destination is the heart of travelling, therefore destination management is essential. Marketing could shape travel trends and attract tourists to destinations. A marketing segment needs a target market, market plan, management, and assessment to develop better strategies in the future (Lumsdon, 1997).

According to the framework of national tourism marketing by Ken W. McCleary (1987), NTOs around the world share a similar marketing goal, but each NTO performs their jobs with different tools and approaches. There are 7 steps of a national marketing program: (1) the marketing plan; (2) product elucidation; (3) set pricing; (4) product distribution; (5) promotion; (6) choosing marketing strategies; and (7) selecting specific techniques and tools. The marketing plan is how the marketers define objectives and the target market. Step 2, the product elucidation, is a way to seek out the product and identify potential sales or attractions that may attract tourists. Sometimes it is challenging for a country to identify these steps due to a variety of activities, geographies, and natural resources. The set pricing process has to suit the market target. Pricing can influence the nation's image and also the "class" of a country (McCleary, 1987). Step 4, "product distribution" is aimed at making the target market know about the nation's tourism offers. Step 5, "promotion" utilizes promotional tools, such as advertising, direct sale, sales promotion and publicity; the number of different kinds of advertisements depends on the NTO's strategies. Promotion includes techniques of verbal and visual perception for customers and provides some samples, such as brochures, Internet portals and videos promoting the destinations. As McCleary (1987) suggested the process of commerce to make customers attracted to product, it could expand the product to let potential customers keep their interest on a specific product and they will ask for more. Information technology especially internet advertisements became an important channel of advertising for national tourism. The advantages of internet advertising are a better way of presenting and exchanging information, interacting, and collaborating among different tourism stakeholders (Gretzel, *et al.,* 2000).

Step 6, "choosing marketing strategies" is a process dependent on the flexibility of each country; the strategies need to meet with the marketing plan and tourism goals. Step 7, "selecting specific techniques and tools", seeks to identify and analyze destinations, markets, and different promotion plans and marketing tools. The final process is to find the techniques which best apply to and suit the nations.

NTOs have different structure and formation. Comparing between 4 nations NTOs, China has direct relations with the government, Australia and New Zealand NTOs are the independent from government and non-benefit organization. Some goals and objectives of Australia and New Zealand NTOs are applied from the government tourism department. For the USA, a NTO does not exist, the destination marketing is managed by STO. One similarity all these NTOs share is the marketing goal for domestic and international tourists.

According to McCleary (1987) the national marketing programs have been carefully followed step-by-step to successfully reach the goals of the organization. The seven steps are developed by McCleary are set market plan, define product elucidation, set pricing, manage product distribution, conduct promotion, choose marketing strategies, and select techniques and tools for market destinations.

2.3.3 NTOs Overseas Offices

The study of *National Tourist Offices in North America: an Analysis* by Morrison and his colleagues pointed out some studies about the role of NTOs abroad, focusing on the USA and Canada. Traditional roles of NTOs overseas offices are as 'order takers' with policy and providing tourism information for foreign tourists from the NTO head office in a particular country. The role of NTOs overseas offices have evolved through the years due to the increased competitiveness between tourism destinations around the world. Thus, NTOs overseas offices become more "aggressive" concerning their marketing role. Because of international market trends that changed the NTOs operation, "NTOs have had to shift some of their emphasis from individual and independent travelers to the travel trade intermediaries" (Morrison *et al*, 1995). Morrison et al. (1995) stated that the evolution of NTOs responsibilities develop with the marketing collaboration between private and public sector from the tourism industry. Another changing role of NTOs is developing "relationship marketing", in other words it is sustainability marketing. NTOs look for long term relationships to attract tourists and collaborate with tourism industries and business, such as media, tour operations, airlines, and tour agencies. The majority of NTOs do not have their primary target market in domestic tourist groups any more. Some research mentioned about the effect of globalization on tourism. They believed that globalization has an impact on tourists' behavior: the way people travel and where to travel. For many tourism based countries, international tourists play important roles for the nation's income. To promote national destinations in the hometown would not be effective in a competitive tourism environment; therefore, NTOs established international overseas offices to take care of the national tourism marketing in particular countries and regions.

The objectives of NTOs overseas offices are to conduct marketing programs. Many developed countries have NTO foreign offices in 5 or more countries: For instance, the Singapore Tourist Promotion Board has 13 foreign offices in Auckland, Chicago, Frankfurt, Hong Kong, London, Los Angeles, New York, Osaka, Paris, Perth, Seoul, Sydney, and Taipei and CNTO has 15 foreign offices in New York, Los Angeles, Toronto, London, Frankfurt, Madrid, Paris, Singapore, Sydney, Seoul, Tokyo, Osaka, Zurich, Hong Kong, and Kathmandu (Morrison *et al*, 1995 & China National Tourist Office, New York and Los Angeles, 2010).

NTOs decide on NTOs overseas office locations dependent upon market sales and potential market growth. Overseas offices may not serve the marketing role in one particular country, but may have to promote national tourism in a global region or a group of several countries. According to Morrison *et al* (1995), "foreign NTO locations also seem to be influenced by the geographic distribution of key travel trade intermediaries". For example, CNTO has the foreign 3 offices in North America: Toronto, New York, and Los Angeles. In turn, the Toronto office is responsible for Canada, whilst New York and Los Angles offices operate with respect to marketing China in USA (China National Tourist Office, New York and Los Angeles, 2010).

NTO overseas offices are the children offices under NTO head office. To establish NTO overseas offices, the decision depend on NTO head office. NTO overseas offices tend to be located in countries or regions of potential national tourists. The NTO overseas office deals directly with marketing national tourism for international visitors. In Table 2.1 Description of DMOs shows the summary of DMOs levels which this research focusing on and their scopes of responsibilities. Benefit of locating NTO offices in foreign countries is to have close contact with potential customers and business partnerships.

Table 2.1 Descriptions of DMOs

Organization	Description	Area of Responsibilities
DMO	• Promote tourism destinations • Apply consumer behavior theories into marketing plans	Depend on the level of organization (NTO, STO, RTO, and LTA)
NTO	• Marketing tourism destinations • Develop marketing strategies • Provide information and service for both domestic and international visitors • Develop management plan	Concern for domestic and international visitors
NTO Overseas Offices	• Promote tourism destinations in foreign countries • Tourism information center • Collaborate between national and foreign countries tourism business	International tourists

2.4 Applied Theories

The keys influencing destination marketing organizations suggested by Kotler, Kotabe, and Helsen (cited in Prideauz & Cooper, 2003) are external and internal. The external key influences are competitive environment, rate of environmental change, and the nature of the customer. The internal key influences for operating destination marketing are business mix, product diversity, organizational heritage, and the quality of managerial skills. To improve marketing, organization internal and external development are essential. This study is unique research which touches upon the issue of improving internal managerial skills of NTOs in the office which are located in different geographical areas. The relationship between head quarter and marketing offices play an important role for the success of destination marketing performance. The research adapts internal key influences developed by Kotler, Kotabe, and Helsen (cited in Prideauz & Cooper, 2003) and extends the study to the overseas office's performance and communication. Therefore, the development of organizational communication, both upward and downward, will be the focus of the study between two TAT offices.

The research is an extended study of NTO overseas office's profile based upon the seminal work of Morrison *et al* (1995) in *National Tourist Offices in North America: an Anaylsis.* The article explores the NTOs overseas offices' profile, purpose of setting NTOs overseas offices, and perceptions of the directors of different NTOs overseas offices. The study by Morrison *et al* (1995) focuses on the establishment of NTOs overseas offices in North America. Accordingly, the objective changed through time due to technological advance. In the last 20 years, since 1990s the growth of the new establishment NTOs overseas offices has decreased because of the advanced communication technology and globalization. NTOs can contact with tour operations and collaborate with North American tour businesses through many advanced ICT solutions in a short time; Thus, NTOs overseas offices are not as important as in the 1950s. However, the objective of the research at hand will not focus on the profile of NTO overseas offices and their development through time, but will focus on specific roles as marketing unit abroad (Morrison *et al*, 1995). Theories applied into the study are summarized in table 2.2.

Tourism has become the main income for many countries. It helps boost the nation's revenue from the tourists' spending. Trends of attracting international tourists also increased because of the international exchange benefits. The NTO began the marketing strategy to attract more international tourists by developing NTO international offices to be closed with target market. The uniqueness of NTO overseas offices is the geographical location separate from the NTO main office due to objective of the unit operating closely within the potential market.

Table 2.2 Theories applied in the research

Subjects	**Theories**
Intra-organization	• Internal key influences for organization by Kotler, Kotabe, and Helsen (cited in Prideauz & Cooper, 2003) • Upward and downward communication by Pace (1989)
NTO Overseas offices	• Establishment of NTO overseas offices in North America by Morrison *et. al* (1995)

CHAPTER III
METHODOLOGY

Methodology chapter intentions to give the readers understand the methods used for conducting this research and paradigm and expected outcomes of the study. The chapter divided into 5 sections: research design; research methods; data collection; time and participants of data collecting; and data analysis.

3.1 Research design

Veal (2006) stated the importance of leisure and tourism research for business, education, and social science areas. Three types of leisure and tourism research have been categorized: descriptive; explanatory; and evaluative research. Descriptive research applies to a new study about which the academic world has little knowledge and the topic is relatively new. Thus, the purpose of descriptive research is to identify and (quantitatively or qualitatively) describe the research subject for the reader. Moreover, explanatory research is used to explain about how and why system is used. When compared to descriptive research, explanatory research gives more detailed information to the reader and tends to (e.g. statistically) explain relationship between system elements and their reasons of a research subject. Evaluative research is the most unrelated to both descriptive and explanatory research,but is mostly involved to evaluate rules, regulations, strategies, and policies. Evaluative researchers are concerned with the outcome of specific strategies and programs and expect to show the effectiveness of the specific programs that he or she identified.

Jennings (2001) added more different types of research to the tourism field: casual and comparative research. Casual research is the generated research from exploratory and descriptive research. The study focuses on the relationship or two or more variables. The casual researcher applies hypotheses to study, to support or to reject the relationship between variables. The casual researcher has to identify the relationship, system and at the same time he or she has to explain how system and relationships work, therefore it is the combination of explanatory and descriptive research. Comparative research is used to compare departments in different period of time or geographic locations or it could be the comparison between departments. The purpose of comparative research similar to evaluate research, is in focusing on the outcomes of policies or units performance, furthermore, comparative research tends to develop further planning, strategies, or policies for the units the research conducted on.

In the respect of conducting research, the paradigm of the research is important. According to Creswell (2009), four philosophical worldviews shape the objectives, methodology, and expected outcomes of study. The different paradigms and beliefs of researcher shape the study. Creswell (2009) stated that philosophical worldviews are a set of basic beliefs which guide direction of methodology and research style. Some scholars may use philosophical worldviews in terms and descriptions of epistemologies and ontologies. Research methods of different paradigms consisted of qualitative, quantitative, and mixed methods. Qualitative research has the data collection method in small samples but with details descriptive information. The method is concerned to specific individual development for the uniqueness of groups. The quantitative method tends to measure large samples and direct the research to find generalization in the population. In other words, the quantitative method focuses in understanding the world as whole or in large similarity groups. The qualitative method focuses on specific groups and individuals. Qualitative and quantitative methods are not on different sides of the pole of belief. Both methods are conducted to have better understanding of the sampling group; the differences are the number of samples and data collecting process (Creswell, 2009).

As mentioned in *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, there are 4 philosophical worldviews categorized: postpositivism; constructivism; advocacy or participatory; and pragmatism. These worldviews request different level of quantitative and qualitative data collection process (Creswell, 2009).

1. The Postpositivism worldview is the reduction research; reducing the outcomes by looking at the theory or models and try to find claims to confirm or reject particular theory. The Postpisitivism paradigm is mainly used in quantitative research, to generalize population and using a large number of samples.

2. The Constructivism worldview focuses on understanding groups of people or individual development. The constructivism researcher seeks understanding of how humans perceive and react in situations, mainly concerned in historical and social perspectives. Methods being used in the constructivism paradigm are mixed between qualitative and quantitative research. To confirm with the discovery of different data

collections from both qualitative and quantitative methods could help in getting rich information.

3. The Advocacy or participatory worldview is study concerned with politics and regulations. This paradigm tries to measure the outcome and impact of policies towards people and what would they prefer differently. This paradigm is popular to both quantitative and qualitative data collecting.

4. The Pragmatism worldview is concerned with solutions to solve existing problems. Data collection use by the researcher in this paradigm can be of mixed methods. The researcher in the pragmatism view needs to understand the history, nature, and cause of the problem before conducting research to find solutions.

According to Veal (2006) and Jennings (2001), the research is categorized under explanatory and comparative research. It tends to describe information about the role and objective of TAT office and specific TAT overseas offices in detail. The research compares the perception of organizational communication and the relationship between two offices. The research adapts the constructivism and advocacy or participatory worldview. The study focuses on the TAT offices: head office and overseas office in Stockholm. The study looks into specific organization, what are their perceptions towards each office in performance, relationship, and receiving orders from the main office. The research expects the outcomes of different perceptions from two offices and develops suggestions in compromising relationships and better relationship in these two TAT offices (Creswell, 2009).

3.2 Research methods

The research methods or strategies of inquiry stated by Creswell (2009) are concluded from qualitative, quantitative, and mixed methods. This study provides information about qualitative inquiries because some of qualitative methods have been adapted to the research, but not the quantitative and mixed methods. The five qualitative inquiries concluded by Creswell (2009) are ethnography; grounded theory; case studies; phenomenological research; and narrative research.

1. Ethnography is the type of study focusing in cultural information. The method studies about on cultural in the limit period of time, mainly data collection tools are combination of observation and interview methods.

2. Grounded theory is the study which theory and models are applied into study. The researcher tests theory with participants then observes and collects data from the outcomes and perception of specific theory in participants of the group.

3. Case studies are the type of study which tries to explore, analyze, and investigate specific groups of participants, programs, or situations in detail (Merriam, 2002). Case studies are used in research with limited of time and spaces. The case studies have been applied to the study in order to study in dept details about the role and performance of TAT Stockholm overseas office as gatekeeper in developing Thai tourism.

4. Phenomenological research is used to study people's experiences. The phenomenological researcher is concerned about understanding the structure of experiences and participants' ideas to experiences and how it affects their lives. With phenomenological research it is challenging for researchers to put aside their stereotypes towards participants because beliefs and perceptions of a participants group towards their phenomenon may be different from researcher.

5. Narrative research is a tool used to describe the individuals' experiences, perceptions, and beliefs. Participants tell their own life stories. Researchers use participants' life stories in data for research (Creswell, 2009).

The case studies method has been applied into the research. The study focuses on NTO overseas offices, case study of TAT Stockholm office. The data expected from case studies research are details information from overseas office and information from the perception of TAT oversea office in Thailand. The scope of time started since the TAT Stockholm overseas office established in 2002 until today. The interviews and data collection time was between January 2010 to May 2010.

3.3 Data collection

Jennings (2001) stated the traditional types of qualitative methods are interview, observation, and documents. With the expansion of research today, many qualitative methods have been developed, such as photography, online conference interview, and focus group interview. The research applies interview methods with semi-structure questionnaires for participants. For applying types of research methods, both advantages and disadvantages of semi-constructed interview have been interview by the author before the research conducted. Therefore, the author is aware of both the advantages and disadvantages of semi-structured interview methods.

The advantage of the semi-structured interview is that it helps to gather information about sensitive issues in detail which leads to detailed analysis in an academic view. The interviews are conducted as conversations and a exchanges of knowledge, so it creates a relaxed and comfortable environment for both participants and researchers. In some cases, information from one participant may help to construct more in-depth interview questions in the future. Data from interviews can be recorded and traced for confirmation in the analysis process and as evidence of interview.

In conducting semi-structured interviews, some disadvantages may arise. Different semi-structure interviews could have much more information than researcher expected. Semi-structured interviews may be less reliable and valid because they can shift to become unstructured interviews and the researcher needs to be aware of this. A semi-structured interview takes a longer time than a structured interview because it has open-ended questions; needs explanations, descriptions, and expression in participants' answers. A semi-structured interview is a flexible data collecting process; researchers may manipulate the question, interview, and data (Jennings, 2001).

Data information use in the research will be in semi-structured interviews and documents. The interviews are conducted face-to-face and by e-mail. Some information is confidential and could not be published to the public because of the organization's regulations (Creswell, 2009).

Methods of data collection used in this research are semi-constructed interview and public documents. Research design to use semi-constructed interview because the questions are in broad term and interviewees can express their ideas and suggestions freely. Since the TAT organization is part of government, therefore, some of documents are confidential and could not show to public.

3.4 Time and participants of data collecting

The expected interview and collect public documents data plan to be limited from 15 January 2010 – 20 May 2010. But complicate schedule of participants, some interview have to be extended further from the deadline date.

Participant in one-on-one interview conducted with Director of TAT Stockholm overseas office, Sweden, Mr.Manit Boonchim. After the interview, Director receives the interview document, he checked, confirmed, and permitted to be published under the research.

The other online interviews send to TAT marketing head office in Thailand and TAT Stockholm office. Participant who agreed to answer the questionnaire for the research from TAT main office in Bangkok, Thailand is Mrs. Juthaporn Rerngronasa. She positions as Deputy Governor for International Marketing, responsible in Europe, Africa, Middle East and Americas markets. Another online interview sends to TAT Stockholm office. The answers been answered from different units of the office. Then the official interview answers got certified by Mr. Manit Boonchim to permit in using for the research.

3.5 Data Analysis

According to Creswell's (2009) methods of data analysis, the research follows 6 steps of qualitative data analysis.

Step 1. Organizing and prepare data for analysis. The process is to write up interview questions and arrange questions into topics. If there are many data collections, the different sources should be categorized.

Step 2. Read through data and separate general sense. The researcher should read through all data which have been collected and categorized the information into two groups: common information and specific information.

Step 3 Coding is the process when researcher labels categories and start putting information he or she has been collected under the categories. It the data management process; it reduces chunk of data into specific groups and topics.

Step 4 Use coding to generate a description for analysis. Coding uses as key topic, under coding the information can be formed in sub-topic. Researcher must be careful in explanation and create sub-topic under coding, use only rich, thick, and useful information for the study, not put the uncategorized information into analysis.

Step 5 Represented the data. This step is depending on the presentation style of researcher. Some researcher use quotes to give example to describe specific topic, some researcher use the narrative stories of participants to present the analysis.

Step 6 Interpretation. From categorize to description point, now the researchers need to translate data they collect that it would confirm or reject with hypotheses which researcher mentioned. Interpretation process shows the level of understand and commitment that researchers have for their studies. This step leads to further questions for academic world and conclusion of findings; depend on researchers' writing styles and what kind of information they got (Creswell, 2009).

3.5.1 Internal validity, reliability, external validity, and ethical issues

Assessment of research is important process to construct useful research. Validity, reliability, and ethical issues help to shape research and data collection process into rigid and acceptance study for readers and academic world (Merriam, 2002).

Internal validity is the concept in the research which assess that the research has been using the right tools in data collection process and apply to the correct, related sampling group to measure. Internal validity applies directly to quantitative method. Qualitative research applies internal validity slightly different from quantitative research. Because qualitative research uses to measure the human behavior and perception, which are flexible information and the tool of this type of study is research. Internal validity for qualitative research focuses on the potential interpretation data of a researcher. Therefore, instead of assess the tools and models like in quantitative research, internal validity assess for qualitative research assess a researcher.

Reliability is the assessment to show that the findings can be replicated; the data would be the same every time the tools and theories apply to similar studies. Human behavior is not stable and could not expect to have the same answer if repeated the experiments. Therefore, reliability assessment for qualitative research concerns in the sense that results of findings are consistent with the data collected or not. In other word, the answers in the study has confirm with the objectives and questions of that research or not. Reliability of qualitative research is in the sense of dependability or consistency rather than the expectation of the same results with original studies.

External validity or generalizability is the challenging assessment for qualitative method. Because the objective of qualitative research is not to generalize the populations but to focus in small groups that may have ideas and perceptions not conformity with majorities. Therefore the generalizability of qualitative research is different than generalizability in quantitative research. Generalizability of qualitative research concerns that the knowledge and finding of one particular study can be transfer to use and adapt in similar situations. In other word, the finding from participants in qualitative research is a possible decision and action which can occur again in similar situations. The findings are not impossible reactions and perceptions. If the data are possible then it passes the assessment of external validity (Merriam, 2002).

Several methods can be used to test qualitative research that it is internal validity, reliability, and external validity or generalizability. There are triangulation strategy; members check; peers review; maximum variables; audit trails; reflexivity; submerged; and thick, rich, description. Triangulation strategy is for researcher to use outside source in validate case study. Researcher has to review multiple similar theories, multiple sources of data, multiple investigators, and multiple methods to see the trends of possible data have been collected in other works. In one research, scholars may use multiple data collection or mixed methods (both quantitative and qualitative in some case or several strategies of inquiry of qualitative methods such as, case studies, interview, observations, and focus group) to collect data and compare the data.

Members check and peers review is the strategy when researcher shows the study and data collections to peers and advisors to comment and make suggestions of the research. Maximum variable are strategy to increase diversity to show in study; the more number of different groups of participants would increase perspectives of studies from different sides and the research will not be bias. Audit trail is the records and notes made by researcher to keep track of procedures of study and details information of obstacles of studies. So researcher can review the mistake or repeat success way of conducting data in the future.

Reflexivity is the strategy researcher has to show how effective he or she to be researcher; they have to decrease their stereotype, not predict outcomes, and put aside their own opinions. Because researcher is an instrument in qualitative methods, therefore to be fair in the study is the most important role of researcher.

Submerged in data collection process means that the researcher needs to involve in the data collection process. If the method is interview, researcher has to be interviewer or if the method is focus group, he or she has to present in the room of experiments conduct or being facilitator to collect data.

To show the validity and reliability of findings in qualitative research, the thick rich, description and explanations of data collection phase and data itself are important to present in the study. The more details of data descriptions could develop better understanding for reader and show transparency of research process.

For this research, the author has applied several strategies to make the research to be reliable and validity: there are member checks and peer reviews, reflexivity, and submerged data collection. For members check and peer reviews strategies, the research questions, objectives, and research interview questions have been read, reviewed, and corrected from professors, research advisor, Master students from one-year program in Human Geography focusing in Tourism course, and students from Social workers department. All the interviews are conducted with the presenting of research author in the room for interviews and directly contacting with the key persons; it is the strategy of submerged data collection. Interviews information are collected and transcribed into the study result with the thick, rich, descriptions. For the reflexivity process, the author detach emotions, ideas, and stereotype toward TAT organization, so the study's data and results would show in the third person's point of view.

Basic ethical issue which qualitative researcher needs to keep in mind is the ethnical of being researcher. To be a researcher, a person has to be less judgmental for collect data, questioning, perception towards participants and outcomes of the study. Especially for interview methods, researcher has to be careful of the questioning and reactions when participants answer, keep in mind that it is the interview not interrogation (Merriam, 2002).

The research uses qualitative method through a case study of the Tourism Authority of Thailand in Sweden. It is explanatory and comparative research because it is a new topic which never been studied before. There are no existing theories which can be applied to the study directly. The process of research will be divided into two parts; to find answers to the primary question and secondary question. The primary question is associated with the role of the tourism organization as a gatekeeper for tourism development in a particular destination. Therefore, qualitative research will be conducted with a semi-structured face-to-face interview with the TAT director of Stockholm office. The interview will use open-ended questions about the role, responsibilities, and marketing strategies of the organization towards Swedish tourists. The interview questions are shown in Appendix I.

For the secondary question, the research will be conducted with qualitative method. The questionnaire will be in the form of semi-structure interview. Similar interview questionnaire will be given to TAT Stockholm officer who responds in marketing and officer of international marketing of TAT office in Thailand. (The questionnaires are shown in Appendix II and Appendix III). The aim of giving the same questionnaire to both officers in two different geographic offices is to compare perception of marketing performance of Stockholm office from Stockholm office itself and perception from head office. The interview questions include questions about acceptance level towards resources main office provide to oversea office and strong and weakness of TAT Stockholm office.

Table 3.1 shows the description of research methodology and expected outcomes in the processes.

Table 3.1 Methodology of Study

Procedures	Description	Expected Outcomes
1. Research Design	explanatory and comparative research	Details information and comparison of role, objectives, and performance's perceptions from TAT head office and TAT Stockholm office
2. Research Methods	Case Studies	Specific data of TAT organization and TAT Stockholm overseas office
3. Data Collection	Semi-structure interviews and public documents	Different opinions from different positions in organization and confirm solid, non-bias information from official public data
4. Time and Participants of Data Collecting	15 January – 2 June 2010 Director of TAT Stockholm and Deputy Governor of International Marketing	Late of an interview, effect to the results and conclusion but would receive useful information
5. Data Analysis	6 Steps of Data Analysis Internal validity, reliability, external validity or generalization, and ethical issues	The assessment of research confirm to be internal validity, reliability, external validity, and with the respect of ethical issues.

The data collection of study expected to be internal validity. The semi-structure open ended interview is used in procedure and researcher will be analysis tool. Transparency work and none judgmental behavior of a researcher will show in the result procedure. Researcher conducted research with detachment emotions and perceptions towards TAT organization. The research is reliable because the answers by participants have covered the objectives of research. The questions are in semi-structure interview, therefore it gives the opportunity for participants to express themselves in some topic and it gives rick, thick information to the research. The research believes to be external validity due to the answers from participants in the study is the real and possible work situations and strategies they have for TAT organization. To be accepted with research assessment, the research have been using the audit trail, submerge role of researcher in every interview, peers review, and the data are present in details description.

CHAPTER IV
AREA OF STUDY
The Tourism Authority of Thailand (TAT)

The area of study of this research will explain about the position of TAT under the Royal Thai Government, the structure inside TAT, and the development of Thai's tourism. The sections in this chapter are consisted of 2 parts: history of Thai tourism and organization structure of TAT.

4.1 History of Thai tourism

Tourism, as economical issue began to be the concern in Thai society from 1924, when tourism services were formed under The Royal State Railway of Siam. In 1936 the Ministry of Economic Affairs took the tourism office into its own ministry because of the benefit in terms of budget management. In 1949 the tourism office moved to the Office of the Prime Minister. The, until 1959 a Royal Decree was announced on the Establishment of the National Tourist Office. The national tourist office was now an independent body. In 1963 it changed name to the Tourist Organization of Thailand (TOT). In 1979 two bills, “a Tourism Authority of Thailand bill and a Travel Trade Regulations Arrangement bill, were submitted for Voting to the National Legislative Assembly” to establish the Tourism Authority of Thailand (TAT) (Tourism Authority of Thailand, 1995).

In parallel to the Thai tourism timeline, Richter (1983) stressed concern of the booming of sex tourism in Thailand and the powerlessness of Thai government. The number of prostitutes had grown due to the Vietnam War. The Eastern part of the country, Pattaya became the rest and recreation (R&R) area for American solders. During that period, the foreign exchange and spending from American solders were high, until 1975 when Vietnam War was over main international tourists changed from American solders to group tours and business travel. Thai society paid more attention to tourism business perception because Thai tourism had rapid change started in 1982 due to the high revenue from tourism industry, which was earning more than the primary rice exports (Hall, 1994).

According to Richter (1983), TAT role is to promote international tourism, plan, develop training programs, and conduct statistical research. From the long history and well-known sex tourism in Thailand among tourists world wide, Richter (1983) believes that Thai government did not have enough authority to set solid regulations in tourism industry. Due to Thai government performance, Richter concluded that the Thai legislative body has less power in controlling crime and develop tourism industry in Thailand. Table 4.1 shows the description of the time line of tourism development in Thailand.

Table 4.1 Time line of Thai Tourism

Year	Position of Thai tourism office
1924	Tourism services formed under The Royal State Railway of Siam
1936	Tourism office positioned under Ministry of Economic Affairs
1949	Tourism office moved to be under Office of the Prime Minister
1959	National Tourist Office established and acted independent office
1963	Appointed the name Tourist Organization of Thailand (TOT)
1979	TOT changed name to Tourism Authority of Thailand (TAT), no longer independent and became state enterprise . The office moved to Ministry of Tourism and Sports.

Table 4.2 is the comparison of TAT Policy in different period of time; one TAT policy in 1983 and another one is the policy in 2007-2011. By looking through the history of TAT Policy in 1983 and current policy (2007-2011), one can detect several changes of TAT management over time. The similarities between these two policy plans are to benefit financially from tourism industry, develop better human resource in tourism industry, and to expand Thai tourism in both the domestic and international market. The newer policy shows the concern in developing collaboration among tourism stakeholders and new technology to assist tourists that did not mentioned in the old policy. While the older TAT policy concerned in developing better services for tourists whilst at the same

time conserving natural resources, environment, and Thai culture (Richter, 1989 & Tourism Authority of Thailand, 2009).

Comparing the change of TAT policy through the years showed that the target market of tourists is in wider range. TAT does not only try to promote Thai tourism in domestic target but also in the international market. Therefore, one of the TAT international marketing strategies is to develop several overseas offices around the world, in order to have the office working closely with the target market.

Table 4.2 Comparison of TAT Policy in 1983 and 2007-2011

TAT Policy in 1983	TAT Policy 2007-2011
1. Promote and induce more international tourists to Thailand. To increase foreign currency and nation's economy in short period; 2. Increase tourist attractions in regional areas in order to distribute incomes into region parts; 3. Conserve natural resources, environment and culture in order to retain Thai identity; 4. Develop facilities and travel services to accepted standards to impress visitors; 5. Promote safety for both domestic and international tourists; 6. Encourage domestic travel, especially in low-income and youth groups; 7. Increase manpower within the tourism industry; and 8. Encourage Thai people to participate in activities related to tourism development.	1. Promote tourism to benefit the nation's economy and create jobs for Thai people; 2. Expand the market of Thai tourism; 3. Promote cooperation in the tourism market at both local and international levels; 4. Develop better human resources in competition with international competitors and develop good management in organization; and 5. Increase technology in tourism to benefits both local and international tourists.

4.2 Organization structure of TAT

The politics of Thailand are based on a constitutional monarchy. Thai democracy has 3 branches: Judicial, Legislative, and Executive. The Judicial Branch is classified into three levels of Courts: Courts of First Instance, the Courts of Appeal, and the Supreme Court. The head of Judicial Branch is the President of Supreme Court. The Legislative Branch has the Senate and the House of Representatives. The Executive Branch is the Royal Thai Government and consists of 3 levels of administration: central administration; provincial administration (75 provinces not including Bangkok), and local administration (75 provinces administration, municipalities, and 2 special local administration of Pattaya City and Bangkok).

The Royal Thai Government consists of 20 ministries since 2002 from Restructuring of Government Agencies Act, they are listed below:

1. Office of the Prime Minister;
2. Ministry of Defense;
3. Ministry of Finance;
4. Ministry of Foreign Affairs;
5. Ministry of Social Department and Human Security;
6. Ministry of Agriculture and Cooperatives;
7. Ministry of Transport;
8. Ministry of Natural Resources and Environment;
9. Ministry of Information and Communication Technology;
10. Ministry of Energy;
11. Ministry of Commerce;
12. Ministry of Interior;
13. Ministry of Justice;
14. Ministry of Labor;
15. Ministry of Culture;
16. Ministry of Science and Technology;
17. Ministry of Education;
18. Ministry of Public Health;
19. Ministry of Industry; and

20. Ministry of Tourism and Sports. (National Energy Policy Office, 2002).

Seven offices serve under Ministry of Tourism and Sports are;

1. The Office of Minister;
2. The Office of Permanent Secretary;
3. The Office of Tourism Development;
4. The Office of Sports and Recreation Development;
5. The Institute of Physical Education;
6. The Sports Authority of Thailand; and
7. Tourism Authority of Thailand (TAT) (Ministry of Tourism and Sports, 2008).

TAT is a state enterprise organization. It is part of the Thai Royal Government and dependant on government funding; it is a non-profit government body. The head of TAT Office is called the Governor. Bureau Chief, Consultants, and Internal Audit units work closely to TAT Governor and have smaller departments. The main responsibilities of TAT are providing information and promoting Thai tourism to Thai and international tourists. The organization supports tourism operators in order to expand the growth of tourism business. Another role of TAT is conducting research and collecting data for tourism development program (Tourism Authority of Thailand, 2009).

TAT consists of other 7 departments: (1) Administration and Management; (2) Policy and Planning; (3) Goods and Tourism Business; (4) Domestic Market; (5) Asia and South Pacific Market; (6) Europe, Africa, Middle East, and America Market; and (7) Marketing Media as shown in figure 4.1 (Tourism Authority of Thailand, 2009).

The head of the TAT department is called a Governor and appointed by the Prime Minister. There are 35 regional offices over the nation and 21 overseas offices in different regions around the World. The TAT overseas offices in Europe are located in London, Frankfurt, Paris, Rome, Stockholm, and Moscow. The TAT overseas offices in Asia are in Kuala Lumpur, Singapore, Hong Kong, Beijing, Taipei, Tokyo, Osaka, Fukuoka, Seoul, New Delhi, Ho Chi Minh, Dubai, and Shanghai. Overseas offices in North America are in New York and Los Angeles. The TAT New York office is responsible for promoting and providing information about Thai Tourism to Canada while the Los Angeles office take cares of the state of Hawaii and all countries in South America.

For Australia, the TAT overseas office is located in Sydney. There are no reports of established offices in South America and Africa (Tourism Authority of Thailand, 2009).

This research considers TAT overseas office located in Stockholm, Sweden as the study case. Nine TAT overseas offices are under the Europe, Africa, Middle East, and America Market Department: TAT overseas offices in London, Frankfurt, Paris, Rome, Stockholm, Moscow, Dubai, New York, and Los Angeles. TAT Stockholm overseas office was established in 2002 and it responds for the Thai tourism marketing in Sweden, Norway, Denmark, Finland, Iceland, Estonia, Latvia, and Lithuania. The TAT Stockholm office consists of 6 main positions: director, assistant director, marketing manager, marketing officer, secretary, and information officer (TAT Stockholm, 2009).

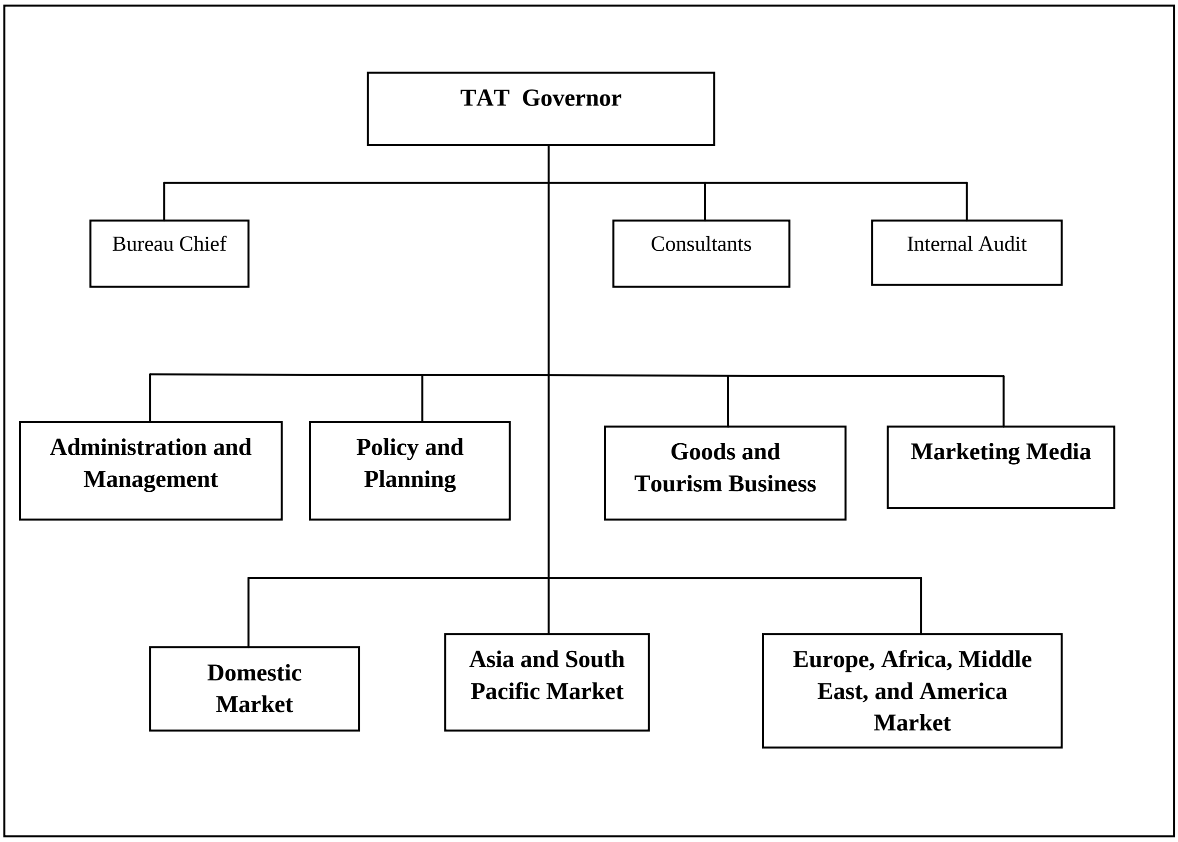

Figure 4.1 TAT Organizational Structure
Source: TAT Web site

TAT or Tourism Authority of Thailand is NTO department under the Ministry of Tourism and Sports. It is an enterprise, non-benefit organization. TAT consists of 7 main departments: administration and management, policy and planning, goods and tourism business, marketing media, domestic, and two international markets. International markets are divided into two different branch markets. One branch department is the Asia and South Pacific market. Another international market is Europe, Africa, Middle East, and America markets. Main focus of study is on the TAT overseas office located in Stockholm, Sweden and its with the relationship with the head TAT international marketing office in Bangkok, Thailand.

CHAPTER V
DATA COLLECTION AND RESULTS

This chapter describes the information collected from 2 key interviewees and public documents which are purposely explore information about roles and relationship between TAT and TAT Stockholm overseas office. This chapter divided into 4 topics: roles and objectives of TAT Stockholm overseas office; relationship between TAT Stockholm office and TAT head office; evaluation and performance of TAT Stockholm office; and managerial implications. The sub-topic of data collection developed through empirical view, started from hierachial authority in organization; from TAT head office down to TAT Stockholm office's role. Then the data shows the linkage relationship between the head office and overseas office through communication, marketing strategies development and budget assign to overseas office. The third section of data explores the evaluation of TAT Stockholm office by head office and the overseas office itself. The last part of the chapter is the suggestions by 2 key persons from interviews for development and improving TAT.

5.1 Roles and objectives of TAT overseas office, Stockholm

TAT head office in Bangkok, Thailand authorized 2 branches of TAT international offices by 2 Deputy Governors for International Marketing. There are Asia and South Pacific Regions and Europe, Africa, Middle East, and America Regions. TAT Stockholm international overseas office is under the marketing branch of Europe, Africa, Middle East, and America Regions. The current Deputy Governor for international marketing is responsible marketing area in Europe, Africa, Middle East, and Americas Regions is Mrs. Juthaporn Rerngronasa. The current Director of TAT Stockholm overseas office is Mr.Manit Boonchim.

TAT overseas offices have 4 main responsibilities described by the TAT head office: marketing, collect information, information center, and collaborate with different tourism businesses. (1) TAT overseas offices promote Thai tourism under policies and marketing strategies of TAT. (2) TAT overseas offices have to collect information, statistics, and reports about tourism situation in the target countries. These information are important in designing marketing activities and understanding the market. (3) TAT overseas offices act as Thai tourism information center, providing general information for all tourists. Furthermore, the overseas offices have to provide marketing information for local private tourism sectors. (4) TAT overseas offices act as collaborators to strength relationship with local tourism business and organizations (information from public documents, TAT website, 2010).

Every five years, TAT head office develops blanket marketing strategies for TAT International marketing strategies which are called primary strategies. The main 4 primary marketing strategies apply to 26 TAT international overseas offices around the world. Primary strategies are developed every five years. The primary strategies are used as guidelines for overseas offices in order to meet the objective as information center and marketers as TAT head office directed. Each overseas office is able to develop its own secondary strategies for more effective plan and development for individual office. Four primary strategies for TAT overseas offices are: maintain market share; strengthening brand image; increase quality market; and increase competitive advantage. The primary strategy by TAT is broad and open for individual office's creativity, therefore this study refers to the primary strategy as blanket strategy. Blanket or primary strategy develops by main TAT international marketing; it has adapt to all TAT overseas offices around the world. Therefore, secondary strategy is necessary to be developed and to be planned by each TAT overseas offices, because demography, economic, and tourism trends are different in different markets (interview with Mr.Manit Boonchim).

First strategy: to maintain market share. Mr. Manit Boonchim stated the purpose of first strategy is the plan for TAT overseas offices "to keep target market expand continuously by increasing number of visits and visitors. For example the Scandinavian tourists were increased in the past couple of years, therefore we (TAT Stockholm office) need to keep this tourists market developing".

Second strategy: to strength brand image. Brand image for TAT is Thailand. TAT overseas offices work in the respect to boost the image of Thai tourism. First of all, TAT overseas office needs to increase knowledge, information, and commercial about Thai tourism to specific market.

Third strategy: to increase quality market. Quality market refers to those types of tourism which has small social and environmental impact to tourism destinations. Quality market or quality tourists can create long-term sustainable tourism for Thailand. From the perception from Director in TAT Stockholm office, Mr. Boonchim; business travel, medical, culture, sport tourism, and education tourism (includes exchange students and internship) are considered to be quality tourism. Business travel includes visitors who travel for meeting and cooperate. Thai medical tourism can apply to Eastern medical, spa products and service, also medical and hospitals service. Famous Thai sport tourism for international tourists are golf. Education and cultural tourism involve with exchange programs for faculty, students, and knowledge exchange about Thai culture.

The third strategy about quality market still needs more development and regulations in Thailand. Thai quality tourism started to be optional choice for international visitors to Thailand, but the regulations and development need to be constructed. Quality tourism has the respond from different segments, for example, TAT could not develop medical and spa tourism because these types of tourism are part of public health and they are under the responds of the Ministry of Public Health to set standard and regulations.

Fourth strategy: to increase competitive advantage. Before increasing the competitive advantage in oversea office, the office needs to identify the weak point in marketing strategy which varies on geographic and target market of the office's location. Some TAT overseas office may need to develop skills of staffs and the public relation consultant. Some office needs to improve IT.

Four strategy set by TAT international marketing are used as blanket guideline. Each TAT overseas offices plan their activities and marketing strategies annually in respect of 4 strategies, but still have freedom in put the stress in some strategy which each office evaluates and needs to be improved. Therefore, each TAT overseas office has different marketing strategies and development.

Marketing strategies for TAT international marketing are summarized in Table 5.1. The bold strategies are the most concerns by TAT Stockholm overseas office.

TAT overseas office concerns in first and third strategies: to maintain market share and expand quality marketing. According to this, the increasing numbers of visits and consumer behavior of Scandinavian tourists in Thailand, support the Stockholm office believes that Scandinavian tourists give main tourism revenue for Thailand and they are quality tourists.

According Mrs. Rerngronasa, "every year TAT organizes marketing strategy plan meeting to brainstorm and gives guidelines of marketing strategies for TAT overseas offices in different regions". In the tourism planning, TAT concerns in both first time visitors and repeated visitors.

Table 5.1 Description of TAT international marketing strategies

Strategies	Descriptions
To maintain market share	To keep target market expand continuously by increasing number of visits, visitors, and tourists spending
To strength brand image	To boost image of Thailand, Thai destinations, and other Thai tourism products (both tangible and intangible products) for international tourists
To increase quality market	To increase optional and development of quality products, in order to satisfy quality market (quality products include medical, education, environmental friendly tourism)
To increase competitive advantage	To improve acceptable tourism products and expand market To improve disadvantages and weak points in marketing strategies, activities, and technology.

TAT head office conducts yearly marketing strategy plan meeting and develops primary marketing strategies for all TAT overseas office to use in five years-term. Four primary strategies are; to maintain market share; to strength brand image; to increase quality market; and to increase competitive advantage. TAT Stockholm overseas office specifically concerns in strategy to maintain market share and expand quality marketing because they are focus of Scandinavian visitors and tourism business.

5.1.1 Employment

TAT overseas office hired local staffs for the different departments, only Director and Assistant Director are appointed by TAT office in Thailand. Director and Assistant Director have 4-years working term in the overseas office. The number of staffs in TAT overseas offices varies on offices and work of responsibilities (information by Mrs.

Mrs. Rerngronasa) According to Mr.Boonchim and TAT Stockholm office website, TAT Stockholm overseas office has 6 permanent employees . Director and Assistant Director are appointed from TAT. Another 4 employees are marketing manager, marketing officer, secretary, and information officer. Permanent employees in TAT overseas offices are hired by Director and Assistant Director for each overseas office. The characteristics of employees in TAT overseas offices are experiences in working with travel industry have good knowledge and impression towards Thailand.

5.1.2 Scandinavian market

According to Mr.Boonchim, Director of TAT Stockholm overseas office, Scandinavian tourists are unique and widely impressed with Thai culture and people. The numbers of top international tourists are shown in Table 5.2. The highest international tourists in Thailand from 2005-2009 are Japanese tourists in number of 5,944,052 tourists. The highest European tourists travel to Thailand in the last 5 years is British. Swedish tourists are the highest visitors among Scandinavian tourists; the number of Swedish tourists between 2005 to 2009 is 1,650,368 visitors. In the ratio of population and numbers of visitors to Thailand, many Scandinavian tourists, especially Swedish tourist market prefer and decide to visit Thailand in their priority choice of traveling. Scandinavian tourists attracted with the sun and beaches scenario of Thailand. Because of the landscape, culture, and climate in Thailand are different from Scandinavian and the cost of living are cheaper; Scandinavian tourists can experience more of Thai tourism with less spending. Also the spending in high quality accommodation, food, and traveling from Scandinavian tourists.

Mr.Boonchim stated that “due to the high life quality, when Swedish people travel in Thailand, they tend to choose quality accommodation, they are welling to pay more of travel price because safety is essential for them, for example four stars hotels are more preferable than B&B on Koh-san Road for them”. From Scandinavian tourists’ expectation of safety and good quality tourism service, they choose even though it cost more money. The travel cost in Thailand for Swedish tourists are less spending, but more quantity; in the sense of pay less and gain more of experiences, for example food and accommodation in Thailand is less expensive than Spain. The purpose of Thai tourism is not only to increase revenue and number of visitors into the country, but also to impress and satisfy tourists for the purpose of sustainable tourism and repeated visitors. For impressing and satisfying tourists, the job is not only depending on the marketing by TAT, but also depends on improving and management of local tourism.

Table 5.2 Number of International Tourists 2005-2009

Nationality	2005	2006	2007	2008	2009	Total
Japanese	1,196,654	1,311,987	1,277,638	1,153,868	1,003,905	**5,944,052**
Korean	816,407	1,092,783	1,083,652	889,210	618,032	**4,500,084**
Chinese	776,792	949,117	907,117	826,660	776,900	**4,236,586**
British	773,843	850,685	859,010	826,523	839,868	**4,149,929**
German	441,827	516,659	544,495	542,726	571,799	**2,617,506**
Swedish	222,932	306,085	378,387	392,274	350,690	**1,650,368**
Danish	103,787	128,037	141,110	149,683	144,798	**667,415**
Finnish	85,632	110,502	143,266	155,143	155,958	**650,501**
Norwegian	85,551	106,314	108,941	124,600	121,543	**546,949**
Total	**4,503,425**	**5,372,169**	**5,443,616**	**5,060,687**	**4,583,493**	**24,963,390**

Source: Office of Tourism Development
16 February 2010 Time 11.30

Majority of Scandinavian tourists are family visitors, they attract to Thai sea, sand, food, and people. One benefit of family visitors is the long-term visitors. Many Scandinavian repeated tourists choose Thailand as tourism destination because they are impressed after traveled with their families when they were young. Mr.Boonchim suggested overall Thai tourism to preserve good service and hospitality because it is one reason to attract first time traveler and repeated visitors to Thailand.

TAT overseas offices have independent in choosing their employees, except in the positions of Director and Assistant Director of TAT overseas offices are assigned by TAT head office. The staffs need to have experiences in tourism business, positive perception about Thai tourism, and understand tourists' and business' market that the office located. TAT Stockholm overseas office has main 6 employees, included Director and Assistant Director. Local staffs are fluent communicating in Swedish, Norwegian, Danish, and Thai languages.

5.2 Relationship between TAT Stockholm office and TAT head office

5.2.1 Marketing Strategies

High season for Scandinavian tourists to visit Thailand are between October to April which is in the winter season. All year round, many Asian tourists are visiting Thailand in high amount. Therefore, the way to promote Thai tourism could not be concern only to European and American tourists; Asian tourists are important for Thai tourism also. Scandinavian market seems to have slow rate of increasing numbers of visitors because the Scandinavian populations are less when comparing with Russian and Chinese market. Even though, Scandinavian populations are smaller than Russian and Chinese market, but the revenue and benefits from Scandinavian tourists are high. This shows the good performance of TAT Stockholm overseas office.

TAT Stockholm overseas office promotes Thai tourism by cooperating with airlines, tour operators, travel agencies, and magazines. In 2008, TAT Stockholm office created the joint promotion in commercial Thai tourism with ICA supermarket. The program activity persuaded Swedish people to buy 3 Thai products from ICA, cook, take the pictures of the food and parties, and then send the pictures into the office for contest. The winners received the ticket to Thailand. At the same time TAT Stockholm office collaborated with tour operators and ICA to organize special Thai cooking package tour in Thailand for ICA members.

TAT Stockholm office gives space on the office website for partner to commercial special promotions and accommodation in Thailand. The office is part of government body and it is non-benefit organization, therefore, all the tour programs and promotions are organized by airlines, tour operators, and tour agencies. The TAT overseas office acts as collaborator for Thai tourism industry and Scandinavian tourists.

Another program to boost the marketing strategies by TAT Stockholm office is to set up the tour for agents or media. Tour agencies and media will experience new and different destinations in Thailand. The office expected to encourage both tour agencies and media to promote new Thai tourism products and destinations through tour programs and articles in magazines.

TAT overseas office acts as coordinator for Thai hotels and services. TAT Stockholm office will arrange meeting and presentations between Thai hotels and services with Scandinavian tourism stakeholders. Travel Fair in Scandinavian are set up in every countries in the region between January until March. Coordinator program by TAT overseas office is expected to make the impact of Thai tourism in market in micro and macro target: local tourism industry and tourists.

For TAT Stockholm overseas office, marketing strategies may change and adapt to market opportunity. In the beginning of establishment of office (year 2002), Scandinavian tourists do not have much information about Thailand. In that time the role of TAT Stockholm overseas office were trying to promote Thailand; make tourism destinations in Thailand known. In the period of high demand from tourists, the marketing strategies adapt to work more with the charter flights and airlines in supporting increasing number of Scandinavian visitors. In the beginning, the objective of TAT Stockholm office were to increase number of visitors, after that the office develop plan to maintain market. Mr.Boonchim gave example of the high tourist demand after Tsunami hit Thailand in December 2004. “The tourists demand was high after Tsunami, but tourism capacity was less, we (TAT overseas office) increased the collaboration with airlines charter, the market was expanded. At the moment the airlines flights are pretty much stable to support peak season of Scandinavian tourists. The office slightly shift concern in develop strategy in quality market”.

From the TAT Stockholm overseas office’s point of view, the difficulty in market Thailand as international destination is involved with the management of tourism. “If we only keep promote Thailand, but the quality and safety of tourism is not improved and well-manage, the marketing body will be useless”, stated by Mr. Boonchim. Therefore, the destinations improvement and management by local government officers, local tourism stakeholders, and local people are in the focus of concern. The success of tourism needs cooperation for different groups, not only marketing part. In some aspects of local problems, TAT could not go in and solve problems for improving tourism. For example, Thai sex tourism and child labor, which are negative image of Thailand and affected to tourists’ decision-making; TAT could not solve all the problems, it needs active laws and regulations to stop illegal activities. When the illegal activities and negative image of Thailand decrease, the marketing by TAT overseas offices will be better.

Marketing competitors for TAT Stockholm overseas office are from 2 channels: Asian and European markets. Thailand as tourism destinations has to compete with other countries in Asia. Specifically for Scandinavian market, TAT Stockholm office has to compete and promote Thai tourism over European countries which have sea, sand,

and warm climate destinations, for example Spain and Portugal. For Scandinavian tourists, countries like Spain and Portugal are tradition destination; Thailand is a new destination for them.

The challenge for TAT Stockholm office marketing strategy is to attract Scandinavian tourists in choosing new destination. Marketing strategy in this region is to show what Thailand can offer as long-haul destinations and how much of tourism experiences in Thailand are worth spending. Thus, the air ticket may cost more when traveling to Thailand than Spain or Portugal, but the accommodation, landscapes, and Thai culture are worth visiting. Main tourism products of Thailand are the beaches, sea, and warm climate, which attract Scandinavian tourists. TAT also try to promote Thai culture and customs because of the uniqueness and would gain interest from tourists, such as Thai massage, Thai food, and Thai boxing.

5.2.3 Budget

Marketing financial support of TAT overseas offices are assigned by TAT every fiscal year (October-September). Each TAT overseas office has different amount of budget depend on the 4 factors. One factor of budget assign depends on numbers of visitors and tourism revenue from each market. For the overseas offices which service and have large number of visitors last year, tend to receive more budget for marketing. The accessibility and collaboration with airlines for developing direct flights, charter flight and the distance from target market to Thailand are used in consideration of marketing budget assign to different TAT abroad offices. Economic situation of each market is important to budget assign because in some market has severe region’s financial crisis, the number of visitors to Thailand will be decreased. Therefore, when decide the amount of marketing financial support that should be valuable, not to give too much money in budget but less visitors than the office expected. Last factor uses for assigning reasonable amount of marketing budget to TAT overseas offices is the potential of each market. Thai tourism may be the new trends for some countries in Europe; the specific region would spend more marketing budget more than the market which Thai tourism is already well-known.

In the economic crisis, government may assign more financial support for promoting Thai tourism in international market, hoping for one channel of increasing country’s revenue from tourists.

TAT head office could not give out the exact budget assign to different TAT overseas offices. According to Director of TAT Stockholm overseas office, he mentioned average budget for TAT Stockholm overseas about 10-15 million Swedish Kronor per year. In his perception, the budget assigned to TAT Stockholm office were too little for using in marketing Thai tourism in 8 countries in the office's responsibility. Mr.Boonchim compares the budget average to TAT Stockholm overseas office that is far less than budget assigned to TAT overseas offices in Malaysia and India.

In the perception about organization budget, both TAT Stockholm overseas office and TAT head office agreed with the limited budget for marketing body. Mrs. Rerngronasa gave opinion about TAT advertising budget are less than other NTOs.

5.2.3 Communications

According to Mrs. Rerngronasa, "TAT head office and overseas offices have developed both upward and downward communication through annual marketing strategy plan meeting every year". The communication from TAT overseas offices has to pass through the marketing integration sections. Only in crisis time, the overseas offices can contact directly to crisis management center as cross-channel communication.

The perception of organizational relationship between TAT Stockholm office and TAT head office are is good. There is no conflict in communication, market strategies, and budget assign. Only slight request of too little amount of marketing budget assign to TAT Stockholm overseas office than it should be. For marketing strategies, the primary strategy is set as marketing standard. The TAT head office does not interfere with the structure of activities or collaboration plan between TAT Stockholm office and Scandinavian tourism business and tourists.

5.3 Evaluation and performance of TAT Stockholm office

Evaluation of TAT overseas offices is conducted by committee by monitoring and evaluation division, under policy and planning department. The program used to evaluate TAT overseas offices is the Balanced Scorecard System. Mrs. Rerngronasa stated that the balanced scorecard system is a strategic planning and management system that is used in business, industry, government, and non-profit organizations worldwide. The evaluation system use "to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals".

In the past year, TAT Stockholm overseas office has the A-Level performance from TAT head office evaluation. But the TAT head office could not give details of evaluation because it is only used for TAT confidential.

Indicators use in consideration of TAT overseas offices performance are the role of marketing and collaborate with tourism alliances, how the office manage budget, what is outcome of each activities, and numbers of visitors and revenue to Thailand. The result of evaluation will be presented to monitoring and evaluation division and send for further annual evaluation. Yearly evaluation could affect the budget to be assigned to TAT overseas office in the next fiscal year.

TAT overseas offices got the evaluation from policy and planning department of TAT main office. The evaluation tools apply in TAT is balanced scorecard system. Indicators and process of evaluation are set and recorded by TAT appointed committees in policy and planning department. Details of information could not be given out to public. Only the result from TAT head office said that TAT Stockholm overseas office has been evaluate in A-level in performance as overseas marketing unit.

5.4 Managerial Implications

In table 5.3, the conclusion of findings from interviews and public documents were summarized; including the managerial implications from TAT head office and TAT Stockholm overseas office. Through the TAT head office's perception, there are two marketing resources in Thai tourism which limited performance for TAT and TAT overseas offices: budget and regulations. Budget assign from central government to TAT are limited. TAT head office suggests for improvement in bureaucratic rules and regulations; the office request from more flexible rules which will not slow down the office's jobs. The regulations of tourism industry standard, safety and in Thailand have to be monitored and improve. Mr.Boonchim concluded that "when Thai tourism develops solid stable regulations, the competition among businesses in Thailand will be decrease and from perception of competitors, tourism industry and businesses will turn to be alliance. But if the tourism standard is low, competitions between businesses will be increase and that would be difficult for NTO to work and effect to the quality of tourists. If we (Thailand) want quality visitors, we need to provide quality products and service for tourists in the same standard".

Table 5.3 Conclusion of findings

Topics	TAT Head office	TAT Stockholm office
Roles and objectives	Set the primary marketing strategies for overseas offices: - to maintain market share; - to strength brand image; - to increase quality market; and - to increase competitive advantage	Concern for 2 primary strategies: maintain market share, and increase quality market Develop activities and secondary marketing strategies yearly
Employment	Appointed Director and Assistant Director to overseas offices	Director and Assistant Director appointed from the office (4-years-term) Other department and positions in the office hired by Director
Target market	Primary international market is Asia market Two branches of international marketing planning are Asia and South Pacific branch and Europe, Americas, Africa, and Middle East branch	Scandinavian market is the primary and only concern market, specifically Scandinavian tourists are family and ecotourists groups
Budget	Could not reveal; confidential information	Approximately assign budget from TAT head office 10 million SEK per year
Communication	Downward communication with overseas office	Upward communication to head office Cross-channel communication during crisis time with crisis management center
Evaluation	Committee from Planning and Policy department evaluate on overseas office Use Balanced Scorecard System Perceived TAT Stockholm office in A-Level	Survey evaluation for business partnership after marketing activities: ICA supermarket
Managerial implications	Should improve marketing budget Should improve regulations to be more flexible for the whole department.	Development and management of local destinations in Thailand Human resources development, main concern is the education for Thai people

Limitations of marketing resources in TAT Stockholm overseas office's perception is the budget.

Furthermore, TAT Stockholm overseas office (by the perspective of Mr.Boonchim) concerns about Thailand image because it effect directly to tourists' preferences and decision-making. Thailand has to accept that the problem of sex tourism and child labor still existed and international tourists are aware of that. The job description of TAT, the department could not interfere with the laws to regulate such problems, their work is to aware of problems and market the positive image of country. Mr. Boonchim pointed out that tourism could not be only solutions for the nation's economic and social development. Thai tourism needs many different dimensions to make up the destinations. Social welfare, life conditions of Thai people and education for Thailand are important as well as regulations development and management set by government.

TAT Stockholm overseas office concerns to develop better web site and IT in its office and IT communication with marketing partner in Scandinavia. At the same time TAT Stockholm office is trying to promote sustainable tourism marketing through ecotourism and community-based tourism and encourage the local tourism industry in Thailand to develop sustainable tourism. Culture and community-based tourism can use in Thai tourism promotion because Thai culture is unique and exotic. Scandinavian tourists are interest in community- based, cultural tourism, and ecotourism. TAT Stockholm office tries to promote Green hotels in Thailand to Scandinavian ecotourists. Green hotel is the program and standard set for resorts and hotels in Thailand which are environmental friendly. Furthermore, the development of ecotourism can benefit Thailand in long-term because ecotourism are outside the main large cities, visitors can travel to rural areas and have direct contact with local community and people. The local economic can be stimulate through the development of ecotourism and community-based tourists from international tourists.

The number of Scandinavian tourists from past 5 years is increased 8-10% per year and the revenue from tourists in this region could expect to increase for 10-15% tourists per year depend on the traveling spending. By the prediction from Director of TAT Stockholm office, Mr.Boonchim said that the increasing in number of Scandinavian tourists may be slow in the future because Scandinavia is small market, due to the small population. Therefore, the objective in marketing strategy is not only concern in increasing number of tourists, but also expand the market and increase revenue and spending from Scandinavian tourists. To expand the tourists spending, Thai tourism needs to develop good quality service, transportation, accommodation, and destinations to meet the quality and value the spending from tourists. At the same time, ecotourism, community-base tourism, cultural tourism, and new destinations would attract more tourists and expand tourism spending in Thailand, not only to well-known cities and destinations.

Main complains from both TAT Stockholm and head offices are the limited budget from government in destinations marketing program. Furthermore, TAT Stockholm overseas office concerns in development and management of Thai tourism. Director of TAT Stockholm office concerns in human development and education of Thai people. Scandinavian tourists do not feel impressed with landscape and climate in Thailand, but they also impressed with the tradition, culture, and Thai people and personality. Therefore, if Thai people develop better life quality and better education, they would understand tourism and welling to develop sustainable tourism in their home towns and less crime in tourists will be decreased also. Destination image could not depend on marketing and promotion from NTO, but actual development from every aspect in Thailand. TAT can help promote the country, but the experiences from tourists who visiting the destinations are essential in the decision-making and how they develop the image of country.

CHAPTER VI
CONCLUSION

6.1 Conclusion

TAT overseas offices are established to respond for destination marketing in different local market. TAT international marketing is divided into two departments: Asia and South Pacific Regions and Europe, Africa, Middle East, and America Regions. TAT Stockholm office is under control of Governor Deputy of Europe, Africa, Middle East, and America Regions. TAT is part of Ministry of Tourism and Sports, it is a state enterprise organization and receive department budget from government. TAT is a non-profit government body. Roles of TAT overseas offices are to act as marketer, collaborator between Thai and international tourism industry, and information center about general Thai tourism and marketing. The marketing plan of TAT overseas offices are developed by TAT head office in Thailand for the primary strategy. Different overseas offices may develop secondary strategy and plan marketing activities with the local marketing partners. The research uses the case study of TAT Stockholm overseas office because of the success as marketing organization in Europe. TAT Stockholm overseas office is a new NTOs international office, it was established in 2002. Thus, its work as marketing organization abroad with the purpose to make impact on Scandinavian market, proved by increasing visitor's number and revenue.

The performance evaluation of TAT overseas office is made by TAT head office. The committee of evaluation is formed under planning and policy department of TAT. The committee uses the balance scorecard system as the tool to evaluate the performance of overseas offices. The evaluation of TAT Stockholm overseas office is in A-Level from evaluation by TAT head office. Factors use as indicators for evaluation TAT overseas offices are the well performance of marketing organization, the collaboration and relationship with local tourism partnership and industry, and the numbers of nationality of tourists and tourism spending.

Intra-organizational communication between TAT Stockholm and TAT head office apply both upward and downward communication. Two offices have official communication through annual marketing strategy plan meeting. If in emergency or crisis time, the TAT Stockholm overseas office can contact directly to crisis management center.

TAT head office and TAT Stockholm overseas office have similar perception of limited marketing budget assign by government and develop standard for Thai tourism industry. The marketing strategies and activities for international students need more financial support than TAT office got. Laws and regulations for tourism in Thailand are not in acceptable level yet. The competition among hotels and services still existed over Thailand. The competition between Thai tourism industries would slow down the development of Thai tourism. Furthermore, TAT Stockholm overseas office concerns in the human resource and quality of service and hospitality of Thai tourism. The Thai tourism depending on all aspects of the nation, good education for Thai people are basic essential puzzle in improving the life quality, economic, social, and environment of the country.

Challenges for TAT Stockholm overseas office has to face as marketing organization are the destination competitors and development of new tourism types and destinations in Thailand. TAT Stockholm overseas office has to compete in marketing plan with both Asian and European destinations to get more Scandinavian visitors to Thailand. One reason is because Thailand is a country in Asian continent, tourists may want to travel in distinctive culture and history countries. Thailand has to sale the rich uniqueness of Thai culture in order to stand out from other Asian destinations. Thailand is well-known among Scandinavian tourists as the destinations for sun, sand, beach, and warm climate which similar to Spain and Portugal. Many Scandinavian tourists ignore Thailand as choice of destination because it is long-haul destination and plane ticket cost more than visiting Spain and Portugal. The challenge towards European destination is to promote the worth spending choice for tourists. TAT Stockholm office collaborates with charter airlines to service Scandinavian tourists with direct flights and special tour package. The challenge of marketing organization that TAT Stockholm overseas office has to cope is a unique example of NTOs.

With the specific case study of Thailand, the research question aim to find the improvement of the role as gatekeepers for tourism development shown in the result that the increasing of budget assign to TAT overseas office are mandatory to improve the performance of TAT Stockholm office. Furthermore, the image of Thailand as use for products in Thai NTO needs to be improved in many aspects such as politics and social condition especially education for Thai people in the whole country are necessary. The beauty of Thailand is not only depends on climate and locations, but Thai people are one of the most attractive factor for Scandinavian market.

The relationship between TAT head office and TAT overseas office in Stockholm are in positive state when looking from the interview. Both of organizations has the good vibe and respect the role of one another. Mainly the communication type between two organizations are upward and downward communications.

This research could not sate the improvement or managerial program for TAT and TAT Stockholm overseas office in the part to improve role as gate keeper or relationship between the mother and daughter NTOs because the lack of information. In order to make the suggestions or strategies in to improve the organizations more information from different staffs and more methods of collection needs to be apply into the research such as focus group of staffs in overseas office and observations. This research do not have the real statement of problems occur in both TAT head office and TAT overseas office in Stockholm, therefore, managerial statements could not be set.

6.2 Further study

The research can be theory development for basic information and hypotheses for further study in dept quantitative and qualitative research about NTOs overseas offices. The uniqueness of NTOs overseas offices are depending on market each office serves. Therefore, the comparison between different NTOs overseas offices and different tourists' behavior could be developed for further study of human geography and tourism area of study. NTO oversea offices are unique in their activities and programs. The development of further studies in the same NTO but different of overseas offices are interesting to be conducted in more details.

NTO overseas offices do not only deal with NTO head office, they have to collaborate with local tourism stakeholders such as airlines, hotels, media, and tour operators. Therefore, the study about relationship between NTO overseas offices and local tourism stakeholders which the organizations cooperate as partnerships in marketing national destinations should be developed for further study.

6.3 Limitations of study

(1) Research time limitation. Interviews information was collected in limited of time and source. The researcher respects the time consuming for interviewees. One

interview with TAT Stockholm overseas office had to be postponed due to the urgent meeting of the crisis in Bangkok, Thailand in May 2010.

(2) Data limited. Some information from TAT office for example amount of budget assign to TAT overseas offices and details indicator for evaluate TAT overseas offices could not be given for interview. This information is important to compare between how TAT Stockholm overseas office performs as marketing organization and other TAT overseas office. The accessible data were limited to collect; it affect to limited in data analysis process.

(3) Transportation. TAT Stockholm overseas office located in Stockholm and TAT head office located in Bangkok, Thailand. In order to conduct interviews, the author has to take public train to Stockholm which cost money and time consuming. For interviewing Deputy Governor of international marketing in Thailand TAT office, the author used phone interview. E-mail information used in contacting both TAT Stockholm and Head offices to save time and cost.

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APPENDIX I

Interview Questions for Mr.Manit Boonchim,
Director of Tourism Authority of Thailand at Stockholm Oversea Office
Wednesday, March 31st, 2010

1. What are the goals of TAT, Stockholm office?

2. Does the office aware of negative image of Thailand? Does TAT Stockholm office develop policy or regulation in decrease negative image for Scandinavian tourists?

3. TAT use strategies blanket for all oversea offices around the world, or different strategies for different geographic offices?

4. What are marketing strategies in promoting Thai tourism for Scandinavians tourists?

5. How much promoting budget Stockholm office get and use per year?

6. What are relationship between TAT, TAT Stockholm office and local Scandinavian tourism stakeholders in promoting Thai tourism?

7. What is the systems use in setting tour program for Scandinavian tourists?

8. In your opinion, what are the main distinctive of Scandinavian tourists from other nationalities?

9. In your opinion, what are the main factors which Thailand can attract Scandinavian tourists?

10. Was tourism management and marketing policies changed since the office established?

11. What are obstacles occur in promoting Thai tourism in Scandinavian market?

12. For Scandinavian market, which national tourism marketing is the main competitor with Thailand and why?

13. What direction of Thai tourism for Scandinavian market in your prediction? If the number of tourists increasing or decreasing, what factors you think play the big role in such changing?

14. What program does the organization use to evaluate its own service quality?

APPENDIX II

Interview Questions for Mrs. Juthaporn Rerngronasa (Deputy Governor for International Marketing, Responds for Europe, Africa, Middle East, and Americas Markets)

Interview Questions for TAT Head Office of Marketing in Thailand

1. How does TAT head office **authorize and manage** the TAT international overseas offices? For example, what is the organizational relationship style and how does the head office typically evaluate the performance of overseas offices?

2. What kind of **strategies** does your department use **to improve communication processes** with the international oversea offices?

3. In your opinion, what **marketing resources** need to be improved especially for the overseas offices? (E.g. budgets; human resource; products & services; marketing strategies, etc.).
How could they be improved?

4. How does your department assign **financial support** for different international overseas officeWhat are the main **factors** you are considering when assigning the budget?

5. How does your organization select the **staffs** that work in the international oversea offices?
What are **the most important issues to consider** when selecting personals?

6. How does TAT head office **evaluate the performance** of TAT oversea offices regarding to marketing aspects?

7. How do you **evaluate the performance of TAT Stockholm** compared to other TAT overseas offices?

APPENDIX III

Interview Questions
Topic of Relationship and Communication
between Head Office Tourism Authority of Thailand (TAT)
and TAT Oversea Office in Stockholm, Sweden
Interview Answers Certified by Mr.Manit Boonchim

Interview Questions for Oversea Office in Stockholm, Sweden

1. How does TAT head office **authorize and manage** the TAT Stockholm office? For example, what is the organizational relationship style with the head office and how does the head office typically evaluate the performance of the Stockholm office?

2. How does the TAT Stockholm office **evaluate the communication with TAT head office** in Thailand?
   Is the head office willing to receive suggestion to improve marketing strategies and organization structure?

3. In your opinion, what **marketing resources** need to be improved for the TAT Stockholm office? (E.g. budgets, human resources, products & services, marketing strategies, etc.),
   How could they be improved?

4. Does your office **receive a certain budget from the TAT head office**? If so, does your office always agree with the budget assigned by the TAT head office? Can you use additional sources to increase the marketing budget (e.g. sponsorships from the Swedish tourism industry, public funding, etc.)?

5. How does your organization select the **staffs** who work in TAT Stockholm office?
   What are **the most important issues to consider** when selecting personals?

6. How do you **evaluate** your **marketing performance** with respect to the Scandinavian market?

7. What kind of strategies does the **TAT head office implement to help your office** to improve your marketing plan?