

# TOURLINK Project Research Report

*Research on DMCs Needs for Tourism  
in Thai Communities and How to Add Value  
to Thai Village Experiences and CBT  
for European Markets*



March 2023

## Content

<b>List of Tables</b>	<b>4</b>
<b>List of Figures</b>	<b>4</b>
<b>Introduction</b>	<b>6</b>
<b>Executive Summary</b>	<b>7</b>
<b>Part 1: Survey results from European market DMCs</b>	<b>14</b>
Respondent Profile	14
CBT Target Market	15
CBT Target Market Needs & Community Selection	17
Current CBT Products	20
CBT Selling Factors and CBT WOW Factors	21
DMC Future Needs for CBT	23
CBT Marketing Channels	24
CBT Training Needs	25
Criteria for Responsible Village Visit Standard	27
DMC CBT Working Group	27
Human Rights	28
<b>Part 2: Analysis and Synthesis</b>	<b>29</b>
CBT Target Markets and Needs	29
Current CBT Products	33
CBT Top WOW factors	35
CBT Marketing Channels	36
DMC Future Needs for CBT	37
CBT Training Needs	39
Criteria for Responsible Village Visit Standard	42
DMC CBT Working Group expectation and activities	42
Human Rights	43
<b>Part 3: Conclusions and Recommendations</b>	<b>45</b>
Conclusions	45
Recommendations	48
Recommended Areas for Further Research	49
<b>References</b>	<b>50</b>
<b>Appendices</b>	<b>51</b>
Annex 1: Source markets	52
Annex 2: European market behaviours	52
Annex 3 : Luxury market needs	53
Annex 4 : Family market needs	53
Annex 5 : Volunteer market needs	54
Annex 6 : Other interesting tourism activities from interviews	55
Annex 7 : Other important qualities of selecting a community programme	55
Annex 8 : Reasons for offering specific villages and local experiences to clients	57
Annex 9: Strengths and weaknesses of CBT in Thailand	58
Annex 10: The ways of selecting CBT products	60
Annex 11: Current CBT products in the market	61

Annex 12: Additional actions as future needs for CBT	62
Annex 13: Willingness of DMCs to increase their offer of CBT	63
Annex 14: CBT destinations that DMCs are interested in for the future	64
Annex 15: CBT product development needs	64
Annex 16: CBT Marketing Channels	66
Annex 17: Training needs for local community members	66
Annex 18: Training needs for local partners	67
Annex 19: Training needs for DMC staff	67
Annex 20: Other support that would be helpful for DMCs	68
Annex 21: Interest in having a minimum standard	69
Annex 22: Detailed issues of interest for a minimum standard	69
Annex 23: Interest in joining a DMC CBT working group	70
Annex 24: Reasons for and against participating in a DMC CBT working group	71
Annex 25: Actions taken to support human rights in Thai village tourism	72
Annex 26: Best practices and good examples connected to human rights	73
Annex 27: Suggestions for improving human rights in Thai village tourism	73
Annex 28: Quotes from interviews with DMCs	74
A. CBT market needs/trends/requests/expectation	74
B. DMC training, action and activities	76
C. Marketing strategies	82
D. Issues regarding the communities mentioned in the interviews	83
E. CBT Training Needs	85
F. Details regarding complaints and issues at the villages, for example regarding human rights	90
G. Parts of the interview revolving around the Kayan villages	94
H. DMC future needs	95
Annex 29: Follow-up clarification on specific needs for target groups (niche markets) and suggestions for field research	96

## List of Tables

Table 1: Core needs and actions in each category	11
Table 2: Core needs for the luxury market, family market, students & study tour groups, volunteer market, and senior / silver age market (according to DMC interviews)	16
Table 3: CBT WOW Factors	22
Table 4: CBT Training needs and support	25

## List of Figures

Figure 1 : DMC follow-up interviews via Zoom	11
Figure 2: Most important tourist target groups	15
Figure 3: Target markets which appreciate community tourism experiences the most	15
Figure 4: DMC opinions on community tourism in Thailand	17
Figure 5: The most interesting tourism activities	18
Figure 6: Importance of qualities for CBT selection	19
Figure 7: Provinces where local community experiences	20
Figure 8: CBT Selling Factors	21
Figure 9: Actions taken to support local communities	23
Figure 10: Most popular marketing channels	24
Figure 11: Marketing channels used to publicise the company's current products	25
Figure 12: Issues of interest for a minimum standard	26
Figure 13: The most important human rights challenges faced by communities in Thai tourism	27
Figure 14 : CBT Selling Factors for the European market	34

## Acknowledgements

In the name of the TOURLINK Project, our team would like to express our sincere gratitude to the 15 Destination Management Companies (DMCs), which shared their time by responding to the survey and giving in-depth interviews: Easia Travel Thailand, Destination Asia (Thailand), Panorama Destination, Khiri Travel, Intrepid DMC Thailand (PEAK DMC Thailand), Discovery Travel Ltd. Partnership, Krabi Spezialisten Co. Ltd., Go Vacation Thailand, Nutty's Adventures, East West Siam Holidays (ATH) Co. Ltd., Andaman Discoveries, Asian Trails Ltd., EXO Travel, Trunk travel, and Plan Vacation ASIA Co. Ltd. All of the information and suggestions shared during these interviews will provide great benefits to help develop more sustainable and equitable Thai village experiences and CBT for European markets.

Finally, we are grateful to our cross-sector TOURLINK research team at DASTA and Fair Tourism for their hard work on this research, as well as to Mr. Peter Richards, TOURLINK project manager, for consulting the team and providing them with in-depth feedback. We hope that the research will be useful for all readers.

TOURLINK Communities Research Team

*Disclaimer: This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of ECEAT, and can under no circumstances be regarded as reflecting the position of the European Union.*

## Introduction

The TOURLINK project aims to raise sustainability standards among tour operators and their suppliers in the Thai tourism supply chain; to promote Thailand as a leading sustainable destination; and to link Thai sustainable tourism products and services, through partnerships, to European tourism markets, where sustainability is an essential, value-adding factor. Tourlink focuses on 5 Thai supplier sub-sectors, including Community Based Tourism (CBT).

**Community-based tourism** (CBT) is a step by step process of working with local community members to develop a variety of sustainable, local products and experiences. With training and preparation, communities can harness tourism to realise many benefits, from the development of useful transferable skills, jobs and income, confidence, voice and in cash / kind support for the preservation of cultural and environmental heritage and resources.

CBT in Thailand has been developed since the 1990's by local NGOs, responsible tour operators, socially engaged academics and Thai government offices. Thai CBT's have experience in welcoming a wide range of domestic, regional and international markets; and Thailand is home to several globally recognised success cases of CBT, which deliver benefits to communities and environment.

Standards have been used as one tool to help professionalise CBT's and increase market access. In Thailand, the CBT Thailand standard has been developed as a GSTC-recognized guideline for CBT development. In 2022, there are 112 communities around Thailand which have been certified by the Department of Tourism, a certified body under the Ministry of Tourism and Sports (MOTS) for all tourism standards in Thailand, including CBT.

Nevertheless, linkages to high-value international tourism markets remain a challenge for many CBT destinations. Therefore, this research aims to better understand the needs of European market focused Destination Management Companies (DMCs) as the main international tourism marketing channels for CBT products and services in Thailand.

## Executive Summary

As part of the Tourlink project, research was conducted in order to compile empirical data to help identify tension points in community-based tourism operations (CBT) and what actions these communities and partner DMCs can take in order to adjust existing CBT systems.

This executive summary provides the key takeaways identified in this report (based on surveys and in-depth interviews), which will be used to gain the understanding of European market needs and expectations for Thai village tourism. Fully understanding some of the key issues will allow projects like Tourlink to develop effective approaches to the problems presented. The report identifies core needs and corresponding actions in each sector, addressing the question of how to add value to Thai village experiences and CBT operations for European markets (Annex 1). This includes an explicit consideration of how to best address and protect human rights within this tourism system.

The key research objectives are to ***gain a deeper knowledge of European - market focused DMC's needs and expectations for tourism in Thai villages***, and ***identify actions which CBT's can take, to adjust standard programmes towards European B2B market needs***.

The research methodology consists of an online survey and in-depth, follow-up interviews with 15 Destination Management Companies (DMCs) in Thailand, focusing on European B2B markets. The research provides useful results, which help the reader to better understand European market-leading DMCs needs for Thai tourism village products and experiences.

**The research was designed to better understand the following key issues:**

- What are the main ***target markets*** for DMCs selling CBT to European TOs?
- What are the top ***WOW factors*** which can influence DMCs to buy Thai CBT?
- Which are the ***most popular destinations*** DMCs offer CBT to European tourists?
- What are current, typical ***length of stay and tourist expenditures*** for CBT?
- What ***marketing channels*** are ***Thai DMCs*** using to successfully promote Thai CBT?
- What ***marketing channels*** are ***communities*** using to successfully promote CBT?
- What are the ***priority needs to develop Thai CBT*** towards improved market access?
- What are core ***training needs***, (what, who, how), to drive successful partnerships?
- What are other ***competitive advantages / drivers*** for DMCs to choose to buy CBT?
- What needs to be included in ***CBT standards***, from the perspective of DMC's?
- What other mechanisms can ***support successful partnerships*** (e.g. a working group)?

- As **human rights** is an important cross-cutting issue in the Tourlink project, the team also asked DMCs to suggest the important HR challenges faced by communities. Their responses helped to inform the design of a subsequent, HR focused research.

**The research identifies the following main findings and priority needs to improve CBT market access, through Thai-European B2B tourism supply chains:**

- DMC's **main target markets** for CBT are Family, Seniors/Silver age, and Working Age (15-60 years old). European markets for community excursions tend to be most interested in authentic, hands-on, local experiences with local people; connected to culture, food and handicrafts. More details on market-product match are in the report.
- Top **WOW factors** through which CBT's can impress DMCs are authenticity, uniqueness, an interactive experience, a warm welcome and hospitality, communication and coordination, sustainable management, and location/scenery. The most important is the unique experience visitors get from their interaction with the community and their cultural traditions as **"It is all about interaction, and not transaction."**
- Currently, **the most popular CBT destinations** are the 'primary provinces' of Chiang Mai and Phuket. Secondary provinces are gaining popularity in the market as well, in particular Sukhothai, Nan and Chiang Rai. Bookings for those visits are being realised through the leaders of the communities and local tour operators. The typical length of stays begins from half day visits to 3days/2nights. The expenditures for half day visits begin from approximately 500 THB per person, with the highest costs being around 8,500 THB for the 3 days/2 nights package based on a well-established interactive experience.
- The **marketing channels** that the **DMCs** report are successful to promote their offers: their own website, Facebook and email, as well as promotion at tourism fairs and events. Communities can increase visibility / opportunities through social media, attending tourism fairs/events, and training in effective marketing channels.
- **Communities have access to a range of online marketing channels**, tourism websites and platforms, like Airbnb experiences or the DASTA CBT Thailand website. An active Facebook page adds significant competitive advantage, since most DMCs use Facebook to find CBT projects as well as attending tourism fairs and events. As a

result, the research suggests that there is now little need for CBT's to have their own website. A useful, detailed observation is that communities can optimise their searchability by sticking to one spelling for the English name of the community.

- According to the DMCs, **CBT development needs** to cover CBT product development and CBT management issues. The needs can be summarised in the following topics: community management, communication, hospitality, uniqueness and authenticity, creative activities, marketing, government support, and other training needs (below).
- For CBT to be successful, it is not sufficient to only train community members. Three **target groups requiring training** are community members, local partners in the destination (e.g. partners for transportation) and DMC staff. Success can be optimised by a **multi-stakeholder cross-training**, which can link these key actors under a shared set of standards / codes of conduct, policies and procedures that are common and accessible for all. **Important training topics** include CBT knowledge and management, tourist expectations, communication and coordination skills, and marketing. In-depth training for each topic is needed for every target group.
- Achieving a standard certification, training and facilities improvement are priorities for DMCs, which can **create a competitive advantage for Thai CBT's**. Monitoring operations in communities and communication training can also **increase the potential of CBT for more effective collaboration with DMCs**.
- **The next steps for DMCs to source and sell more CBT, rely on creating a more standardised way of working** such as up-to-date and accurate CBT information by governments like DASTA and TAT, business matching between communities and DMCs, etc. A step is to **increase cooperation and communication between local communities, local partners, and DMCs** like arranging meetings with communities, training professional guides to work efficiently with communities, providing grants to create community enterprises, developing CBT programmes with communities, and cost breakdown improvements.
- According to the DMCs which were interviewed, **minimum standards for responsible village visits** should include 8 core topics, namely: 1) safety and hygiene, 2) CBT management, 3) waste management, 4) local guides, 5) price, 6) accessibility, 7) culture, and 8) tourism knowledge. Knowledge of these priority issues

for DMCs will help the Tourlink team to develop a useful standard for responsible village visits and working with local communities.

- Most of the DMCs which were interviewed stated that they would like to join a ***DMC-Community Based Tourism Working Group***, in order to explore new CBT activities, to share the idea of working with CBT, and to build relationships with the rest of the stakeholders. This 'CBT-WG' would create an active forum for cooperation between the stakeholders of the working group and improve communication.
- The research included scoping questions to assess the weight given by DMCs to Human Rights issues in Thai village tourism, and to identify key issues from the DMC perspective. Many DMCs expressed concern about and supported human rights in Thai village tourism. According to the DMCs, the ***most important human rights challenges faced by communities in Thai tourism*** are poverty and inequity, child labour, right to privacy, and citizenship. In the past, DMCs reported that they have tried to communicate about malpractices. Importantly, DMCs recognised that they are not Human Rights experts, and proposed that effective regulations and monitoring can only take place with the assistance of government and specialist, issue-based NGOs that work with those communities and also the local authorities. Some of the draft solutions presented during interviews and a multi-stakeholder Round Table were to give more training to local communities about human rights and to create a professional working environment where discrimination of communities is not allowed.

This preliminary research on human rights issues and solutions in Thai village tourism has been implemented in a consecutive Research Report: ***Research to Identify Human Rights Issues and Solutions in Thai village Tourism***. Additional field research was undertaken in the form of qualitative interviews with human rights experts and Thai villages offering tourism services, to find out what the key human rights issues are that are being faced in Thai village tourism. A Round Table was held to prepare actionable solutions and based upon this (and the research), recommendations were written to undertake action by different stakeholders.

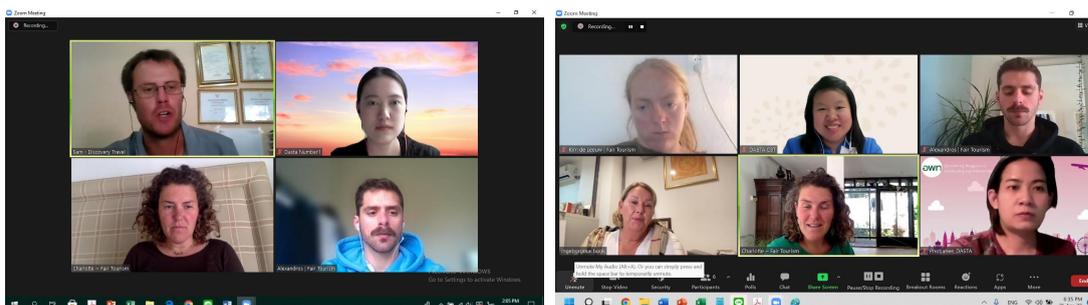


Figure 1 : DMC follow-up interviews via Zoom

The following table summarises the major findings from the research. It presents the **core needs and recommended actions to improve the marketability of Thai CBT to European-market focused DMCs**. Each category (far left column) presents the two **highest priority needs per issue**. After these needs have been assessed, responsive action is the next step. Potential, recommended avenues for action are listed in the far right column. Additional information can be found in subsequent sections of the report.

Table 1: Core needs and actions

	<b>Needs</b>	<b>Actions</b>
<b>CBT Target Market Needs</b>	<ul style="list-style-type: none"> <li>- Authentic, welcoming, local experience</li> <li>- Acceptable (western) standards, for example sitting toilets and clean kitchens</li> </ul>	<ul style="list-style-type: none"> <li>- Offering visitors hands-on experiences</li> <li>- Train communities on and invest in improved facilities</li> </ul>
<b>Current CBT Product</b>	<ul style="list-style-type: none"> <li>- Good reputation</li> <li>- Unique experiences</li> <li>- Good communication</li> </ul>	<ul style="list-style-type: none"> <li>- Promote CBT's certified by DASTA and other CBT expert organisations (CBT-I / TRTA)</li> <li>- Monitor operations in communities to ensure authenticity and uniqueness</li> <li>- Carry out communication trainings</li> </ul>
<b>DMC Future Needs for CBT</b>	<ul style="list-style-type: none"> <li>- Communication skills</li> <li>- Government support for capacity building training and joint survey trips to reduce costs</li> </ul>	<ul style="list-style-type: none"> <li>- DMCs invest more time to participate in the CBT program development process.</li> <li>- Increased collaboration with government</li> </ul>
<b>CBT Marketing Channels</b>	<ul style="list-style-type: none"> <li>- Active Facebook accounts of communities</li> <li>- Community representatives should attend tourism fairs/events</li> </ul>	<ul style="list-style-type: none"> <li>- Engage communities for social media use and for attending tourism fairs/events; give training to communities on those topics</li> </ul>
<b>CBT Training Needs</b>	<ul style="list-style-type: none"> <li>- CBT knowledge and management</li> <li>- Communication and coordination skills</li> <li>- Tourist expectations</li> <li>- CBT marketing</li> <li>- CBT products and services</li> </ul>	<ul style="list-style-type: none"> <li>- Develop in-depth trainings for each topic</li> </ul>
<b>Criteria for Standard</b>	<ul style="list-style-type: none"> <li>- Community management</li> <li>- Cultural protection</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and follow standard on those needs, among others</li> </ul>

	<b>Needs</b>	<b>Actions</b>
<b>DMC CBT Working Group</b>	<ul style="list-style-type: none"> <li>- Explore new CBT's</li> <li>- Cooperate with other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Establish working group in 2023</li> <li>- Engage in active cooperation between the stakeholders of the working group</li> </ul>
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>- Education support</li> <li>- Unity and equality</li> </ul>	<ul style="list-style-type: none"> <li>- Provide more education to communities, DMCs, and guides</li> <li>- Create a non-discrimination environment for communities, tourists and everyone involved</li> </ul>

### **What is next? Key priorities moving forward regarding B2B partnerships for Thai CBT**

According to the research results, many useful actions can be taken to develop better CBT partnerships and products between the communities and DMCs. First, **joint-training for communities, DMCs, local agents and other relevant stakeholders** is necessary to create a better, common understanding and direction for all. A **DMC Community Based Tourism Working Group** should be established as a forum to coordinate cooperation between these stakeholders.

**CBT product development** should focus on both the supply side and the demand side to create more opportunities and add more value to CBT products, including tailoring products and experiences to the specific (different) needs of the most important, niche markets (families, seniors, etc). Part of this work should be the government and private sectors working together with communities to **develop CBT and communicate CBT to the public**.

Finally, especially in sensitive contexts, **Human rights capacity building** should be one of the focus points of capacity building of local tourism communities and DMC's, through awareness raising, training and additional research on Human rights in Thai village tourism. These actions will help to create a more sustainable and equitable Thai tourism value chain.

### **The most important training needs for Tourlink Supplier Trainings 2022-24**

Part of the role of this report is to provide concrete recommendations for what the Tourlink project should focus on, until the end of the project in 2024. According to the results, the top priority training needs for Tourlink Supplier Training are 1) CBT knowledge and management, 2) Communication and coordination skills, 3) Tourist expectations, 4) CBT marketing and 5) CBT products and services. These topics are very important to train for all suppliers to understand the concept of CBT and how to work together efficiently and effectively. These

will create the balance between supply side and demand side in Thailand tourism industry and Thai CBT.

Noting that the gap between new and experienced communities offering CBT is very broad, the research confirms the value of developing a '*minimum standard for responsible village visits*,' as a simple tool for new tourism communities to begin developing under the concept of sustainability. This activity / output is already foreseen in the Tourlink project plan.

The next section of the report describes the survey and interview results from European market DMCs. Next, the report discusses and analyses the results. The final section of the report presents the conclusions and recommendations. In the Annexes, the reader can find additional data from the research, such as quotes from the in-depth interviews as well as clarifications on all topics.

### **Research Limitations**

The scope of the research is about Thai DMCs' priority needs regarding Thai village tourism products and experiences for European markets. The research methodology consists of quantitative research with an online survey and qualitative research with in-depth and follow-up interviews. 15 Destination Management Companies (DMCs) in Thailand are the population of this research, which are focusing mostly on European B2B markets. The quantitative research helps to identify overall priority needs of DMCs for CBT. However, the quantitative survey does not ask DMCs to identify these needs by target market. This and other subject matters are followed up on in the qualitative interviews, with useful results and extra information. However, not all information has been derived from quantitative and qualitative research, such as the % of tourists and their length of stay in communities, if local partners are in the same town or province as communities. At the end of Part 3, the recommended areas for further research can be found.

## Part 1: Survey results from European market DMCs

This section of the report presents the results of data which was collected from both online survey questionnaires and in-depth interviews. The main target respondents are European market DMCs. It is divided into 11 sections:

1. Respondent Profile
2. CBT Target Market
3. CBT Target Market Needs and Community Selection
4. CBT Selling Factors and CBT Wow Factors
5. Current CBT product
6. DMC Future Needs for CBT
7. CBT Marketing Channels
8. CBT Training Needs
9. Criteria for Responsible Village Visit Standards
10. DMC CBT Working Group
11. Human Rights

The sections below provide an overview of the results per section, with short descriptions of key results.

### 1. Respondent Profile

The sample of the survey consists of **15 EU-focused DMCs**. The respondents are tour operators (93.3%) and travel agents (6.7%). Their **current tourism markets** are **Europe (100%)**, America (66.7%), Australia (46.7%), Asia (33.3%), and Africa (6.7%).

The most important tourist target groups reported by participating DMCs are **Family (93.3%)**, **Senior/silver age (93.3%)**, **Working age (80%)**, **Luxury (60%)**, **MICE/Incentive (53.3%)**, **Friends (40%)**, **Women (33.3%)**, **Students/study tour (33.3%)**, **Teenager (26.7%)**, **CSR/Volunteer (26.7%)**, **LGBTQIA+ (20%)**, and **Business (13.3%)**, which can also be seen in figure 2.

It is interesting to observe that across the target segments proposed by DMCs in the research, **80% of DMCs** self-identified that they **offer CBT to tourists** in the category of **'working age.'** Clearly, working aged adults are an important cross-cutting market for CBT, across various segments. However, within this analysis, it is important to note that the **two most important target markets identified were families and seniors**. Therefore, while the focus on 'working age' is useful to understand the overall picture of demand (and corresponding product development) for CBT, it has limited value as a segment.

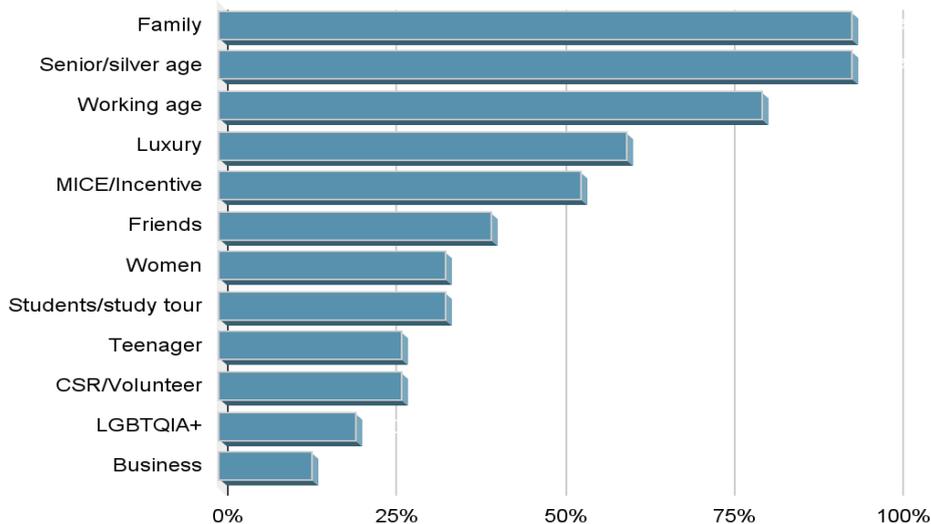


Figure 2: Most important tourist target groups

Several European countries are the core target markets of DMCs (Annex 1). According to the research, **European markets are looking for local experiences and sustainability when travelling**. This demand creates opportunities for Thai communities to offer more CBT products to these markets. (Annex 2)

The following section will show for which target markets CBT is highly appealing and how, for them, value can be added to the current CBT offer.

## 2. CBT Target Market

The table below shows key target markets for CBT, as defined by the DMCs:

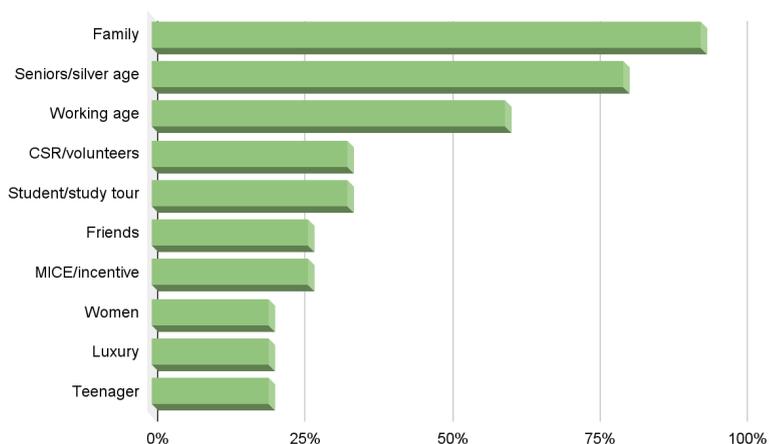


Figure 3: Target markets which appreciate community tourism experiences the most

DMC target markets that most appreciate local, village experiences are **Family (93.3%)**, **Seniors/silver age (80%)**, **Working age (60%)**, CSR/volunteers (33.3%) and Student/study tour (33.3%), Friends (26.7%) and MICE/Incentive (26.7%), as well as Women (20%), Luxury (20%), and Teenager (20%). According to the in-depth interviews, there were specific needs for the luxury market, family market, and volunteer market (Annex 3-5). The table below shows how value can be added for the specific target markets.

Table 2: Core needs for the luxury market, family market, students & study tour groups, volunteer market, and senior / silver age market (according to DMC interviews)

Category/Market	Luxury market	Family market	Students & Study tour groups	CSR/ Volunteer market	Senior / silver age market	Working Age market
1) Accommodation	X	X			X	X
2) Location and accessibility	X	X	X		X	X
3) Quality of experience - including local guide & expertise	X		X		X	X
4) Language skills and communication	X	X	X			
5) Hygiene, health and safety according to Western standards	X	X	X	X	X	
6) Authenticity and uniqueness	X	X		X		X
7) Quality of food and beverages	X	X			X	X
8) Locally sourced food combined with storytelling		X	X	X		X
9) Decorations	X					
10) Qualitative and sustainable transport to and from the destination	X					
11) Encounters with experts	X		X			X
12) High quality services truly benefiting the	X					

Category/Market	Luxury market	Family market	Students & Study tour groups	CSR/ Volun teer market	Senior / silver age market	Working Age market
community						
13) Hands-on programme		X	X	X		X
14) Flexible programme		X		X	X	
15) Light adventurous programme			X			
16) Sharing the local way of life		X				X
17) CBT Standards		X	X	X		X
18) Meaningful project				X		

The next section will show which qualities are important for DMCs, which tourism experiences are most popular and which factors are determining when CBT's are selected.

### 3. CBT Target Market Needs & Community Selection

DMCs were asked their opinions on several aspects of community tourism in Thailand. For each aspect, they could rate it as “*Very Satisfied*”, “*Quite satisfied*”, or “*Not satisfied*”. The table below shows their scores for each aspect.



Figure 4: DMC opinions on community tourism in Thailand

In terms of product, we can see that **food, experiences and hospitality** have high scores. However, the DMCs see significant room for **improvement for local guides, souvenirs, accommodations and transport**. In terms of **management and coordination**, most DMCs are quite satisfied, but there is still significant room for improvement. This could be supported with training. Furthermore, **accessibility and facilities** need improvement as well. The table below shows which tourism activities the DMCs find most interesting. The percentage of DMCs that are interested in each activity are shown.

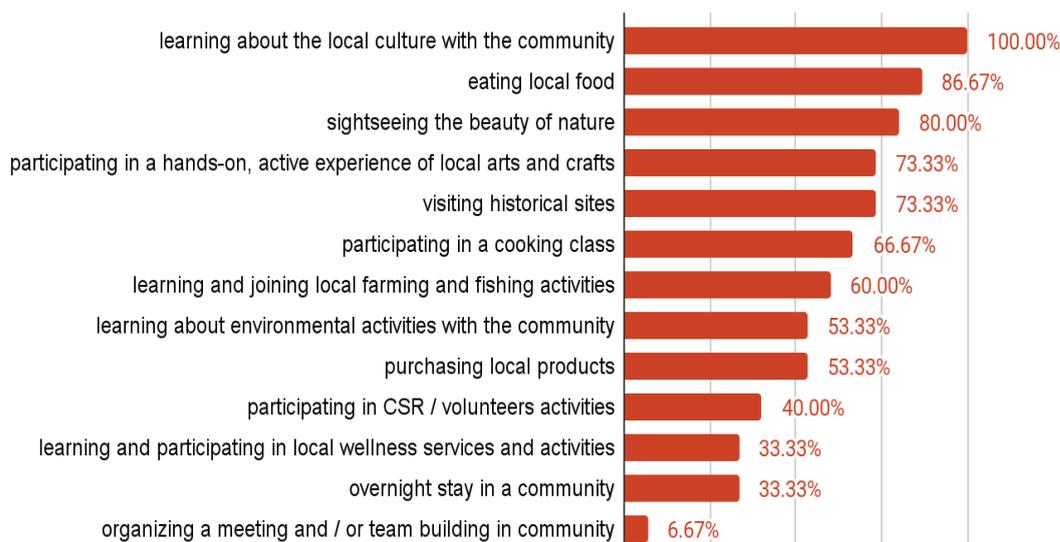


Figure 5: The most interesting tourism activities

The results show that **hands-on experiences** are absolutely **core to interesting CBT experiences**. Guests value both enjoying nature, and contributing towards nature conservation. Activities which combine these are likely to be attractive to DMCs. According to the interviews, the DMCs are also interested in off the beaten track activities, day trips and short visits (just a few hours, without overnight stay, Annex 6).



The table below shows the importance of various qualities in demand for CBT.

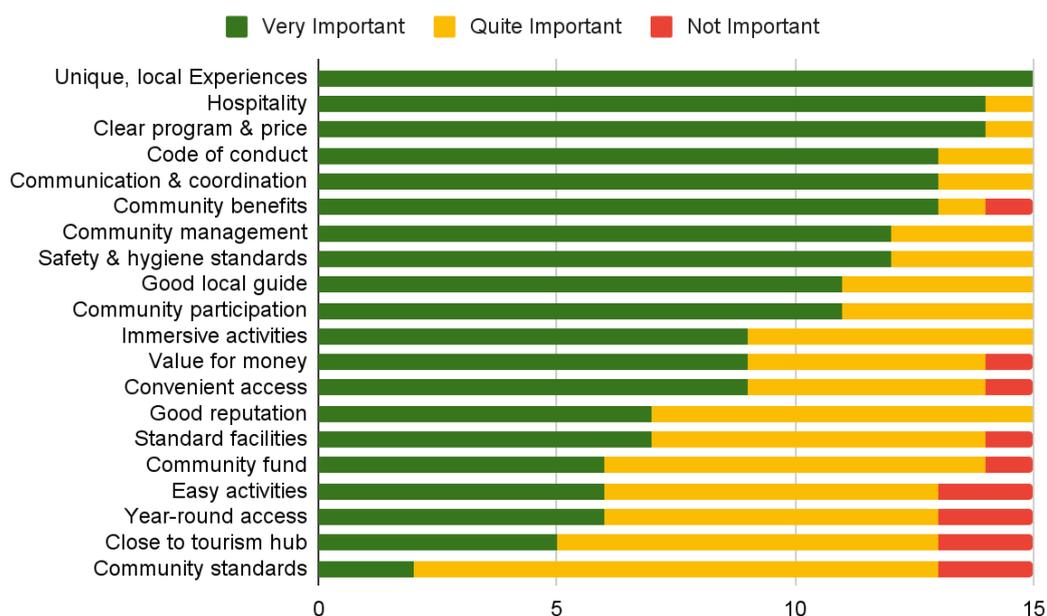


Figure 6: Importance of qualities for CBT selection

**Uniqueness, hospitality, CBT programme and price** are very important qualities for CBT selection. **Coordination and CBT management** are significant when working with communities. DMCs are concerned about **hygiene and safety, accessibility and convenience**. **Location** is another leading factor for choosing CBT.

There are other qualities such as **authenticity, information, standards/experience, cultural exchange, nature characteristics, and beautiful natural surroundings** which were also mentioned by some DMCs (Annex 7) The reasons for offering specific villages and local experiences to clients can be found in Annex 8.

The next section provides more information on the current CBT destinations.

#### 4. Current CBT Products

There is a disparity among provinces in Thailand where the distribution of CBT products is provided by DMCs. The table below shows which provinces have the most DMCs offering currently established CBT products.

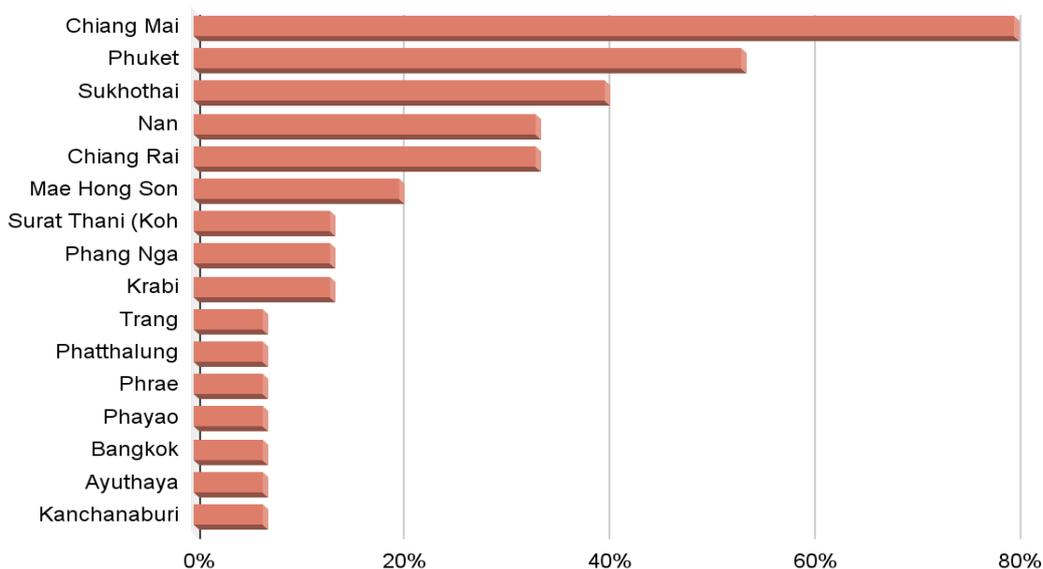


Figure 7: Provinces where local community experiences are currently offered by DMCs

The top provinces where the participating DMCs are currently offering local community experiences are **Chiang Mai** (80%), **Phuket** (53.3%), **Sukhothai** (40%), **Nan** (33.3%), **Chiang Rai** (33.3%), Mae Hong Son (20%), Surat Thani (13.3%), Phang Nga (13.3%), Krabi (13.3%), Trang (6.7%), Phatthalung (6.7%), Phrae (6.7%), Phayao (6.7%), Bangkok (6.7%), Ayuthaya (6.7%), and Kanchanaburi (6.7%).

According to the surveys and interviews, the **ways of selecting current CBT products** for DMCs consist of **gathering information from key persons** such as local suppliers, tourism organisations or even communities. **Community involvement** and **number of visitors** are the factors of selecting the product as well. (Annex 10)

In terms of **current CBT products** on the market, most DMCs offer CBT activities with **handicraft workshops**, **local food**, **sightseeing** and **learning about the way of life**. They work with local suppliers and local communities for booking. Tourists spend more money on interactive activities with local communities. More information can be found in Annex 11.



Picture by Peter Richards

In the section below, an overview about the CBT selling factors and CBT WOW factors is shown. The section thus shows for which aspects the CBT's are successful and what it is that draws visitors to their destinations.

### 5. CBT Selling Factors and CBT WOW Factors

DMCs were asked to rate their satisfaction when it comes to a number of CBT selling factors. The table below shows levels of satisfaction for prominent factors.

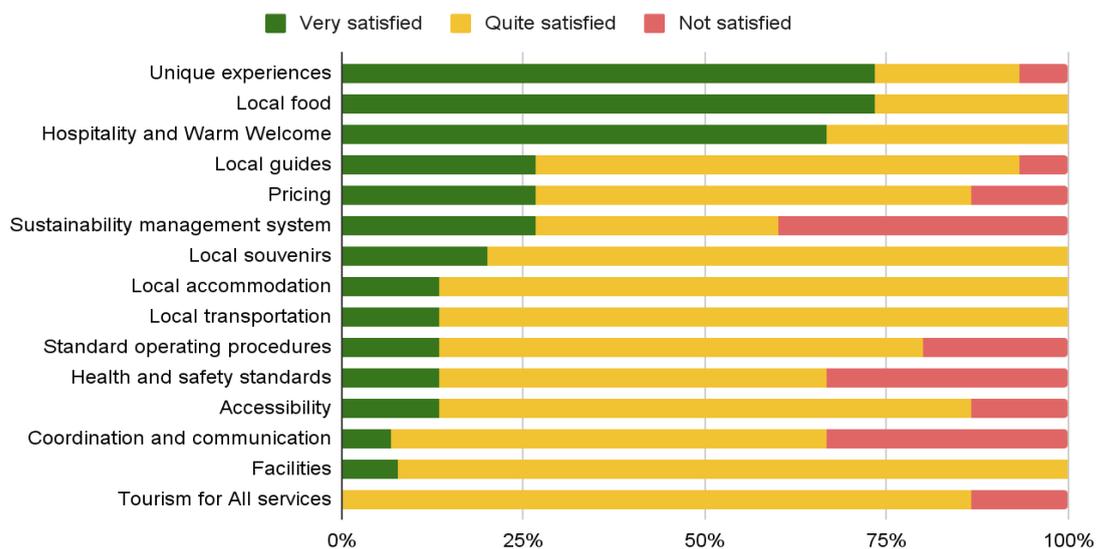


Figure 8: CBT Selling Factors

In terms of success factors for selling CBT, **unique experiences, local food, warm welcome and hospitality, and local guides** are the **key competitive advantages**. Sustainability management systems, coordination and communication skills, health and safety standards, standard operating procedures, and tourism for all services are prioritised for improvement.

## The Strengths and Weaknesses of CBT

According to the results, the core strengths and weaknesses of CBT in Thailand can be summarised. The **strengths** are *warm welcome and hospitality, unique experiences, authenticity, diversity and community participation*. The **weaknesses** are *CBT management, coordination and communication skills, expectations, facilities, sustainability, and pricing*. (Annex 9)

So-called WOW factors are factors which are important for tourism markets when it comes to making a decision. It distinguishes the product from its competitors and is often the reasoning for a customer's purchasing decision. The table below shows which WOW factors are important for the European market.

Table 3: CBT WOW Factors

Topic	Details
1) Authenticity	<ul style="list-style-type: none"> <li>● Thainess</li> <li>● Authentic experience</li> <li>● Real local lifestyle</li> </ul>
2) Uniqueness	<ul style="list-style-type: none"> <li>● Unique, different, interesting</li> <li>● Local culture and handcraft</li> </ul>
3) Interactive experience	<ul style="list-style-type: none"> <li>● Hands-on activities/ workshops</li> <li>● Interaction with the locals</li> </ul>
4) Warm welcome and hospitality	<ul style="list-style-type: none"> <li>● Kindness of local people</li> <li>● Hospitality of the community</li> </ul>
5) Communication and coordination skills	<ul style="list-style-type: none"> <li>● Communication and language skills</li> <li>● CBT database accessibility</li> </ul>
6) Communication and coordination skills	<ul style="list-style-type: none"> <li>● Communication and language skills</li> <li>● CBT database accessibility</li> </ul>
7) Sustainable management	<ul style="list-style-type: none"> <li>● CBT benefits</li> <li>● Responsible Tourism</li> <li>● Social and environment</li> </ul>
8) Location/Scenery	<ul style="list-style-type: none"> <li>● Away from mass tourism</li> <li>● Beautiful scenery</li> </ul>

For **CBT WOW factors**, the main factors are authenticity, uniqueness, interactive experience, warm welcome and hospitality, communication and coordination skills, sustainable management and location/scenery for the European market which DMCs and clients are looking for when designing the tour programme. The WOW factors discussed in the interviews are fully in line with the results from the survey, as mentioned above. Most important is the unique experience visitors get from their interaction with the community and their cultural traditions. As one of the interviewees

phrased it nicely: ***“It is all about interaction, and not transaction.”*** Tourists want to experience authentic Thai life and have an immersive experience. Furthermore, scenery is also an attractive point for DMCs to select and offer CBT to clients.

There are several ways in which the current CBT products can be improved. The next section provides information on how DMCs are supporting local communities and which needs are there to improve CBT product and management development.

## 6. DMC Future Needs for CBT

DMCs were asked in what ways they are supporting local communities or in which ways they would or would not be prepared to do this. The table below showcases a variety of these ways and their current activity status among DMCs.

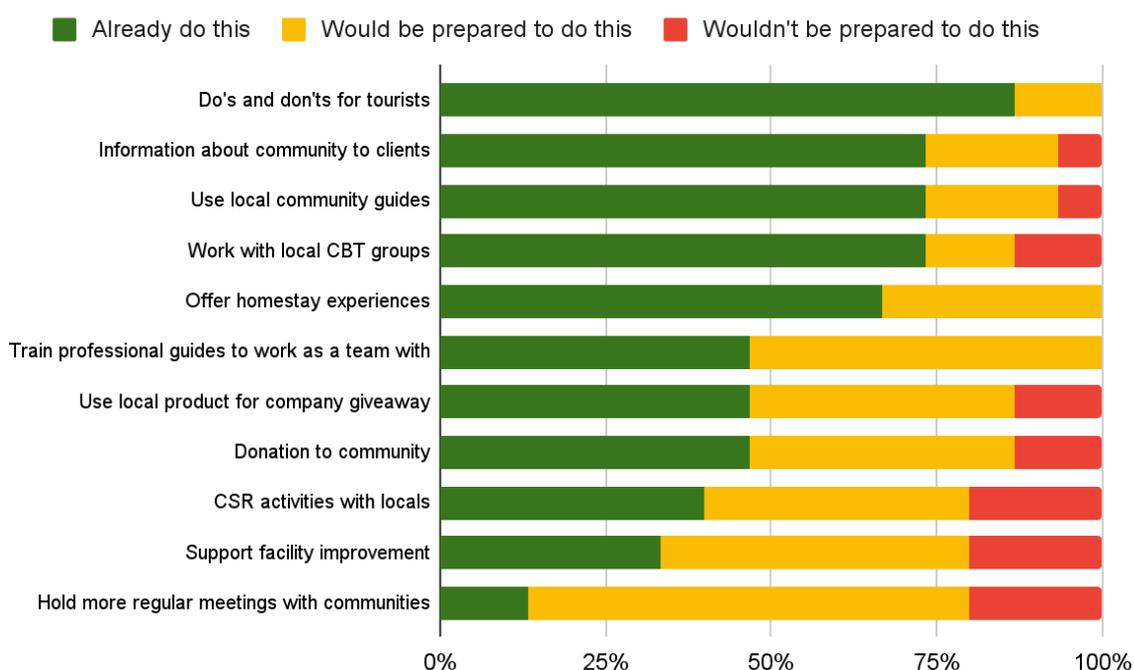


Figure 9: Actions taken to support local communities

Most DMCs have ***taken action*** to support local communities, such as creating do's and don'ts for tourists, providing information about the community for their clients, using local community guides, working with local community-based tourism groups, and offering homestay experiences. However, these actions are relatively passive; an additional level of proactiveness is required to further support CBT.

In the future, most DMCs are ***prepared*** to hold more regular meetings with communities, train professional guides to work as a team with communities, and support facility improvement. There are additional actions that DMCs plan to do, such as providing grants to create community enterprises (or anything that would genuinely benefit communities and tourists), developing CBT programmes with communities (also answering the question how tourists can stay longer), cost breakdown improvements, etc. (Annex 12)

Furthermore, DMCs are **willing to increase their offer of CBT in Thailand** (Annex 13). The destinations in Thailand that are of future interest in CBT for DMCs are Chiang Mai and Phuket, which are the main tourist destinations of Thailand, while secondary provinces like Nan, Samui, Krabi, Chiang Rai are gaining popularity. The **development of new CBT products** are CSR activities with the local communities as well as sustainable and environmental friendly activities that are interactive and present the qualities of the selected community. (Annex 14)

For **CBT product and management development needs**, there are eight topics identified: 1) community management, 2) communication, 3) hospitality, 4) uniqueness and authenticity, 5) creative tourism activities, 6) marketing, 7) government support, 8) training (Annex 15)

The next section will dive deeper into marketing and communication by showing which are the most important marketing and information channels for DMCs.

## 7. CBT Marketing Channels

Marketing channels are important for the DMCs to find information about community tourism products as well as to communicate about their own offer. Figure 10 below shows the most popular marketing channels for searching information and figure 11 reveals the most popular channels for communicating about their products.

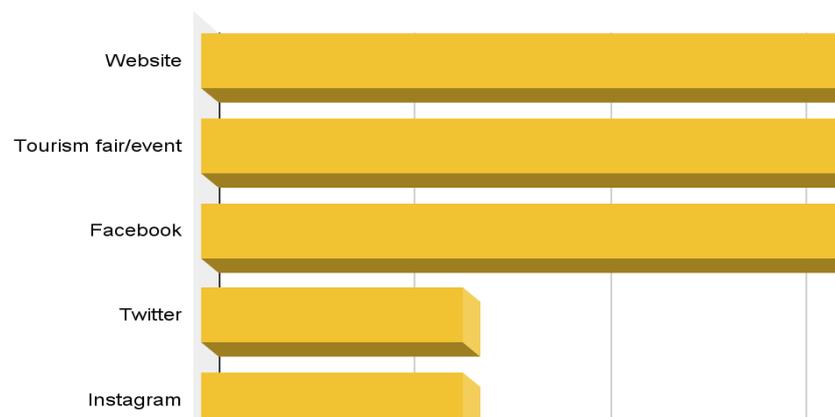


Figure 10: Most popular marketing channels

The most popular channels of searching for information about new communities' tourism products and services are **websites** (73.3%), **tourism fair/events** (73.3%), and **Facebook** (66.7%). Other channels are personal contacts, YouTube, tourism associations and organisations. Social media influences DMCs to look for new CBT products. (Annex 16)

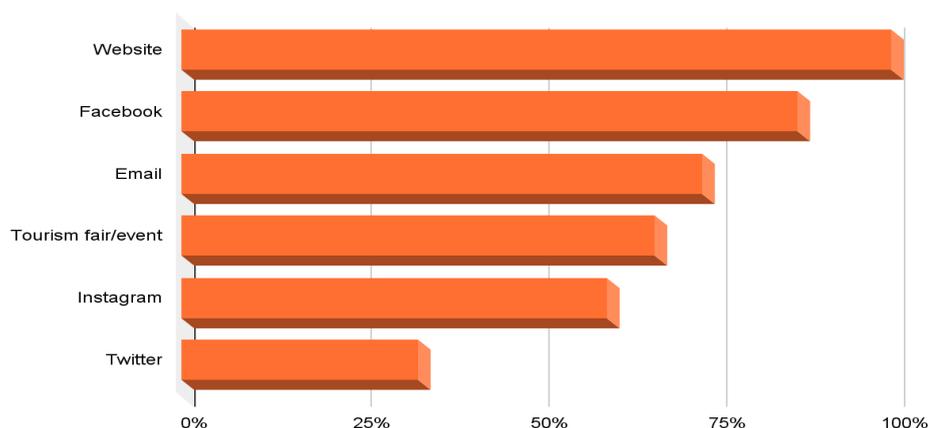


Figure 11: Marketing channels used to publicise the company's current products

The results of marketing channels used to publicise the company's current products and services were: **website** (100%), **Facebook** (86.7%), and **email** (73.3%). Company's website and digital brochure being the most used marketing channel to promote their products.

The next section will explain what the CBT training needs are.

## 8. CBT Training Needs

According to the survey, there were a number of aspects for CBT training needs and support. It can be summarised into 4 categories in the table.

Table 4: CBT Training needs and support

Training needs			Support needs
Local community	Local partners	DMC staff	
<ul style="list-style-type: none"> <li>● Hospitality</li> <li>● Communication</li> <li>● CBT management</li> <li>● Tourist behaviour and expectations</li> <li>● Tourism knowledge</li> <li>● Tourism activities</li> <li>● Local Culture</li> <li>● Tourism standard</li> <li>● Sustainability</li> <li>● Marketing</li> </ul>	<ul style="list-style-type: none"> <li>● Communication</li> <li>● CBT knowledge</li> <li>● Local Culture</li> <li>● Tourist expectations</li> <li>● Promotion &amp; Marketing</li> </ul>	<ul style="list-style-type: none"> <li>● Communication</li> <li>● CBT knowledge</li> <li>● CBT products and services</li> <li>● Marketing</li> <li>● Tourist expectations</li> </ul>	<ul style="list-style-type: none"> <li>● CBT information /database</li> <li>● CBT management</li> <li>● Inspections</li> <li>● Marketing support</li> </ul>

The table shows that the local community needs to train all aspects of tourism management and marketing. The local partners need to train in CBT knowledge, tourist expectation, communication, and marketing. DMC staff need to train in CBT knowledge, CBT products and services, tourist expectation, and communication.

The common training needs are communication and coordination skills, CBT knowledge and management, tourist expectations, and marketing. For more details on each stakeholder, please find the information in the annexes 17-20.



*Photo by REST Project*

Having a common standard could improve village visits in an ethical way. The next section shows which criteria DMCs find important for such a responsible village visit standard.

## 9. Criteria for Responsible Village Visit Standard

Most of the respondents were interested in establishing a minimum standard for responsible village visits between all tour operators (Annex 21). The table below shows which topics are found most important to include.

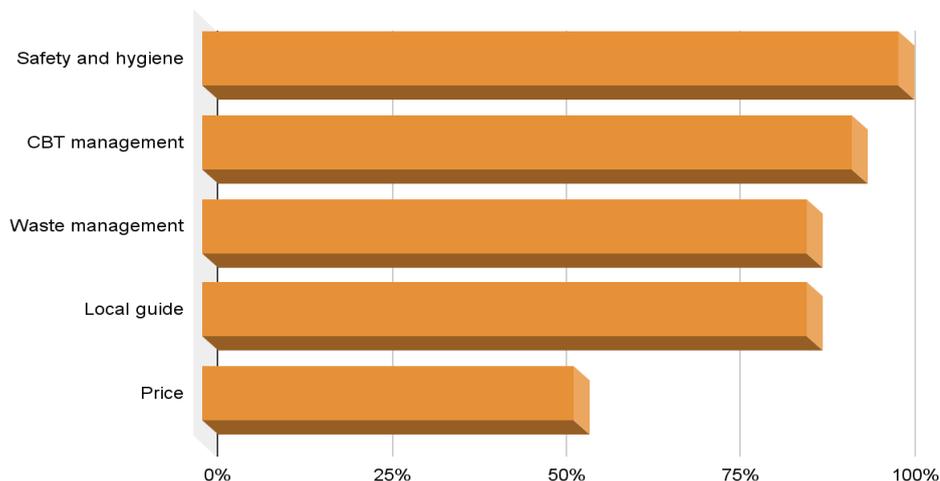


Figure 12: Issues of interest for a minimum standard

The most important issues for the minimum standard for responsible village visits are safety and hygiene (100%), CBT management (93.3%), waste management (86.7%), local guide (86.7%), and price (53.3%). Other issues are accessibility (6.7%), culture (6.7%), and tourism knowledge (6.7%). (Annex 22)

## 10. DMC CBT Working Group

Most of the DMCs (80%) would like to join a DMC CBT Working Group in order to **create a network** and **share experiences on CBT** with each other. Some of the DMCs (20%) are not interested in joining the working group due to **limited time and manpower**. According to the interviews, Some of DMCs are concerned with competitive sharing in the working group. (Annex 23-24)

The benefits of the DMC CBT Working Group are to give more opportunity to access CBT information directly, to share work experiences and best practices on CBT programmes, to create a more efficient way to work with communities, and to establish some CBT development projects in the future.

## 11. Human Rights

Figure 13 shows the DMCs answers regarding human rights challenges in Thai village tourism. The village views on human rights issues can be found in the consecutive Research Report: *Research to prepare Actionable Solutions for Stakeholders to better support Human Rights in Thai village Tourism*.

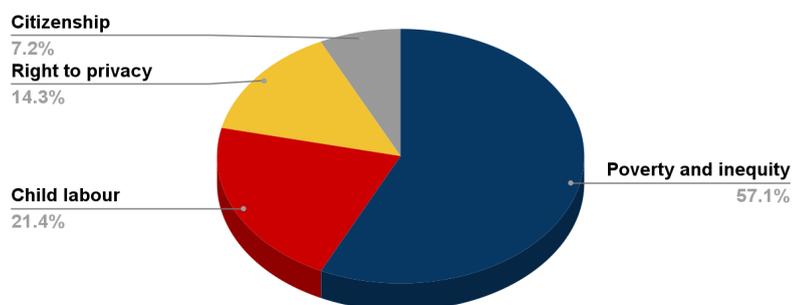


Figure 13: The most important human rights challenges faced by communities in Thai tourism

The most important human rights challenges faced by communities in Thai tourism are Poverty and inequity (57.1%), Child labour (21.4%), Right to privacy (14.3%) and Citizenship (7.2%). Actions taken by DMCs to support human rights in Thai village tourism are presented in the table in Annex 25.

There are best practices connected to human rights in Thai village tourism, such as creating decent jobs for the community, having meetings with all stakeholders, promoting local culture and art through tour programmes (Annex 26). Suggestions for improving human rights in Thai village tourism that are also mentioned by participating DMCs, are to create awareness among local people, to provide healthcare services for marginalised communities, to set clear community regulation and requirements, to treat other people in a non-discriminative way and to have a policy and monitoring procedure in place (Annex 27).



Photo by DASTA

This section has provided the reader with an overview of the research results. The following section will discuss and analyse the results in more detail.

## Part 2: Analysis and Synthesis

Each section in this part takes a closer look at the results as discussed above and further explains what it means for DMC needs when it comes to improving the CBT offer.

### 1. CBT Target Markets and Needs

The following section discusses the main CBT target markets and what their needs are for CBT. Additionally, important traits for the community programme and CBT product development are analysed.

#### Three Main CBT target markets

The results show that the biggest CBT target group of the **European market are family, seniors/silver age, and working age**. These groups converge as important intersecting populations of the market. These groups are the main target markets which are interested in CBT products and services.

#### Market conjoining

According to the follow-up interviews, some of the DMCs mention that the luxury and MICE markets are difficult to fit together with CBT. On the other hand, a lot of work is being done in Thailand by TCEB (Thailand Convention and Exhibition Bureau) to link CBT and MICE with the 'MICE for CBT project'. As **MICE** is a niche market, there is a potential for CBT to offer experiences and DMCs would see the opportunity to create a CBT programme with this target group. For the **luxury market**, activities, facilities, and standards are needed to improve to offer CBT to the target group. Luxury market can be a high quality target market for Thai CBT in the future with high spending, but high expectations are requested at the same time.

**Student and volunteer markets** are also potential markets for CBT to offer deeper knowledge and authentic experiences. They specifically want to spend more time learning with local people and supporting the community. DMC can provide tour programs like hands-on and CSR activities, concerning authentic experiences, storytelling, and meaningful encounters with local people.



Photo by Fair Tourism

### Differences between DMCs and their target markets

According to the DMC interviews (Annex 28), there are **differences between DMCs and their target markets**. For example, **DMC 1** offers various CBT activities like walking tours, learning about local cultures, handicraft workshops, and adventure activities. They are looking for alternative tourist roots for CSR/ Volunteers markets which are interested in new CBT experiences and community development projects. Additionally, they offer CBT activities to the student market since they want to learn and experience the local way of life from local people.

**DMC 2** offers some CBT activities such as sightseeing CBT bicycle tour, learning local way of life through handicraft workshops for family and silver age markets, crab conversation project for CSR/volunteer markets. Team building in the community is an interesting activity to offer the MICE market as well. These markets are interested in learning the local way of life and experiencing it with locals.

**DMC 3** is mostly focussed on the luxury market. They offer interactive CBT activities with locals such as Mohom workshop, amulet making, Thai sweet making, planting and harvesting rice, etc. For this market, CBT activities need to be private, exclusive, comfortable, detailed, and authentic for the DMC to offer high value tailor-made/customised experiences to their clients.

**DMC 7** offers many CBT activities based on the authentic local lifestyle and sustainability of CBT programmes to family, silver age, CSR/ volunteers and working age markets. These markets are interested in the community's lifestyle, livelihood, handicrafts and cuisine. Most of them like tailor-made programmes for CBT.

**DMC 9** offers hands-on handicrafts, having local cuisine, visiting reforestation areas, and overnight at villagers' houses to family markets who are interested in unique experiences and ways of life with local people.

However, other DMCs do not offer CBT activities to their clients since it is not an interesting product to add to the tour programme for their specific clients.

As most of the DMCs target markets are family and senior/silver age, **time of tour programme** and **location** of the community are important factors when these DMCs include CBT activities in their tour programmes. If the community has **various CBT programmes** with **flexible time** of activities and **clear prices**, the DMCs can be interested and decide to add CBT activities in their tour programmes.

Then, three types of DMC can be summarised based on their interest in offering CBT as follows; **high interest in CBT, fair interest in CBT, and low interest in CBT**. The DMCs which have fair and low interest in CBT, usually offer CBT with a little activity or a short visit and not much interaction with the community. The DMCs which have high interest in CBT usually offer various CBT programmes with different lengths of duration, including hands-on experiences with local people.

### Cooperation between DMCs and communities

Therefore, understanding the target markets of the DMCs and CBT's is beneficial when targeting **appropriate DMC specialists** in these specific target groups. DMCs and communities should work together to **select CBT activity** and **design the product** based on the understanding of the target markets of the DMCs and CBT's with appropriate DMC specialists in each specific target group. The Tourism Authority of Thailand (TAT) can support the marketing as well as for other CBT opportunities for these target groups.

### Country-specific needs

Besides different needs for CBT target markets, there are also different needs to achieve marketability per country of origin. Annex 2 shows the behaviour of several European nationalities and what the corresponding opportunities are for Thai CBT activities. For example, the research indicates that **French and Dutch** people often like going off the beaten path, whereas **Eastern Europeans** are not that interested in CBT yet and prefer to stay at the classic destinations. There are various cultural attractions in the community that they can visit for sightseeing and doing short cultural activities. As the **Spanish** and **Eastern European** markets prefer beaches and are generally less interested in CBT activities, there are opportunities for CBT nearby the famous islands in the south that can offer an exclusive experience to tourists as well. The **Scandinavian** markets show a high concern with sustainability, and the opportunity for successful CSR activities in communities. The **UK** market is typically drawn to mainly hotels and beaches, small "roundtrips". Similar to Scandinavians, the perception of sustainability is very high. Furthermore, if the route is off the beaten path, tourists from the UK generally appreciate the most convenient and short path. There are still many opportunities for Thai CBT within this market as there are numerous CBT communities located near to the main tourist attractions. The **DACH market (Germany, Austria, Switzerland)** has a preference for cultural sites. The perception of sustainability is highest in **Germany**. There are opportunities for cultural tourism in CBT communities to appeal to this market.

### Dynamic CBT activities and Hands-on experiences

The most interesting tourism activities for the target markets are hands-on experiences. The target markets want to learn about local culture, way of life, and participate in interactive activities with local people. The **Dutch, Eastern Europeans** and **French** are very interested in cultural tourism activities. Furthermore, natural sightseeing and nature conservation are both attractive activities for DMCs to offer and create sustainability in the community especially for Dutch, Germans, and Scandinavians.

According to the conducted interviews, there are differences between every DMC offering CBT activities as part of their tour programme. Some DMCs would offer a short or day CBT experience during their tour programme for the **family** market. This target market is interested in **hands-on programmes** in which **parents and children can participate** in activities, like handicraft workshops.

For the **luxury market**, staying overnight in a homestay is not an interesting option. They generally want to stay at nice hotels which have comfortable and excellent services. These DMCs see that CBT is not the main activity for this target market. Therefore, they usually offer a **short or day trip CBT experience** if it is nearby the places that they visit.

On the other hand, some DMCs would offer **longer trips** for CBT to **student** and **volunteer markets** as they want to spend more time participating in CBT experiences. Here, they can experience the local way of life through trekking, marine activities, CSR activities, staying with locals, etc. These DMCs see the opportunity of CBT activities which can offer deeper local experiences to their target markets. Then, they can offer longer trips with various CBT activities from 2-10 days for these target markets.



*Picture by Peter Richards*

In conclusion, CBT activities should be **varied, unique, interactive, and flexible** for DMCs to select and arrange their tour programme to clients.

### **Outlining the community programme**

In selecting a community programme, traits like **uniqueness, hospitality, CBT programme and price** are all significant qualities for DMCs. Communication is a leading factor for offering a successful CBT programme to clients. DMCs also need to have good communication with local communities and local suppliers in order to work more efficiently. Inspection support from tourism organisations (such as DASTA and TAT) can facilitate this process as well.

Moreover, communities should **consider the design of CBT activities in order to offer better CBT experiences to DMCs and clients**. The community should work with related tourism stakeholders such as TAT, DASTA, tourism associations and DMCs to develop the community programme, based on their areas of expertise.



*Photo by Fair Tourism*

### **Supply and demand**

In terms of CBT product development for European markets, the focus should be on both the **supply and demand side** for Thai CBT. The Government has to support capacity building and tourism marketing campaigns for CBT in order to create a systematic and sustainable tourism supply chain.

Training programmes are required in both CBT development and marketing. Therefore, DMCs and local partners, as well as the communities need to participate in CBT development for collaboration and enhancement of the CBT products towards the quality markets. After all supply elements are improved, CBT products can be offered to each target group properly.

The next section will further elaborate on the current CBT products that are offered by the DMCs.

## **2. Current CBT Products**

For the provinces currently offering local community experiences, Chiang Mai and Phuket are the major destinations for European markets. Meanwhile, the secondary provinces such as Sukhothai, Nan, Chiang Rai, Mae Hong Son, etc. are gaining popularity. Upon the current CBT products, the customer journey analysis of European market behaviours can be summarised in the 5 aspects below:

**1) Location:** Most popular destinations were Chiang Mai and Phuket which are the **primary provinces**. The European market selected the local villages which have a **good reputation** and **unique experiences**, such as Mae Kam Pong Village, Phuket old town, etc. **Secondary provinces** have become popular for the European market as well. The villages which are close **to the tourism hub** will be included in the tour programme rather than the far away villages. These far away villages, however, do have a chance to be selected by DMCs as part of their offer for local experiences. In that case, they need to be both **attractive** and **unique**. A good example hereof is Karenni village Huay Pu Keng in Mae Hong Son. It is the first and only Karenni village in Thailand that offers CBT, which makes the destination attractive as well as unique. Expectation management can be a good tool to prepare clients for the road to come: the route is beautiful and brings you through the mountains, but it does take five hours.

**2) Activities:** European markets usually participate in learning about the **local lifestyle**, through sightseeing and **hands-on activities** such as handicraft and music/dancing workshops, agricultural activities (including tree planting, medicinal plant hikes), eating/preparing authentic food, etc. Unique experiences and interactive activities with locals can give a high satisfaction to the source markets (especially the European market.) Therefore, inspection and monitoring is very important for a DMC to see the potential of CBT and ensure authenticity and uniqueness in order to add CBT activities to their tour programmes.

**3) Booking:** Most DMCs are booking the CBT activities through community leaders and local partners. Clear and quick communication is important to DMCs for selling more CBT programmes to their clients. DMCs state that community representatives are often not easy to reach by phone/email, which results in difficulties when organising the activities. Hence, this is a need for further training which will be discussed in section 2.6.

**4) Length of stay:** The length of stay is **half day, 2 days 1 night**, and **3 days 2 nights** based on programme and time. If the village has various activities which match the target needs, the length of stay could be longer.

**5) Spending:** The **lowest spending** was **400 Baht** per person for a half day workshop and lunch at Huay Pu Keng village in Mae Hong Son. The **highest spending** was **8,500 Baht** per person for a 3 days 2 nights package at Mae Kam Pong village, Chiang Mai. The activities are a full village tour, observing the creation of bamboo furniture, bamboo handicraft, herbal products, the process of tea leaf fermentation, visiting the tea and coffee plantations, including lunches, dinners and overnights in the host's house. European markets are willing to spend more money if the CBT activities have **authentic and unique experiences** with **good hospitality** and **interaction with locals**.

Regarding the enhancement of CBT, there are a few specific selling factors, also called WOW factors, that would need improvement. The following section will describe which WOW factors are addressed well by CBT's and which ones need extra attention.

### 3. CBT Top WOW factors

The top WOW factors that CBT's can impress DMCs are ***authenticity, uniqueness, an interactive experience, a warm welcome and hospitality, communication and coordination, sustainable management, and location/scenery.***

The table below shows the CBT Selling Factors for the European market. Each selling factor shows the percentage of DMCs that were “*Very satisfied*”, “*Quite satisfied*” and “*Not satisfied*”.

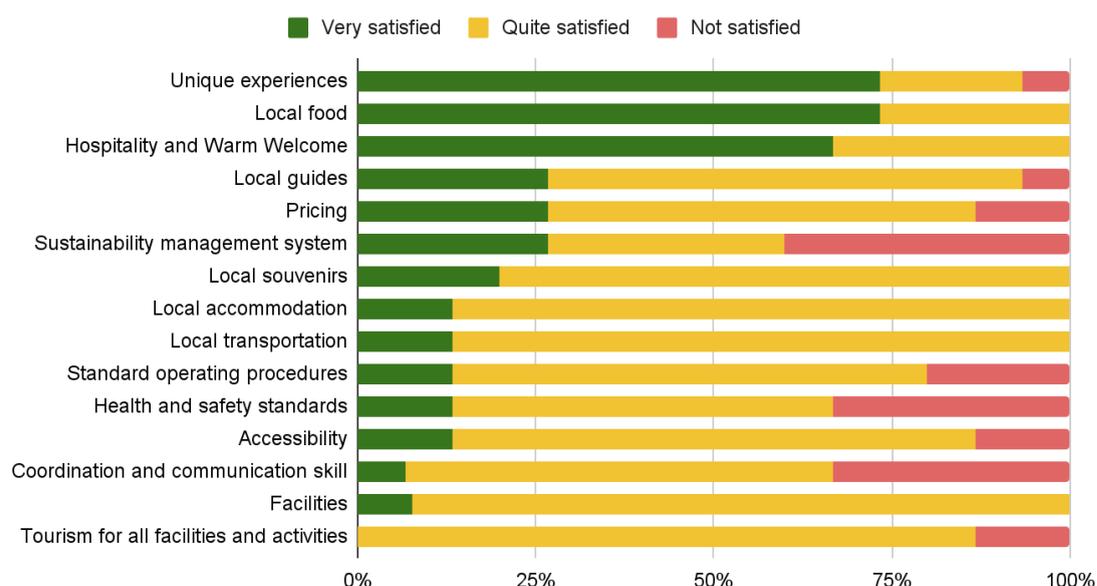


Figure 14 : CBT Selling Factors for the European market

According to the results, ***local food, hospitality, and unique experiences*** are the things that the communities are doing well regarding CBT selling factors. Clients really enjoy experiencing the local way of life and warm welcome. The DMCs need to select communities that offer good hospitality and unique experiences to their clients, to ensure that clients will have high satisfaction for the trip. ***Interactive experiences and beautiful scenery*** are the things that communities should be concerned about presenting authentic Thai life, giving an immersive experience to clients, as well as selecting beautiful places for photography. DMC can do marketing with these factors for increasing more tour package sales (Table 3 and interviews).

Furthermore, factors with potential for improvement are ***quick and clear communication*** with the DMCs and ***efficient standard operating procedures***. If the community has the key persons who are active, well-coordinated and informative, DMCs can arrange the appropriate tour program and offer it to their clients. Standard operating procedures are important information for both communities and DMCs in order to know how to prepare CBT products and services for clients smoothly. Therefore, communities and DMCs have to work together for developing efficient standard operating procedures for enhancing CBT programmes into high quality markets.

**Pricing** is another factor that DMCs mentioned a lot when working with the communities. Government and DMCs can train communities how to calculate prices and set up clear prices for CBT programmes. This will help DMCs to select and make a contract with more communities for selling CBT programmes in tour packages.

**Local guides** are needed to improve in terms of hospitality, communication skills, and collaboration with professional guides. Training is necessary to provide for local guides in various topics such as storytelling, English skills, hospitality, and effective collaboration with professional guides. DMCs can be the one who start communicating to professional guides in order to understand how to work with local guides. Then, local guides need to prepare themselves to work with professional guides. Communication is the main factor for successful collaboration with DMCs, professional guides, and local guides to deliver the best CBT experiences to clients.

**Accessible tourism (Tourism for all)** is a global tourism movement that has rapidly gained importance in society, involving specific groups like LGBTQIA+ and people with disabilities. For communities, **facility improvement** is needed to develop with universal design such as toilets, ramps, etc. **Accessible CBT activities** are also needed to focus based on their special requirements such as providing sub-title video, audiphone, and so on, in order to hand-on the best experiences for these target groups. **Health and safety standards** are the factors that make it more reliable for communities. DMCs will choose the CBT programmes from accessibility and standards to ensure the quality of CBT products and services.

A **sustainability management system** is needed to improve CBT. To strengthen this selling factor, communities need to have well-managed community participation, a community fund and local benefits. DMCs and clients will experience sustainability via the management of the CBT programme. For DMCs, CSR activities and product use from local and natural materials are the things that they look for in **creating sustainable CBT tour packages** and **communicating about sustainability to clients**. Therefore, communities will then have more opportunities to increase the number of clients. In addition, the government and other stakeholders can support the **knowledge of sustainability management systems** to both communities and DMCs by providing specific training topics, such as CBT management, benefit sharing, etc (Figure 13).

The next section will further discuss how the current CBT products are promoted and how DMCs find new CBT products

#### 4. CBT Marketing Channels

Marketing is a very important factor in selling the CBT product. The better the marketing, the easier it is to reach the target group. There are several channels that are frequently used by DMCs to find new CBT products which communities could enter, if not done yet, to improve their marketing. Additionally, there are few more ways to create more efficient marketing and communication tools for both DMCs and communities in order to successfully promote Thai CBT together.

### **Use of marketing channels by Thai DMCs**

The DMCs use websites, tourism fairs/events and Facebook as the main channels for searching the information of new CBT products and services. It means these channels are useful for them to look for and choose CBT products for their tour programmes. According to the results, websites, Facebook, and email are the most popular channels used as marketing channels for publicising the company's current products and services. Naturally, they use their website and/or social media accounts to promote their products and services.

### **Use of marketing channels by communities**

There are suggestions for developing marketing channels for communities, if not done already. First, the community doesn't need to create their own website because the community can link the information to any tourism website or platforms such as DASTA, CBT-I, Airbnb Experience, Fair Tourism, the Travelife platform, etc. This way, the community has more marketing channels to promote CBT and clients can easily access those.

Secondly, the community's Facebook page should be active because thirteen out of fifteen DMCs search for CBT products here. Moreover, the **community's English name** should be **spelled correctly** and **in one way** because for most villages, there is the confusion between Thai, English and ethnic spelling, the community has to choose only 1 name for marketing. It would be easier to search and do marketing for the community.

Lastly, representatives of the community should attend **tourism fairs and events** which are supported by the **public and private sector** for promoting CBT products to DMCs and clients directly.

In conclusion, marketing channels are very important for both DMCs and communities to promote their products and services. If there is any platform like **"CBT Thailand Web-Application"** which is the major platform for searching CBT in Thailand by DASTA, it will be beneficial to all Thai DMCs and communities to link and work together.

The next section will describe which aspects DMCs would like to see improved in their collaboration with the CBT villages.

## **5. DMC Future Needs for CBT**

For the DMCs future needs for CBT, there are several kinds of actions that DMCs plan on doing to create more benefits for local communities. For instance, holding more regular **meetings** with communities, **training** professional guides to work as a team with communities, and **supporting** facility improvement in the community. Additional actions that DMCs plan to do include developing CBT programmes with communities, setting up the standard price, etc.

According to the survey results, suggestions for the next steps of actions for CBT regarding future needs for DMCs are:

1. Up-to-date and clear Do's and Don'ts for tourists, communities, DMCs and local partners.
2. Provide CBT training to professional guides and local guides for better understanding of working together.
3. Develop a CBT programme with the community and offer more local products and services to clients.
4. Work closely with CBT groups in order to exchange experiences and support the community on both development and marketing.
5. Participate in CSR activities, like tree planting, village cleanups and plastic collection during boat tours, with local people or create a development project for the community.
6. English version of DASTAs website in Thai where DMCs can select villages they want to work with.
7. Cost breakdown improvements; cost negotiations between DMCs and communities, because the fixed costs are often too high for small groups since they cannot spread them over a lot of people. As a result, other providers are chosen. (Annex 28)
8. More collaboration with the government and other sectors about CBT training, promotion and development. (Annex 28)
9. Prospectively, DMCs and their overseas agents plan to increase offers to visit local communities in Thailand, especially in primary and secondary provinces. Unique experiences are important factors for selecting a CBT programme.

### **Priority needs to develop Thai CBT towards improved market access**

The most priority needed for developing Thai CBT is **collaboration**. The **government and private sectors have to work together with communities** to develop CBT and communicate to the public. In terms of **policy implementation**, the government and private sector need to discuss the action plan together for driving Thai tourism supply chains in the same direction and how to implement effectively.

**CBT product development** should focus on both supply and demand side to create more opportunities and add more value to CBT products. In the future, CSR activities with the local communities as well as sustainable and environmental friendly activities are what the DMCs are looking for in their new CBT products. **Familiarisation trips and product testing activities** can be supported by the government (like TAT) to give DMCs the opportunity to learn more about CBT products and select them as a part of the tour programme. Moreover, the government and private sector can support communities by **giving suggestions for tailoring products and experiences** to the specific (different) needs of the most important, niche markets (families, seniors, etc) as well as **information on calculating prices for CBT**. With this knowledge, the communities can give a clear price and programme to DMCs and clients. A **CBT Thailand Web-Application** by DASTA is a database for tourism stakeholders to access the Thai CBT information and utilise this for offering CBT products to clients.

For **marketing and promotion**, secondary provinces in Northern (Chiang Rai, Phrae, Nan, and Mae Hong Son) and Southern Thailand (such as Surat Thani (Samui), and Krabi) are gaining popularity among (EU) tourists. As a result, the Tourism Authority of Thailand (TAT) can do more **marketing campaigns for secondary provinces** through advertisement, social media, tourism fairs and events in order to increase more CBT sales to quality target markets.

**Example of Collaboration:** DASTA has done many collaborative activities with the private sector and communities. For instance, tour operators were invited to join familiarisation trips and product testing for CBT activities in order to give suggestions to the communities in terms of product development and marketing. DASTA has created the online website called “**CBT Travel Mart**” which is a B2B platform between tour operators and communities for business matching. Furthermore, DASTA has communicated CBT to the public by creating potential **CBT sales kits**, promoting CBT in **online platforms**, participating in **tourism fairs** and organising **CBT product launch events**.

Collaboration is a key success factor to develop Thai CBT towards improved market access. All stakeholders have to understand their roles in the tourism supply chain and work effectively in both supply and demand sides. This way, CBT would be one of the most successful and sustainable tourism quality products in Thailand.

#### **Other competitive advantages and drivers for DMCs to choose CBT**

CBT is still a niche market for the tourism industry, which means that the interest in such destinations is lower than for other types of tourism. As there are many CBT's in Thailand, both in primary and secondary provinces, the DMCs have a lot of alternative CBT products to offer to their clients (Annex 11). According to the European market behaviours, Dutch tourists are interested in CBT. Furthermore, CBT is recently growing to attract tourists from France, Italy, UK and DACH countries (Annex 2). Their behaviour in the tourism sector in recent years shows a trend towards booking tours related to experience, and a focus on cultural rather than prestigious sights. Further, the perception of sustainability is highest in Germany. However, there is a tendency amongst DMCs to offer the same village visit experiences as their competitors. For example, from the seven DMCs that offer a Kayan village, five of them visit Huay Pu Keng. To create a more unique offer, DMCs could make the decision to visit other villages. There are a lot of village visit experiences available, which creates a high potential for offering new CBT's.

To further improve the CBT products and collaboration, training is necessary. The following section will propose several types of training for different stakeholder groups.

## **6. CBT Training Needs**

There is a demand for CBT training for local communities, DMCs and local partners as well as support needs from DMCs to offer Thai CBT to European markets as follows:

### Training for local communities

Communication and coordination skills training for local communities is needed. If the community has an **efficient communication** with clear prices and information, it improves their **storytelling** about the destination. In that way, it would be easier for DMCs to sell CBT programmes to clients. Understanding of tourist behaviour, expectations and cross-culture/culture shock are necessary in order to offer good **hospitality** and therefore crucial training needs. (See Annex 17 on page 58)

### Trainings for local partners

The following topics are training needs for local partners: CBT knowledge and information in order to understand **CBT products**. Furthermore, the understanding of tourist expectations and marketing are important to offer CBT products and experiences to DMCs and clients. In addition, communication is needed to train for **working with both the communities and DMCs**. A thorough representation can be seen in Annex 18 on page 59.

### Trainings for DMC staff

DMC staff need training on **CBT knowledge, products and services**. In order to design CBT programmes they need to do marketing and offer this to their clients. In the case of CBT products and services, visits of successful communities can be carried out. Communication and coordination skills are needed once again, to work with the communities and DMC clients. Annex 19 on page 59 (Training needs for DMC staff) lists different training possibilities within the given topics.

### Core training needs

The most important training subject for all the above stakeholders is **communication**. This means that in the future the main training focus should be on this topic because better understanding of each other will lead to improved cooperation. Other essential subjects are **CBT knowledge and management**, **tourist expectation**, and **marketing** to gain more knowledge regarding the demand and supply side of CBT. Among these training topics, a multi-stakeholder cross-training can help all stakeholders to understand and exchange their experiences and solutions of working together for offering Thai CBT to European markets. The in-depth training for each topic is needed for these target groups as follows:

#### Topic 1: CBT knowledge and management

<b>What</b>	The understanding of CBT knowledge and management in Thailand's context
<b>Who</b>	CBT experts such as DASTA, TRTA, CBT-I
<b>How</b>	Workshop about CBT Thailand Standards, Responsible Village Visit Standards, 5C Model (by Peter Richards and Potjana Suansri), case studies of successful CBT in Thailand, etc.

**Topic 2: Tourist expectations**

<b>What</b>	The differences between European tourist expectations
<b>Who</b>	Tourism Authority of Thailand (TAT), Thailand Tourism Associations (such as ATTA, TRTA, TEATA, etc)
<b>How</b>	Workshop about European tourist expectations and how to manage expectations professionally.

**Topic 3: Communication and coordination skills**

<b>What</b>	How to communicate and coordinate effectively with local communities, local partners and DMC staff?
<b>Who</b>	Thailand Tourism Associations : ATTA, TRTA, TEATA, etc. Government organisations : DASTA, Tourism Authority of Thailand (TAT)
<b>How</b>	Workshop about effective communication and coordination skills

**Topic 4: Marketing**

<b>What</b>	How to do the marketing for CBT?
<b>Who</b>	Tourism Authority of Thailand (TAT), DMCs and overseas agents.
<b>How</b>	Workshop about marketing plan, strategy, collaboration and tools for CBT.

Moreover, there is further supporting information which would be helpful for DMCs to offer Thai CBT such as 'CBT information', 'CBT management', 'Inspections', and 'Marketing support'. (See Annex 20 on page 52) According to this support needed, the government can assist based on their roles and responsibilities:

1) **Ministry of Tourism and Sports**

- CBT information : **Thailand Tourism Directory** is a database for the Thai tourism industry created by the Ministry of Tourism and Sports. This database is connected to CBT data from CBT Thailand Web-Application by DASTA in order to promote CBT in public.

2) **DASTA:**

- CBT information : with CBT Thailand Web-Application
- CBT management - with DASTA CBT criteria and DASTA CBT development tools
- Inspection trips

### 3) Department of Tourism

- CBT management : with CBT Thailand Standard
- Accredited Certification Bodies for All Tourism Standard in Thailand
- Tourist guide licence

### 4) Tourism Authority of Thailand (TAT)

- Marketing
- Inspection

Besides improving the overall quality of the CBT experience, the DMCs also favor visiting villages in a responsible way. The next section discusses the possibilities of implementing a Responsible Village Visit Standard.

## 7. Criteria for Responsible Village Visit Standard

According to the survey results, DMCs and tour operators were interested in having a minimum standard for responsible village visits between all tour operators. The detailed issues that should be included in the minimum standard for responsible village visits are presented in Annex 22 on page 61 (*'Detailed issues of interest for a minimum standard'*).

The 8 issues for a minimum standard for responsible village visits are mainly concerned about **safety and hygiene, community management, environment, culture** (e.g. the protection of the local culture and way of life), **price, accessibility, local guide**, and **tourism knowledge**. A minimum standard is a basic tool for new tourism communities to start developing general topics before entering CBT development and reaching the CBT Thailand Standard. Then, **many tourism stakeholders need to develop the standard together** in order to see the different aspects of using the standard with each other. After the final standard has launched, **standard guidebook and standard training** are necessary to give a similar understanding for all stakeholders. **Monitoring and evaluation of the standard** are significant in order to check the feedback and lessons learned of using the standard as well.

Another concept the DMCs would like to see implemented is the creation of a DMC CBT Working Group. The next section will dive deeper into the preferred responsibilities of such a working group.

## 8. DMC CBT Working Group expectation and activities

According to the survey results, most of the DMCs would like to join a DMC CBT Working Group. The expectations of joining the DMC CBT Working Group were to understand the concept of CBT, to explore new communities and CBT activities, to share the idea of working with the CBT and market demand, to learn from other people's experience, and to build a relationship with tour operators and other stakeholders. However, the DMC group needs to consider time management as well as product sharing information with competitors.

After the DMC CBT Working Group understands the concept of CBT, they implement the CBT activities and develop relationships with stakeholders. It is expected that these working groups can form **a large network of DMCs that perform CBT**. If the DMC CBT Working Group has a considerable impact on Thai community tourism, it could expand and form a bigger network, so that a substantial market demand can be realised in the future.

The last section of the analysis will discuss the human rights issues that Thai villages offering tourism are facing.

## 9. Human Rights

According to the survey results, the most important human rights challenges faced by communities in Thai tourism were poverty and inequity, child labour, right to privacy and citizenship (see annex 24, page 63). As the DMCs are not HR experts, their perspective may not be completely reliable.

Many DMCs have measures and **actions for supporting human rights** in Thai village tourism such as **a supplier code of conduct** including child protection and sexual exploitation, **supporting ethnic groups equally** in terms of knowledge, career, and avoiding the sensitive issues for them, as well as **no child labour** in tourism. For European DMCs, human rights issues are included in the Travelife and European sustainability standards. Hence, DMCs are very concerned about these issues when organising a tour programme for their clients.

Some DMCs mentioned good examples of human rights in Thai village tourism in 3 aspects. First, the example of reducing inequity was to **create proper jobs** for the community. Second, the examples of good participation and collaboration were having meetings with all stakeholders to make sure all expectations are aligned and avoiding problems in the future. Also, solidarity and cooperation in the community as well as **good communication and teamwork** were mentioned. Furthermore, it is very important that the community gives a **clear explanation for tour operators and tourists** before visiting the village. Lastly, the example of promoting local culture and art was **giving a chance to ethnic communities** (Moken, Kayan, etc) **to run the tour programme** through their own culture and local experiences, offering workshops for western tourists to see another way of life and create an increased appreciation for the local inhabitants. As a result, meaningful encounters and transformational experiences can take place. Consequently, DMCs have a significant role for working with the community in order to support local culture and create job opportunities together with human rights protection.



*Picture by DASTA*

According to the suggestions, quality of life is important to improve in terms of **education and equality support**. Clear regulations between the community and DMC were mentioned for understanding each other and working efficiently as well as the monitoring processes to make sure that the community has a sustainable CBT management.

A number of DMCs visit some Kayan villages in northern Thailand (e.g. in Mae Hong Son, Chiang Mai, Chaing Rai). They have stopped offering villages like Baan Tong Luang and Union of Hill Tribes, because their clients were not happy with the experience, because it felt like a “human zoo”. Fortunately, Huay Pu Keng made the transition towards CBT (with assistance from Fair Tourism) and an increasing number of DMCs (five are part of Tourlink project) are offering it to their clients. Other ethnic communities that are visited by multiple DMCs are Lisu Lodge and Lanjia Lodge. DMCs expressed interest to include more ethnic communities in their programmes. The DMC CBT Working Group can assist this process.

In conclusion, this chapter has shown that the European market DMCs are very interested in CBT products and there are many useful suggestions and actions to support DMCs for expanding CBT to more European markets in the future. The final part will present the conclusions and recommendations from this report.

## Part 3: Conclusions and Recommendations

The sections below provide conclusions and recommendations based on the main topics of the research. Following are the recommended areas for further research which can be done in the future for Thailand tourism supply chain.

### Conclusions

#### CBT target markets and WOW factors

According to the results, the main CBT target markets are family and seniors/silver age, recognising that the working age target market is also interested in CBT.

European markets tend to be interested in local culture, food, and handicrafts which are interactive activities with local people. When selecting a community programme, the most important qualities are unique and local experiences, warm welcome and hospitality, clear programme and price. CBT selling factors are local food, hospitality, and unique experiences. The CBT WOW factors are authenticity, uniqueness, interactive experience, warm welcome and hospitality, communication and coordination skills, sustainable management, and location/scenery. Therefore it is important that both DMCs and CBT's take these factors into account when developing a CBT product.



*Photo by Fair Tourism*

### **Current CBT products**

For the CBT current products, the most popular destinations are Chiang Mai and Phuket, which are focus areas in the Tourlink project. The most uptaken activities include cultural walks and hand-on activities with the local communities. The European market selected to visit destinations with established reputation and renowned for their services. Moreover, secondary provinces gained popularity within the market, in particular Sukhothai and Chiang Rai being mentioned multiple times by the interviewees. The scope of the activities being offered revolves around local cuisine and handicrafts, with ratings and satisfaction setting on the upper level amongst European tourists. The bookings for those visits are realised through the leaders of the communities and local tour operators. The majority of respondents suggest that a database website (for example Travelife, Thailand Tourism Directory by MOTS, and CBT Thailand Web-Application by DASTA) with up-to-date information on the local communities can help the DMCs for searching information, designing the CBT programme and offering to tourists. Therefore, the Travelife website (or similar platform) providing this information is crucial to reach this goal.

The length of stay begins from half day visits with visitors being engaged with cooking and handicraft activities. The longest stays count up to 3days/2nights for tourists that want to experience a homestay and learn more about the local culture. The quality and quantity of activities at the destination will dictate the length of the stay. The expenditures for half day visits begin from approximately 500 THB per person, with the highest costs being around 8,500 THB for a whole package of multiple days. The DMCs mentioned that the European Market is open to higher spending for a well-established interactive experience. For this market it entails authentic and unique experiences with good hospitality and interaction with locals.

### **Marketing channels**

The marketing channels that the DMCs utilise to promote their offers are their own website, digital brochure, and social media platforms, namely, Facebook, Twitter and Instagram with the latter two being the least used. Moreover, an important part of the marketing strategy is taking place at tourism fairs/events to communicate their offers and reach their target groups.

### **CBT product development, management development and training needs**

The CBT product and management development needs resulting from the surveys and the interview process can be summarised in the following topics namely; community management, communication, hospitality, uniqueness and authenticity, creative activities, marketing, government support and training needs. The DMCs also reported that along those topics, there is a need to set clear expectations and agreements in order to empower the communities and keep developing. Furthermore, DASTA can play a significant role to support the training for all tourism stakeholders in order to have better collaboration and direction for CBT in Thailand.

The resulting CBT training needs can be summarised into three categories, namely training for the community, training for the local partners and training for DMC staff. The training for the communities includes a variety of themes that could empower the local communities and upgrade the existing product in terms of efficiency and

storytelling. Moreover, the local partners associated with visits in CBT should receive training on how to manage expectations with locals and visitors but also better quality of information regarding the destinations that are part of their itineraries. In addition, extra training for the DMC staff should be planned in order to integrate them as part of this process. The DMC staff could use the training on managing expectations with both sides but also add to their marketing capacities in terms of product building and promotion. Overall, the key for such a plan to succeed, based on the interviews, is a multi-stakeholder cross-training that could bring all aspects under a specific set of standards, policies and procedures that are common and accessible for all.

### **DMCs next steps**

As reported in the survey, the next steps of DMCs are directed to creating a more predictable environment to operate in. Those include, among others, the development of new CBT products, CSR activities with the local communities and increased visits to key provinces such as Chiang Mai and Phuket and secondary provinces such as Nan, Samui, Krabi, Chiang Rai, and Mae Hong Son. The DMCs stress the fact that newly added products need to include sustainable and environmental friendly activities that are interactive and present the qualities of the selected communities. Thus, the next step should be improvement of cooperation between DMCs, local partners, communities and the government.

### **Minimum Responsible Village Visit Standards & DMC Working Group**

On the issue of minimum standard visits, there is a unanimous interest in the development of such a practice among all stakeholders. There are eight issues that should be included in the minimum standard for responsible village visits: 1) safety and hygiene, 2) CBT management, 3) waste management, 4) local guide, 5) price, 6) accessibility, 7) culture, and 8) tourism knowledge. As the DMCs revealed, this is a basic tool for new tourism communities to begin developing with the concept of sustainability. Moreover, most of the DMCs would like to join a DMC CBT Working Group. The expectations are to explore new CBT activities, to share the idea of working with the CBT, and to build relationships with the rest of the stakeholders.

### **Human rights challenges**

The most important human rights challenges faced by communities in Thai village tourism are poverty and inequity, child labour, right to privacy and citizenship. However, the response is that they seek to stay away from communities where such issues have been raised. At the same time, many DMCs have been concerned and supported human rights in Thai village tourism in the past, while they always try to communicate about any malpractices. Furthermore, DMCs support that regulations and effective monitoring can only take place with the assistance of the government and NGOs that work with those communities but also the local authorities. Finally, if these procedures are in place that could be the foundation to safeguard the people and the culture of those destinations.

## Recommendations

According to the conclusion, Thai CBT experiences are interesting and impressive for European markets with hospitality and uniqueness being the main themes that appealed to those tourists. However, there are requirements for developing the better CBT experiences in both management and marketing. There are some useful recommendations from this research as follows;

- **CBT target markets and WOW factors** : Offering visitors hands-on experiences and CBT tailor-made programmes will create impressive CBT experiences to target markets. Training communities is necessary to develop their tourism knowledge and skills to offer better CBT to tourists, as well as investing in improved facilities in communities to add more value to CBT products.
- **Current CBT products** : Government agencies need to promote more tourism marketing in secondary provinces to increase the number of tourists. Communities which have CBT's certified by DASTA and other CBT expert organisations (CBT-I/TRTA) should be promoted to DMC for selecting as a part of their tour program. Monitoring operations in communities to ensure authenticity and uniqueness is necessary, as well as carrying out communication training in order to have effective communication between communities, local partners, and DMCs.
- **Marketing channels** : The recommendations are to engage communities for social media use and to attend tourism fairs/events. Training communities on social media use is useful for communities too. The government and private sector have to work together with communities to develop and communicate CBT to the European markets and the public in general.
- **CBT product development and training needs** : The government, private sectors, and NGOs can support communities, local partners, and DMCs by developing in-depth training for each topic in order to create the better understanding and right direction to work on CBT product development together.
- **DMCs next steps** : DMCs should invest more time to participate in the CBT program development process, increase collaboration with the government in terms of supported CBT database/information which can be useful for DMCs to create and select CBT into their tour program. Code of conducts are developed for tourists, communities, DMCs and local partners, to make the experience as enjoyable as possible for all parties involved.
- **Minimum Responsible Village Visit Standards** : Developing the standard and following the standard on those needs with communities and tourism stakeholders. The standard should be clear, easy, and active for users.

- **DMC Working Group** : Establishing a working group in 2023 is recommended to engage in active cooperation between the stakeholders of the working group. Arranging the one-on-one meeting for each DMC is the way to know more insightful information of DMC's needs for each target market on CBT to match supply side and demand side together.
- **Human rights challenges** : As human rights issues need to be taken into account. The recommendations are to provide more education to communities, DMCs, and guides, to create a non-discrimination environment for communities, tourists and everyone involved. Related organisations like government agencies and NGOs can support all stakeholders based on their roles and responsibilities. In-depth research on human rights issues in Thai tourism villages will be useful to find the possible solutions for improving human rights issues in Thai tourism villages.

According to the recommendations, those will lead to improved sustainability of CBT products and better collaboration between all tourism stakeholders.

## Recommended Areas for Further Research

According to the research results, there are some recommended areas for further research as follows;

- 1) DMCs needs of specific target markets for Thai village tourism and CBT
- 2) Accessible tourism development for Thai village tourism and CBT
- 3) Model of effective collaboration between tourism communities, professional tourist guides, and tour operators.
- 4) Necessary actions like creating awareness, if DMCs only offer tours to villages and want to work with CBT as well. What are the follow up steps and who are the stakeholders when villages want to transition towards CBT?
- 5) Follow up research for more information about the needs of CBT's for working together with DMCs.



*Photo by DASTA*

## References

### Survey respondents and in-depth interviewees : DMCs

- East West Siam Holidays (ATH) Co., Ltd.
- Discovery Travel Limited Partnership
- Easia Travel Thailand
- Andaman Discoveries
- Asian Trails Ltd.
- EXO Travel
- Destination Asia (Thailand)
- Panorama Destination
- Trunk travel
- Khiri Travel
- Intrepid DMC Thailand (PEAK DMC Thailand)
- Krabi Specialisten Co.,Ltd.
- Go Vacation Thailand
- Nutty's Adventures
- Plan Vacation ASIA Co.,Ltd.

### Research Team

#### **DASTA**

- |                                 |   |
|---------------------------------|---|
| ● Ms.Wanvipa Phanumat           | Director of Community-based Tourism Office              |
| ● Mrs.Praphatsorn Vardhanabhuti | Head of Creative Tourism Division                       |
| ● Mr.Phitirat Wongsutinwattana  | Head of Community-based Tourism<br>Enhancement Division |
| ● Mr. Jetana Patanachan         | Head of Tourism Capacity Building Division              |
| ● Mr. Sittichai Sawangjit       | Head of Partner Network Management Division             |
| ● Ms.Natthakarn Nongnuang       | Community-based Tourism Officer                         |

#### **Fair Tourism**

- |                                 |                        |
|---------------------------------|------------------------|
| ● Mrs. Charlotte Louwman-Vogels | Founder & CEO          |
| ● Ms. Kim de Leeuw              | Junior project manager |
| ● Ms. Madeline Hubble           | Operations assistant   |
| ● Ms. Kristin Haesler           | Operations assistant   |
| ● Mr. Alexandros Ousantzopoulos | Operations assistant   |

### TOURLINK Project

- |                      |                          |
|----------------------|--------------------------|
| ● Mr. Peter Richards | TOURLINK Project Manager |
|----------------------|--------------------------|

# Appendices

## Annex 1: Source markets

Continent	Name of Countries
Europe	Netherlands, United Kingdom, Germany, France, Belgium, Switzerland, Austria, Italy, Poland, Romania, Spain, Nordic (Sweden, Norway, Denmark, Finland, Iceland)
America	North America (Canada, USA), Latin America
Australia	Australia
Asia	China, Dubai, India, Japan, Thailand
Africa	South Africa

## Annex 2: European market behaviours

Country/Region	Behaviour	Opportunities for Thai CBT
Benelux	the Dutch want activities (e.g. bicycle tour), very much into CBT (growing trend), the Dutch are pioneers when it comes to sustainability, Dutch from June to September in high volumes, the Dutch are very good in getting off the beaten path, Dutch are open to go for 3-4 days more, itineraries tend to be longer so that they can travel further afield	<ul style="list-style-type: none"> <li>• Various CBT activities for DMC to select as a part of tour package</li> <li>• Several bicycle routes offering (e.g. Bang Kachao, Samut Prakan province)</li> </ul>
DACH (Germany, Austria, Switzerland)	book tours related to experience, CBT only recently increasing, more cultural than prestigious sights, perception of sustainability is highest in Germany,	<ul style="list-style-type: none"> <li>• Cultural tourism activities in communities</li> </ul>
Eastern Europe	very price oriented, classic routes and classic sightseeing activities, mostly beach vacations, little tours, culture tours, not much demand of sustainability or CBT yet, the Polish come 12 months of the year, charter flights,	<ul style="list-style-type: none"> <li>• Cultural tourism activities in communities</li> </ul>
France	very adventurous, open, willing to try out new things, go off the beaten path and to lesser known regions, more cultural than prestigious sights	<ul style="list-style-type: none"> <li>• Various CBT activities for DMC to select as a part of tour package</li> </ul>
Italy	lighter, more activity, want to see everything, spending budget less than Spanish market, don't choose high level hotels	<ul style="list-style-type: none"> <li>• Various CBT activities for DMC to select as a part of tour package</li> <li>• Homestay and local accommodation offering</li> </ul>
Scandinavia	sustainable, usage of TripAdvisor, charter business (e.g. Finnair, from October to March),	<ul style="list-style-type: none"> <li>• CSR activities in communities</li> </ul>
Spain	prefer beach holiday, some excursions but not really CBT	<ul style="list-style-type: none"> <li>• There are many CBT in the south that can give an exclusive experience to tourists by local people.</li> </ul>

Country/Region	Behaviour	Opportunities for Thai CBT
UK	mainly hotels and beaches, little roundtrips, perception of sustainability is very high, if the route is off-track the UK appreciates the most convenient and short way	<ul style="list-style-type: none"> <li>• There are many CBT communities near the main tourist attractions which can offer CBT activity to tourists.</li> </ul>

Note. Statements based on follow-up interviews with participating representatives of different DMCs

### Annex 3 : Luxury market needs

Based on follow-up interviews that have been conducted with the majority of the participants, some of them mentioned, that both the luxury but also the MICE market are often difficult to fit together with CBT, even though 3 and 4 participants respectively mentioned in the survey that those target markets would appreciate local, village experiences the most as seen in the diagram above. A representative from DMC 7 said that *'Luxury and CBT don't really go together'* (personal communication, April 11th 2022), while a representative from DMC 2 said that they don't think it [MICE] is more suitable for CBT (personal communication, April 21st 2022). Question 8.3 of the survey asks specifically how value can be added to CBT for luxury markets. The following factors were named.:

- Accommodation which is able to stand seamless amid the environment surroundings perfectly
- Location, accessibility
- Quality of experience
- Language skills, very good knowledge of the English language
- Hygiene, health and safety, western standards thereof
- Authenticity, uniqueness, WOW factors
- Quality of food and beverages
- Decorations
- Qualitative transport to and from the village, sustainable transport
- Encounters with experts
- High quality services that genuinely benefit local communities whilst providing clients with an interesting/immersive experience

One thing that should not be done just to cater to luxury markets, according to DMC 7, is to build luxury accommodation in or close to the communities. This action would decrease an authentic community experience as luxurious accommodation does not account for the real way of life in context to remote Thai communities.

### Annex 4 : Family market needs

The needs of families that CBT destinations should consider in order to add value for this target market based on the follow-up communication with DMCs are the following:

- Safety and CBT Standards
- Comfortable accommodation that could host the whole family under one room/quarters
- Sharing the different culture and the local way of living
- Flexible programme, easy and hands on programme so that kids can participate and learn
- Easy to access
- Fresh locally grown meals combined with storytelling
- Communication

Another target market that shows great interest in visits to local communities and appreciate authentic experiences are students and study tour groups. According to one of the interviewees, student visits and university groups have been rising in demand both from the international and local market. The respondent also mentioned the lack of available stays, since the relevant groups are over 20 people. Below are the needs and factors that could add value for the respected group:

- Safety and CBT Standards
- Easy to access
- Knowledgeable
- Professional local guide and expertise
- Hands on programme
- Light adventure programmes
- Fresh locally grown meals combined with storytelling
- Communication

*“...I think I know there is quite an interest out of you mentioned before student groups so students coming from abroad we have a number that we work with out of the USA that come here ,but they typically come with larger groups 20-25 or so and. Then to have a community that's able to host such a group size that is also very interesting. So that is a niche as well and it's a pretty big niche.”*

- DMC 5

## **Annex 5 : Volunteer market needs**

Next, another target market with specific needs and demands based on their travelling situation is Volunteers. This group is looking for meaningful activities that serve both the community, environment and wildlife. According to the respondents, these are mostly group tourists with a number of up to 20 participants. The important factors for this target market can be summed up below:

- Safety and CBT Standard
- Flexible
- Meaningful project that can empower the destinations
- Highest need for authentic, unstaged experiences
- Hands on programme
- Fresh locally grown meals combined with storytelling

In total the target markets demonstrate different behaviours and needs regarding their visits to CBT destinations based on the DMC responses and require a different approach to attract. However, according to their responses *Safety and CBT*

*Standards, Fresh locally grown meals, and a knowledgeable experience* are overarching themes for all the target markets that were discussed above. Finally, the DMCs also referred to rules and policies on which they act upon and are equally significant for all visitors, namely ethical and responsible business practices and CSR (Corporate Social Responsibility) that should be guaranteed along the supply chain.

## **Annex 6 : Other interesting tourism activities from interviews**

From a qualitative point of view, interview participants gave a diverse range of answers when being asked again about interesting tourism activities. While some participants mentioned that it is important to offer 'off the beaten track' activities to tourists, e.g. a 10 day trekking trip in Chiang Mai (DMC 4, personal communication), others are to be found more on the 'soft' side of products with a few hours of experience and no overnight stays in communities (DMC 5, personal communication). What kind of product, i.e. experience, is offered depends in fact on each DMC and it's clients. Demand can differ from DMC to DMC and while some clients ask for 'off the beaten track' experiences that last a few days, other clients might only like to stop in one village for a couple of hours because it is on the way of their planned itinerary anyway.

To give an overview over the differences between DMCs, the following selected statements from follow-up interviews are presented:

*'We have other places like, when we talk about sustainable tours, it is more about not using cars, for example we do a Ayutthaya tour, where the guide picks the clients up in a hotel, take the subway or skytrain to Ayutthaya and take a bicycle tour and back. It is more like a green tour than it is sustainable in terms of villages. So basically demand is big tour operators they actually want from us these ideas.'*

- DMC 4

*"Younger people have done trekking and kayaking. They have done the shopping, the beaches and the nightlife maybe. They love the country and want to learn more about it, learn more about the people. Often they meet quickly, they are passing by on the normal tourist trail. They want to know more about the way of life and how people live and how it is to be a farmer in the north east of Thailand or a fisherman in the south or whatever. They want to learn something about a way of life that is completely different by large from their own. In a completely different environment.'*

- DMC 7

## **Annex 7 : Other important qualities of selecting a community programme**

### **Distance/Accessibility**

Location is the main factor for DMCs to select a community programme. The length of travelling should not be too long from the main tourist attractions and easy to access.

### **Uniqueness/Authenticity**

Another respondent also mentioned that a long distance is only acceptable when the CBT village is really unique. In line with the survey results, the quality 'uniqueness' is also frequently brought up during the interviews. However, as one of the DMCs mentioned, it is important that the place stays authentic.

### **Information**

*'For example, development with big information signs and different stations and these kinds of things is in general what western tourists are not really looking for. They are just looking for a local person to show them around and explain, maybe with the help of a guide to translate, and this is something that many CBT communities that are established...they have these elements of like big signs and you know 'check-in here', 'Instagram' and all these kind of things, nothing wrong with it, it's for the domestic market and it's been a very important part of the story, but that is not what Western tourists are looking for.'*

- DMC 3

### **Standards/Experience**

It is important for the clients that the CBT product is not overdeveloped and does not feel staged. This includes the way the village looks, but also, for example, the accommodation of the tourists. It should be of acceptable standards, safe and clean, but it does not have to be luxurious. It has to match with the local standards, maybe with some adaptations.

Regarding overdevelopment, the same holds true for the communities themselves. As long as the work does not feel like a routine, they are proud to share their culture with tourists and their passion is showing, which improves the experience.

### **Interaction/Cultural Exchange**

Another important quality is 'interaction'. Multiple DMCs have mentioned that their clients are interested in learning about the culture of the host community, either through conversations or by participating in a local handicraft workshop. Therefore this is a very important quality when selecting a community.

*'I think as long as it's interactive and it has the opportunity to create interaction, everything can be good. So somethings I can think about is like very easy, like instead of just going to sit at a table and waiting for the food to be served, it's like you spend time picking some herbs, some ingredients and you help to cook together and that's something that always is very much appreciated, because you learn about the local ingredients, there is some interaction and food is the universal language so that always works. But yeah, everything that's interactive, like we have coffee roasting, tie-dyeing and batik painting. We have lots of things and there is not one that is better than the other, as long as there is interaction and learning and that always works.'*

- DMC 3

### **Nature Characteristics**

Lastly, a new quality has been brought up by one of the DMCs, namely the one of 'beautiful natural surroundings'. According to the DMC representative, visitors are also attracted by astonishing natural sceneries. Mountains are deemed to be more

interesting than the central plains and therefore this DMC is not likely to select a community that is, according to them, a less attractive area.

### **Annex 8 : Reasons for offering specific villages and local experiences to clients**

<b>Topic</b>	<b>Reason</b>
1) Local transportation	<ul style="list-style-type: none"> <li>• Logistic needs implementation for the best result for everyone involved.</li> </ul>
2) Unique experiences	<ul style="list-style-type: none"> <li>• Have a unique culture and rare experiences in the region</li> <li>• Our products have to be unique and what suits one market won't suit another.</li> <li>• Customer receive unique experience of culture and way of life NOT necessary photogenic or food tour</li> <li>• Community-based tourism (CBT) not only gives you a real insight into local lives, but also ensures your travel experience makes a genuine difference to local people. CBT experiences vary greatly depending on the country you visit and the needs of the local people, meaning every experience is unique.</li> <li>• Uniqueness of experiences is a leading factor</li> <li>• Growing demand for authentic and interactive experiences</li> <li>• It is a real local way of life which is not made for tourism.</li> </ul>
3) Coordination and communication skill	<ul style="list-style-type: none"> <li>• One of the most important issues is that we have a right contact point to communicate and organize for the visit of our clients.</li> <li>• Communication is a leading factor</li> </ul>
4) Warm welcome and hospitality	<ul style="list-style-type: none"> <li>• Welcoming foreigners and tourists</li> <li>• The activity should not be too commercial and well for guests to absorb the sincerity of the community with no doubt.</li> </ul>
5) Standard operating procedures	<ul style="list-style-type: none"> <li>• They need help to sell their products</li> <li>• It is very important to support the local community. But They need some training.</li> </ul>
6) Facilities (toilets, electricity, internet)	<ul style="list-style-type: none"> <li>• Local facilities</li> <li>• Infrastructure</li> </ul>
7) Accessibility	<ul style="list-style-type: none"> <li>• Accessibility of these villages and fit in the main tourist routes and programmes is key. otherwise not many guests will book.</li> <li>• Location is a leading factor</li> </ul>
8) Sustainability management system (community participation, community fund, local benefits)	<ul style="list-style-type: none"> <li>• Local facilities, management and reliability issues. Often community projects are poorly managed and benefit very few actual community members. Services are often poor quality and badly managed.</li> <li>• Work in the group and share benefits to all the villages.</li> </ul>

Topic	Reason
	<ul style="list-style-type: none"> <li>● We are not choosing the village and local experience of that single business and setting up products for their own business and also the villages that have some conflict inside.</li> <li>● We promote sustainable tourism and are committed to working with local villages where they have long-term sustainable action plans, income distribution across the community, and environmental protection.</li> <li>● We have very strict sustainability guidelines too which aligns with our overseas partner's requirements so when choosing any experience sustainability is a very serious consideration.</li> <li>● It is the responsibility from DMC to select the responsible villages which both support the local communities AND give a satisfying experience for the guests.</li> <li>● Some villages are so crowded with tourists. The locals look unhappy. It is important that it is a good experience for both visitors and locals.</li> <li>● they are entirely community-owned and managed – meaning your stay won't just benefit one family, but the community as a whole.</li> <li>● We actively work with communities and a range of local partners to support the development of new CBT experiences in destinations that otherwise wouldn't see the benefits of tourism. Then, when we visit the communities on our itineraries, our clients have the opportunity to connect with the local people and make a positive impact.</li> <li>● It is essential the benefits from tourism are managed locally by the community leaders and are shared fairly among all members of the community.</li> </ul>

Unique experiences are often named in the interviews as a reason to choose a destination. On the other hand, communication is mentioned as a reason for not choosing or not continuing working with a community. DMCs have a need for timely responses, a contact person and official contracts. It was brought up twice that DMCs are afraid that the situation in the village changes between their first visit and agreement, and the time when the tourists are actually arriving.

### Annex 9: Strengths and weaknesses of CBT in Thailand

The strengths and weaknesses of Community-Based Tourism in Thailand	
Strengths	Weaknesses
<p><b>1. Warm welcome and hospitality</b></p> <ul style="list-style-type: none"> <li>● Sincerity</li> <li>● Villages and hospitality are great.</li> <li>● They always smile and try to be very helpful</li> </ul>	<p><b>1. CBT Management</b></p> <ul style="list-style-type: none"> <li>● Lack of professional management</li> <li>● Lack of well maintenance</li> <li>● Original set-up with help from organizations is great, but the</li> </ul>

<b>The strengths and weaknesses of Community-Based Tourism in Thailand</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Offers a wonderful variety of communities around the country</li> <li>● The natural hospitality of the Thai people ensures a warm welcome for visitors.</li> </ul> <p><b>2. Unique experiences</b></p> <ul style="list-style-type: none"> <li>● Unique experience and once in a lifetime experience</li> <li>● Identities of CBT in Thailand</li> </ul> <p><b>3. Authenticity</b></p> <ul style="list-style-type: none"> <li>● Authentic way of living is still present in most places, which is interesting for tourists.</li> <li>● Authentic experiences</li> <li>● Real life</li> </ul> <p><b>4. Diversity</b></p> <ul style="list-style-type: none"> <li>● Many options</li> <li>● Nice culture, good food</li> <li>● The cultural identity and way of living is different in each region, so there is diversity.</li> <li>● Diversities of CBT in Thailand</li> <li>● Fits with a strategy of moving away from mass tourism</li> </ul> <p><b>5. Community participation</b></p> <ul style="list-style-type: none"> <li>● Good relationship, sharing benefit for all villager, create the unity of the group, protected the environment in the village</li> <li>● Provides employment opportunities, revenue generation, local procurement of goods and service and limits the funds that leave the community</li> </ul>	<p style="padding-left: 20px;">maintenance by the villagers itself is not good enough</p> <ul style="list-style-type: none"> <li>● Marketing</li> <li>● Projects are poorly funded, advertised and managed.</li> </ul> <p><b>2. Coordination and communication skill</b></p> <ul style="list-style-type: none"> <li>● Lack of communication</li> <li>● Lack of language skills/ English</li> <li>● Poor communication skills of most villagers. Depend too much on the contact of 1 or 2 persons.</li> </ul> <p><b>3. Expectation</b></p> <ul style="list-style-type: none"> <li>● Local villagers are often not aware of the expectations of foreigners. The difference is in the details (no plastic, esthetics)</li> <li>● Government backed projects are often more focused on "feel good" photo ops for authority figures than actually providing meaningful community benefits or long term tourism activities.</li> <li>● Misunderstanding of local culture or expectations not being managed sufficiently</li> </ul> <p><b>4. Facilities</b></p> <ul style="list-style-type: none"> <li>● Facilities are often poor and the ultimate product is often poor quality.</li> <li>● Health &amp; safety standards improvement for example in too many people in local transport, hygiene in restrooms.</li> </ul> <p><b>5. Sustainability</b></p> <ul style="list-style-type: none"> <li>● Often aimed at big groups (student groups, etc), which risks of impacting the authentic village/community life</li> <li>● People outside of the community are taking over their jobs and that the community gets too dependent on tourism.</li> <li>● More training is needed among tour operator staff and their guides so that they really understand the aims and sustainability aspects of CBT.</li> <li>● Sustainably managing parts need to be developed.</li> </ul> <p><b>6. Pricing</b></p> <ul style="list-style-type: none"> <li>● Pricing structure needs to be more flexible</li> </ul>

## Annex 10: The ways of selecting CBT products

### Choosing a CBT Product

Participants of the follow-up interviews that were asked about their current CBT products explained how they have chosen them. The approaches differ between the DMCs. One of the DMCs explained that they work with a local supplier who knows everything about the villages and decides for them, based on their wishes. However, with the increased promotion of CBT, amongst others by DASTA, they know the CBT options better and also have the opportunity to approach CBT villages themselves and to get to know them better. Another DMC mentioned that they either receive invites from CBT villages themselves or they go into the field to find interesting villages.

### Involvement of Local Community

Once a destination is selected, DMCs are keen on involving the local community. The quotes below show why two DMCs find this important.

*“Since I started I have always thought that it is important to involve the local communities so they can also earn from what we are earning. I think it is important to involve them because they can also learn.”*

- DMC 6

*“We have one project that we started with DMC 3, it’s in a Aka community and it’s the first...we are the first and only DMC who works with them and, yeah, we work from the bottom up talking with the local authorities, talking with the national park authorities, talking with...there’s different villages involved, talking with the headmen of the villages...exactly, basically having a conversation very similar to what we are having, like ‘okay we are here now, you are living in the mountains pretty remote, you see all these CBT places being promoted on Facebook and Instagram and so on and you want to be a part of the tourism industry but you don’t know how to do it and yeah, we’re very happy to sit together and possibly help, but, then I’ll also ask them ‘what are your expectations’ like ‘how many people do you think you could receive per day or per month’ and the numbers that they gave me were crazy, they said ‘yeah we can have maybe 30 people per day’ and I was like ‘what, can you imagine 30 people per day in your village every day, like, what are you going to keep them occupied with, what are you going to do and when are you going to have time to work on your coffee plantations and you know, like, do the things you’re doing now?’ and yeah, we basically had like...it’s not a formal training but an informal training about putting things into perspective and the thing that we propose to them and what they finally accepted, and I think it’s the sustainable way of doing things, is that any tourism is just an extra, it’s not...the purpose of the village is not tourism, so they are living, doing their thing, working in the fields, and if tourists come, they just come to join the daily activities. There is nothing...there is nothing compulsory. There’s not an outline of what they will do but there’s flexibility in every stage of the visit, and yeah, that’s how it remains authentic...”*

- DMC 3

## Number of Visitors

The representative of DMC 7 also mentioned that the number of visitors should be limited. In their case, the preferred group size is around five people. They want to provide their clients with a genuine experience and also do not want to pressure their host community since they are likely busy with other jobs as well. Bigger tour groups will be accepted, but for the CBT programme, these groups will be split into smaller groups and spread over several CBT villages.

## Annex 11: Current CBT products in the market

CBT Products on the Market					
Location	Community /Place	Activities	Booking	Length of stay	Spending
Chiang Mai	<ul style="list-style-type: none"> <li>● Doi Mon Larn</li> <li>● Lisu Lodge</li> <li>● Mae Kampong village</li> <li>● Baan Hua Thung</li> <li>● Doi Pu Muen Community</li> <li>● Baan Pa-Low</li> <li>● Baan Mae Mae</li> </ul>	Trekking Sightseeing Eating local food Cooking class Handicraft workshops Homestay	1.local tour operator/ partner 2.Village chief	2 days 1 night	500-8500 THB/person
Phuket	<ul style="list-style-type: none"> <li>● Coconut Island</li> <li>● Phuket Old Town</li> <li>● Baan Ban Rong Community</li> </ul>	Walking Tour Traditional food Cooking class Agricultural activities	Village chief	Half day	1000-1200 THB/person
Sukhothai	Sukhothai Old Town	Amulet making	-	-	-
Nan	Baan Bo Suak	Making Thai sweets Herbal compresses Planting/harvesting rice	-	-	-
Chiang Rai	<ul style="list-style-type: none"> <li>● Lanjia Lodge</li> <li>● Ban San Kong</li> </ul>	Explore village life dye with natural colours sew the delicate patterns Hmong embroidery. Eating local food bicycle tour	-	-	3000-4000 THB/person
Mae Hong son	Huay Pu Keng village	Hilltribe village visit workshops in making a brass bracelet, a bamboo cup or a	local operator	Half day	400-600 THB/person

CBT Products on the Market					
Location	Community /Place	Activities	Booking	Length of stay	Spending
		water bottle. Homestay Eating local food			
Phang Nga	Moken Surin Island	Snorkelling Hiking Long tail boat trip to Moken village Handicraft workshop Dinner	Village coordinator / local operator	3 days 2 nights	4000-8000 THB/person
Krabi	Koh Klang Community	Batik workshop	Community leaders	-	-
Phatthalung	<ul style="list-style-type: none"> <li>• Ko Mak</li> <li>• Baan Lamnai</li> </ul>	livelihood handicrafts cuisine	Community leaders	-	-
Phrae	Thung Hong community	Mohom workshop	Community leaders	-	-
Phayao	<ul style="list-style-type: none"> <li>• Baan That Sob Van</li> <li>• Ban Dok Bua</li> </ul>	See local lifestyle	Community leaders	-	-
Ratchaburi	Lao Tuk Luck floating market	Shopping local products Eat local food Cooking class	-	-	-

## Annex 12: Additional actions as future needs for CBT

DMCs	Action
DMC 1	<ul style="list-style-type: none"> <li>• Grants to create community enterprises or anything that would genuinely benefit communities and tourists</li> </ul>
DMC 2	<ul style="list-style-type: none"> <li>• Communication with communities; consistency in quality and communication</li> <li>• Sustainability (<i>'The problem is that the CBT is not sustainable at all. We go there and we see that it is really nice, well organised. But we don't know in the future. After that, in the next few months or the next year. It doesn't mean that if we promote today we get the booking for tomorrow. We get the booking in 3 months, 6 months, something like that.'</i>)</li> <li>• Proper documentation (e.g. paper)</li> </ul>
DMC 5	<ul style="list-style-type: none"> <li>• Grassroot approach</li> <li>• <i>'How can we get people to stay here longer?'</i></li> <li>• <i>More involvement of government</i></li> </ul>
DMC 7	<ul style="list-style-type: none"> <li>• <i>'We need to do a lot of work in finding the right</i></li> </ul>

	<i>communities and for the past two years we were able to do absolutely nothing (due to COVID).'</i>
DMC 8	<ul style="list-style-type: none"> <li>English website for DMCs to choose villages that they want to work with (currently only in Thai; created by DASTA)</li> </ul>
DMC 9	<ul style="list-style-type: none"> <li>Cost breakdown improvements; cost negotiations between DMCs and communities</li> </ul>

### CBT Development Needs from DMC Point-of-View [Statements]:

***"We would work with the community and look up ways of being able to develop funds for them to be able to build that toilet for themselves or build that school themselves."***

*"But its like communications; more training in email and digital technology."*

- DMC 9

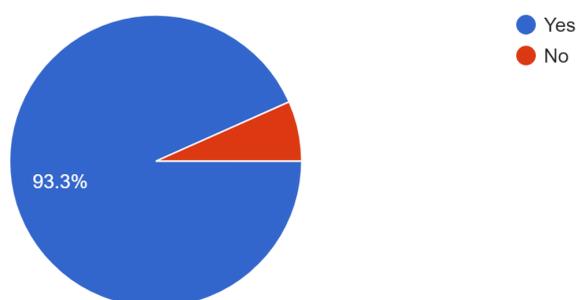
***"When we have a training course for guides, we drill into them the needs for operations to be sustainable and make sure they are fully aware of everything is involved in a CBT programme. Making sure that villagers are treated as equal partners. This is sometimes a problem, sometimes people go from the city and think these villages there just provide us with a service other than taking up the fact that they are actually working in partnership with these people. They should be cooperating: the villagers should be equal partners in this. The guides are on the ground with the clients, so they must understand this. That they want something special, they should be asking the community and not telling them what they got to provide. This kind of thing is what I had in mind when I said more training was needed. "***

*"Training is needed. It is very important to understand this. Guides can be very sensitive, you know that. They feel their toes are being trampled on by someone else. They don't like this. Therefore I think that it is good to know this situation in advance is explained to them."*

*"Of course local villages need a little bit of guidance if they never had the overseas visitors coming to their village, they need to know a little bit, but.. they need to be warned so to say, what westerners are like."*

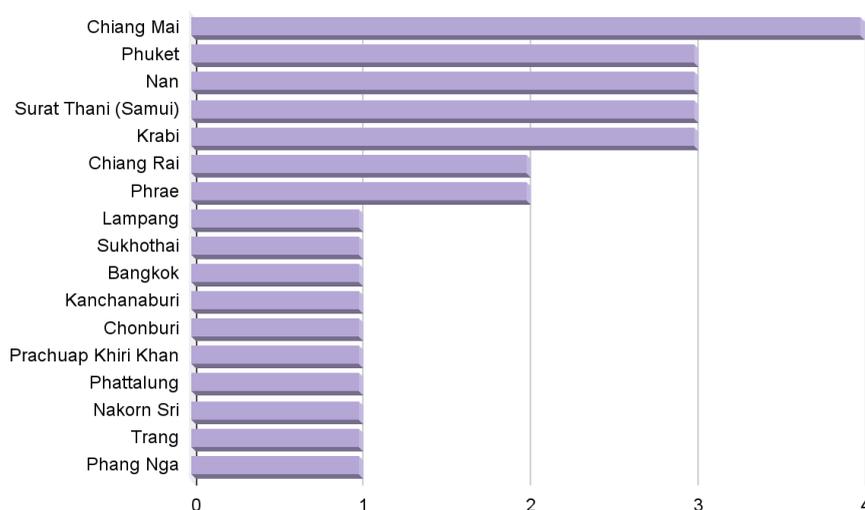
- DMC 7

### Annex 13: Willingness of DMCs to increase their offer of CBT



Nearly all respondents (93.3%) were planning to increase offers to visit local communities in Thailand.

## Annex 14: CBT destinations that DMCs are interested in for the future



The destinations were Chiang Mai (4), Phuket (3), Nan (3), Surat Thani (Samui) (3), Krabi (3), Chiang Rai (2), Phrae (2), Lampang (1), Sukhothai (1), Bangkok (1), Kanchanaburi (1), Chonburi (1), Prachuap Khiri Khan (Hua Hin) (1), Phattalung (1), Nakorn Sri Thammarat (1), Trang (1), and Phang Nga (1).

One DMC expressed the following example from their experience with expanding the product portfolio:

*“Yeah. We are working very hard to renew and expand our products in Thailand, actually everywhere. But right now in Thailand, and making it more **interactive**, like what I mentioned before. So less of ‘we go to a place and see it’, but more for example, today we are working into making Chiang Mai products where we do an **Indigo dying Thai dying project** where people **get to learn something and get hands on involved in things**. And that is where it becomes much more interesting if you don’t do that in, say, a tie dying factory, one thing. But if you can go to a village and do something there.”*

-DMC 5

## Annex 15: CBT product development needs

Additional information from DMC representatives on CBT product development needs came out of the survey. It is divided into 8 topics, as follows:

Topic	Details
1) Community management	<ul style="list-style-type: none"> <li>Well managed and reliable. Local authority involvement currently seems to be more of a hindrance than a help.</li> <li>Community management development</li> </ul>
2) Communication	<ul style="list-style-type: none"> <li>More effective and efficient communication improvements</li> <li>Basic English language skills</li> </ul>

Topic	Details
3) Hospitality	<ul style="list-style-type: none"> <li>● Understand how to serve the foreign tourist and the DMC</li> <li>● Building relationships</li> <li>● Tourist expectations</li> </ul>
4) Uniqueness and authenticity	<ul style="list-style-type: none"> <li>● Local villages offer diverse experiences, there are some active activities, not too difficult to access from main itinerary route concerned to logistic</li> <li>● CBT local experiences are crucial for Thailand, they have huge potential to make a Thailand trip stand out. However, by "standardising" and making them easily available to DMC's we risk of making them into "products" that lose their authentic identity</li> </ul>
5) Creative tourism activities	<ul style="list-style-type: none"> <li>● Communities can create a creative tourism activity based on their cultural capital such as food, souvenirs.</li> </ul>
6) Marketing	<ul style="list-style-type: none"> <li>● Better results could be achieved with grants and more accurate marketing assistance.</li> </ul>
7) Government support	<ul style="list-style-type: none"> <li>● Assistance from the government and national parks</li> <li>● Joint survey trips would be useful in order to reduce costs during these still difficult times.</li> <li>● Capacity building training by CBT-I or DASTA or CBT tourism experts</li> </ul>
8) Training	<ul style="list-style-type: none"> <li>● Community development programme</li> <li>● Building trust from the local village</li> <li>● How the DMC work with the CBT group</li> <li>● Health and safety standard</li> <li>● Cross-culture and culture shock</li> <li>● Product training</li> </ul>

Responses from the interviews are aligned with the answers in the survey. The responses included the need for further government funding and support for communities that offer CBT and potential destinations that could serve those needs. In addition, the need for cross-training of the communities and local tour guides regarding the expectations of the experience that is offered. As the respondents mentioned, there is a need to set clear expectations and develop a trusting relationship with the local communities.

***“But if that consistent message is delivered, that this is the expectations of what you're doing, this is the expectations of what you're doing, and you can gather the right level of feedback and that the feedback can come through the passenger.”***

***“It's not just about getting a price, it's about building relationships. And I think to go back to that point that I was making about the flexibility, when you're trying to work something out, it's about trying to create that environment that's a win win. And to do that, you've got to spend time, build those relationships.”***

## Annex 16: CBT Marketing Channels

Other channels were personal contacts, youtube, tourism associations and organisations (such as TAT, TEATA, DASTA, CBT-I, etc.), DA AGENT HUB (B2B platform and our excursion tariffs shared with overseas agents), and survey trips.

The specific key channels were advertisement, word of mouth, DASTA Facebook page, Line open chat, tourism associations (TEATA, TRTA, ATTA, ADT), Company's partners, EDM (Electronic Direct Mail), newsletter, Thai Youtuber, TAT, and Mekong Tourism.

Follow-up interview participants came back to their survey answers with all of them mentioning their own website and digital brochure being the most used marketing channel to promote their products.

## Annex 17: Training needs for local community members

Topic	Trainings
Hospitality	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Local guide</li> </ul>
Communication and coordination	<ul style="list-style-type: none"> <li>• Professional communication skills</li> <li>• English skills</li> <li>• Email and digital technology</li> </ul>
CBT management	<ul style="list-style-type: none"> <li>• Management skills</li> <li>• Study tour to learn from the successful CBT</li> <li>• Infrastructure and facilities</li> </ul>
Tourist behaviour and expectation	<ul style="list-style-type: none"> <li>• Foreign tourists profile</li> <li>• Tourist expectations and management</li> </ul>
Tourism knowledge	<ul style="list-style-type: none"> <li>• Understanding of tourism business</li> <li>• Systemic work</li> <li>• Basic tax knowledge</li> <li>• Basic PDPA</li> </ul>
Tourism activities	<ul style="list-style-type: none"> <li>• Creative tourism activities</li> <li>• CBT activities design</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Culture trainings</li> <li>• Cross-cultural training</li> </ul>
Tourism standard	<ul style="list-style-type: none"> <li>• European sustainability standards</li> <li>• Hygiene and safety standards</li> <li>• Homestay accommodation</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Environmental aspects</li> <li>• Sustainability training</li> <li>• Elephant welfare</li> </ul>

Topic	Trainings
Marketing	<ul style="list-style-type: none"> <li>● Pricing Structure</li> <li>● Community presentation</li> <li>● Community image/appearance</li> </ul>

### Annex 18: Training needs for local partners

Topic	Training
Communication and coordination	<ul style="list-style-type: none"> <li>● Professional communication skill</li> <li>● English skills</li> </ul>
CBT knowledge	<ul style="list-style-type: none"> <li>● Concept of CBT</li> <li>● Understanding the community and local culture</li> <li>● Information of community and neighbouring areas</li> <li>● Safety</li> <li>● service</li> </ul>
Tourist expectation	<ul style="list-style-type: none"> <li>● Tourist expectations and management</li> </ul>
Promotion & Marketing	<ul style="list-style-type: none"> <li>● CBT target market</li> <li>● CBT marketing information (descriptions of the place, activities, and pictures)</li> <li>● Community website training</li> </ul>

### Annex 19: Training needs for DMC staff

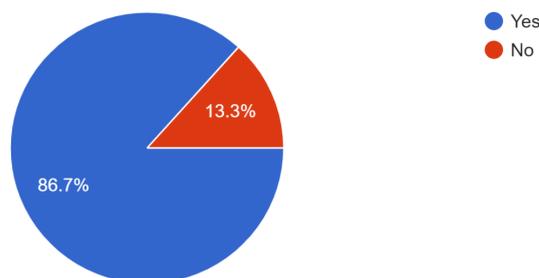
Topic	Trainings
Communication and coordination	<ul style="list-style-type: none"> <li>● Professional communication skills</li> <li>● English skills</li> <li>● Coordination</li> </ul>
CBT knowledge	<ul style="list-style-type: none"> <li>● CBT management</li> <li>● Local knowledge</li> <li>● Sustainability</li> </ul>
CBT products and services	<ul style="list-style-type: none"> <li>● Inspections</li> <li>● Tourism experience design</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>● Promotion and marketing skills</li> <li>● Negotiation skill</li> <li>● Community selling point and conditions in term of product</li> <li>● presentation materials (descriptions, photo and video material)</li> </ul>
Tourist expectation	<ul style="list-style-type: none"> <li>● Tourist expectations and management</li> </ul>

## Annex 20: Other support that would be helpful for DMCs

Topic	details
CBT information/database	<ul style="list-style-type: none"> <li>• CBT information in Thai and English or 3rd language (if possible) / nice photos</li> <li>• Update information on CBT</li> <li>• Price structure and year round standard pricing</li> <li>• CBT database accessibility</li> </ul>
CBT management	<ul style="list-style-type: none"> <li>• Availability of reliability</li> <li>• Easy booking process</li> <li>• Operation on the ground and reservation procedure</li> <li>• Convenience communication</li> <li>• Safety concerns</li> <li>• COVID Protocol</li> <li>• Awareness</li> </ul>
Inspections	<ul style="list-style-type: none"> <li>• Product testing/Fam trip</li> <li>• Clear expectation on their selling point</li> </ul>
Marketing support	<ul style="list-style-type: none"> <li>• Sustained promotion by TAT</li> <li>• Need more partnerships to help promote CBT programme</li> </ul>

During the interview process, the respondents raised several of the issues mentioned in the survey. As for the *training for CBT* (9.2), respondents suggested cross cultural training so that communities can better handle visitors and also enhance their own experience. For the category of *training for local partners* (9.3), the theme raised was product training and expectation management regarding the details and characteristics for each destination. That could bridge any gaps of information among the stakeholders, help build a better relationship and understanding. In the third category, *training for DMC staff* (9.4), the respondents praised the quality of the partnered tour guides who to a great extent are freelancers that have been cooperating with them for several years. The DMCs' mentioned that their staff should be better trained at managing their relationship and develop more sufficient and consistent communication. On *DMC support* (9.5), the respondents mentioned the need for smart improvements and integration of S.O.P. for efficient monitoring and documentation of valuable information.

## Annex 21: Interest in having a minimum standard



Most of the respondents (86.7%) were interested in having a minimum standard for responsible village visits between all tour operators while 13.3% of respondents were not interested in the minimum standard.

## Annex 22: Detailed issues of interest for a minimum standard

Issues	Details
1) Safety and hygiene	<ul style="list-style-type: none"> <li>Health and Safety regulations</li> </ul>
2) CBT management	<ul style="list-style-type: none"> <li>Communication/coordination (Point of contact)</li> <li>Code of conduct/ Do's and don'ts for all communities</li> <li>Standard of the operation</li> <li>Quality of the service</li> <li>Marketing</li> </ul>
3) Waste management	<ul style="list-style-type: none"> <li>Environmental protection</li> <li>Recycle</li> <li>Zero carbon footprint</li> <li>Animal welfare</li> </ul>
4) Local guide	<ul style="list-style-type: none"> <li>Working with professional licensed guide</li> </ul>
5) Price	<ul style="list-style-type: none"> <li>Clear pricing</li> <li>Transparency</li> </ul>
6) Accessibility	<ul style="list-style-type: none"> <li>Safe infrastructure</li> <li>Good logistics</li> </ul>
7) Culture	<ul style="list-style-type: none"> <li>Creative product</li> <li>Protection of local culture and way of life.</li> </ul>
8) Tourism knowledge	<ul style="list-style-type: none"> <li>Correct business registration</li> <li>Foreigners culture and habits</li> <li>Understanding of tourism for community</li> </ul>

During the interviews the respondents came back to the answers of the survey, with the most important issue raised being *Safety and Hygiene*, with the need for development of standardised regulations. Amongst other issues the respondents

raised the need for better *management of the CBT communities* by the local stakeholders to create a more consistent experience. Moreover, the respondents mentioned the need for *transparency* regarding the funding distribution of the CBT activities. That could enhance the reputation amongst the target groups and contribute to production and marketing development as it consists of valuable information for tourists.

### Communication

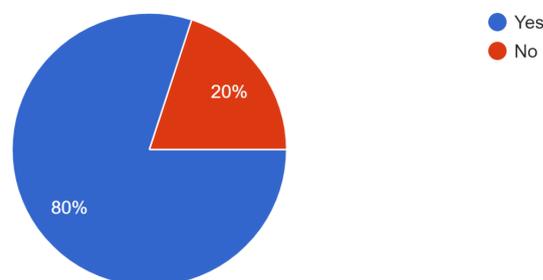
*'...A lot of the times you have things. Okay, we'll do this, we'll work with these people and we'll work with this community, and then six months later they've all forgotten about it and they've gone and done something else and we've got clients turning up.'*

- DMC 1

*'Communication...There can always be something going wrong, so therefore communication is important. There will always be a guide that will explain it from our side. We have handled this. It is important to have educated guides, that they know well enough about the communities, so that they can be a good middleman. A quiet guide will not work. Can be both the local guide or the Krabi guide. Not every community has an English speaking person, so we will always be in the middle.'*

- DMC 6

### Annex 23: Interest in joining a DMC CBT working group



Most of the respondents (80%) would like to join a DMC-Community Based Tourism Working Group while 20% of respondents wouldn't like to join the working group.

## Annex 24: Reasons for and against participating in a DMC CBT working group

These were the reasons for participating and nonparticipating in the DMC-Community Based Tourism Working Group in the following table:

Why?	Why not?
<ul style="list-style-type: none"> <li>● Good to have first-hand experience so DMC is able to reliably present the local community</li> <li>● To learn about new communities and different activities proposed by the community</li> <li>● learning and sharing from the others</li> <li>● To share the market demand and support developing our CBT</li> <li>● Would love to learn more about this interesting area of our industry</li> <li>● To get the communities and tour operators closer to each other and together we can improve their and our lifestyle</li> <li>● because it is who we are and want to be the best</li> <li>● As we are a company that has been working with CBT for decades, we would like to share the idea of working with the CBT both on the bright side and issues that have happened, and would like to learn more from the academician and other stakeholders.</li> <li>● Because we have potential communities in our area and we could create more programmes and show more of what we have</li> <li>● We have little experience and also need more products. To be able to fully understand the concept of CBT to be able to tell and teach others. To explore more options and new places.</li> <li>● We have many years' experience of working in CBT and maybe have something to contribute. It could also be an opportunity to learn from other people's experience.</li> </ul>	<ul style="list-style-type: none"> <li>● Not enough manpower soon after covid.</li> <li>● At the moment there is not enough time to participate - post Covid19 the main focus is to increase business and get more tourists to Thailand on the main packages first.</li> <li>● lack of time - product sharing with competition not appealing</li> <li>● Do not have enough CBT projects, currently zero</li> </ul>

During the interviews, the respondents further explained their reasons for (not) being willing to join a DMC CBT working group. For the group that would not want to join, the rejection of a CBT working group is mostly not definite. When the number of staff members will grow again (after staff shortenings during the pandemic) and there is more time to join the working group, then they do see it as an option. Another reason for not participating from DMC 1 is that they do not have enough CBT projects, currently zero, to be able to contribute to the group. However, when they would have CBT and enough manpower, joining would be an option.

Another answer that was given twice is that the DMC is not willing to share insights on CBT with the competition. The following was said about it:

*“If you're going to discuss with the entire group and then we're all going through that same community based CBT project, it becomes a commodity. It shouldn't become a commodity...the creative part of the thinking process [of creating a CBT product], creates such commercial [benefits].”*

- DMC 5

The representative of DMC 5 also gave a solution to solve this issue. According to him, the DMC CBT working group would mainly need to be established so that the CBT communities would have a direct way to sales. He proposes to create a website to promote all CBT projects.

*“It is simply coming down to having either a website or having something out there where DMCs equally can look at websites, you can look here are the community based tourism projects, tourism projects and it's up to the DMC to go like, Oh. That looks like an interesting thing. I could combine it with this and that's the other thing. And then started putting on their programme.”*

- DMC 5

On the other hand, two DMCs also explained why they do not see a CBT working group as helping the competition. They think it is important for stakeholders to come together, because in the end this serves Thailand as a destination.

*“But you should be easily able to persuade them that it is not relevant. We can cooperate in training staff, training guides, pointing new companies into the right directions if they want to move towards CBT without harming our own business. We would actually help our own business because we are also improving our own performance at the same time.”*

- DMC 7

Another reason for being in favour of a DMC CBT working group is that it gives both communities and business owners an equal chance to succeed. Also, successful CBT communities can be set as best practices and serve as an example for DMCs that want to develop or improve CBT in other communities.

## **Annex 25: Actions taken to support human rights in Thai village tourism**

<b>Topic</b>	<b>Actions</b>
Right to privacy	-
Right to work	<ul style="list-style-type: none"> <li>● Provide training on expectations and best practices for communities</li> <li>● Work with villages that have support from CBT Organizations</li> <li>● Site inspection</li> <li>● Apply to supplier code of conduct</li> </ul>
Right of culture and art	<ul style="list-style-type: none"> <li>● Support local products and tourism activities in the community</li> </ul>
Poverty and inequity	<ul style="list-style-type: none"> <li>● Working with communities as equal partners</li> <li>● Do not allow discrimination against, or exploitation of, any individuals</li> </ul>

Topic	Actions
	<ul style="list-style-type: none"> <li>● Visit communities and educate our staff, set dates to gather clothes and donate them to the less unfortunate</li> <li>● Provide fair and competitive remunerations to people actively involved in a project</li> <li>● Don't visit anymore traditional elephant camps that offer riding and washing</li> <li>● Animal welfare</li> </ul>
Citizenship	<ul style="list-style-type: none"> <li>● Moken Experience Tour programme in Surin Island</li> <li>● Only work with sustainable and ethical communities</li> <li>● Not visiting longneck women in the north, except for Huay Pu Keng that has transitioned towards CBT. Hopefully other villages will follow in their footsteps in the (near) future</li> </ul>
Child labour	<ul style="list-style-type: none"> <li>● Not support local communities where child labour takes place</li> <li>● Code of conduct includes child protection</li> <li>● Encourage the children to attend the school and not let work go before education</li> <li>● Being a Child-Safe partner</li> <li>● Not visiting schools</li> </ul>
Sexual exploitation	<ul style="list-style-type: none"> <li>● Code of conduct includes rules against sexual exploitation</li> </ul>

### Annex 26: Best practices and good examples connected to human rights

Topic	Example
Reduce inequity	<ul style="list-style-type: none"> <li>● Create the proper job/tasks for community</li> </ul>
Participation and collaboration	<ul style="list-style-type: none"> <li>● Having meetings with all stakeholders (villagers, head of the community, local authorities) to make sure all expectations are aligned and avoiding problems in the future.</li> <li>● Solidarity and cooperation in the community</li> <li>● Good communication and teamwork</li> <li>● Community gives a clear explanation for tour operators and tourists before visiting the village</li> </ul>
Promote local culture and art	<ul style="list-style-type: none"> <li>● Moken Group running the tour programme through their own culture and local experiences, building the confidence and trust from the local taking more time since you got it that's make it happen to win for all</li> <li>● Visitors joining workshops is a really interesting activity for westerners etc. to see another way of life. They see things they never thought of and it makes them appreciate the locals more</li> </ul>

### Annex 27: Suggestions for improving human rights in Thai village tourism

Topic	Suggestions
Education support	<ul style="list-style-type: none"> <li>• Educate more to local people</li> <li>• Provide better education</li> </ul>
Well-being support	<ul style="list-style-type: none"> <li>• healthcare services for poor communities</li> </ul>
Create unity and equality	<ul style="list-style-type: none"> <li>• Non-discrimination</li> </ul>
Clear regulations/agreement between community and DMC	<ul style="list-style-type: none"> <li>• Community's regulation/ Do's and Don'ts</li> <li>• Set clear requirements</li> <li>• Having a written agreement on expectations, both in terms of services and remuneration to avoid misunderstandings</li> <li>• To ensure that there are inclusive practices in place to include all aspects of the village fairly</li> </ul>
Monitoring processes	<ul style="list-style-type: none"> <li>• Have a policy and monitoring procedure in place.</li> <li>• Be transparent in reports or website for example</li> <li>• Close observation and persuasion if necessary</li> </ul>

Participants of the survey were asked whether they are offering visits to Kayan (i.e. long neck) villages in Thailand, and if so, to name the concrete village(s) they offer. A list of the given answers with the names of the villages is seen below:

- Huay Pu Keng (Mae Hong Son)
- Baan Tong Luang (Chiang Mai)
- Union of Hill Tribe Village (Chiang Rai)
- Baan Khao Pluek (Chiang Rai)

## Annex 28: Quotes from interviews with DMCs

### A. CBT market needs/trends/requests/expectation

*'...for our aspect of things, we try to sort of do off the beaten track things anyway. So we don't need it to be kind of on the major tourist roots. There's enough to keep people entertained and have a good day out. And that's fine.'*

- DMC 1

*'If you tell the client ok listen we have accommodation with no warm water or air condition that's what they expect.'*

*'Why no just sit at the bus with air condition and look at the temples. It's not just about history and culture. It's also about contemporary life. And then that's why the tourist want to go into a small side road or happy to see a small shop or local cuisine. Sometimes the guy who runs the place may not actually understand what the tourist is looking for.'*

- DMC 4

*'...our demand for overnight homestays has plummeted. There's almost no interest in that anymore.'*

*'The more you can do and the more varied a programme is, the better it is. And then having a three, four, five hour experience in the community is by far enough.'*

- DMC 4

*'Most of our clients ask for tailor-made holidays, so customised based on one of our existing programmes and we customise the itinerary for those particular clients to meet their requirements based on how much time they have, what time of year they are coming and how it is going to fit in with the rest of their itinerary.'*

*'Obviously there are some people who are making enquiries about CBT and once they start looking into it and you start explaining things to them, they say it is really nice but realize it is not something for us. They don't want to be sleeping in a villager's house under mosquito nets. They want to be in an AC bedroom with a comfortable bed and soft furniture. A nice buffet breakfast lying down in the morning. That is nice for them, so it is nice at least that they are interested.'*

- DMC 7

*'There's an expectation of things to move so much more quickly now than what they used to do.'*

*'...with the FIT market, I think because they are looking for that quicker turnaround where at least with a group trouble scenario you normally have a bit more of a lead time to work with the people.'*

- DMC 9

*'Now we have tour operators with existing round trips that say hey we would like to keep the same round trips, but we would appreciate it if we could have some CBT on the way. Not actually that they have an additional to spend time, but there is maybe a place on the way that you can stop there and have a little activity or a visit of one to two hours, that would be very appreciated. So yes, demand is definitely there, because, again, it comes from the market.'*

*'People like that. 10 days of the trekking tour I mentioned before, which is in Chiang Mai, where you live in a very basic place.'*

*"We are very interested in doing that and maybe even having in one day do two CBT projects with two different things. So we're looking into that and that's why I'm also interested in Mae Hong Son to get more things to do. More reasons why would I go to Mae Hong Son?...Because it is far away. Why would I go there? Well... a number of things that are very interesting, very diverse. So yes, the answer is absolutely we are looking into that.. "*

*"So it's definitely something that we do. I don't think it needs much, but a successful CBT, that was actually one of the questions. I think location, location, location. I mean, that is the thing. You can have a great little thing and stuff to do, for example."*

*"Not only we have to offer CBT or like expand our range of products we have to have a stand on our sustainability, communicate it and live accordingly."*

- DMC 4

*"Of course we talked about the bicycle, we need to include a bicycle tour. This is good, because we save on transportation as well MICE travel it can be really team building to work with the community and with your co-worker."*

*"It is a good idea. When we have a group, we first need to see what does the village receive from the tourists. The income. Sometimes of course they have to pay something in addition, they can donate, but maybe not the right word, they can give something to the CBT as well. In any way. But that is an idea. But for teamwork, for team building, I don't know what to say. What I want to see from the village is the local way of life, I want to communicate with the*

people, want to get in touch, want to learn how they are doing and exchange, talk to them and learn something new for my life. In the meantime, if we have to do something back for them, that is the proposed of the less possible tourism as well. In the meantime when we talk about the teambuilding it is not very commercial. It is a good idea. I saw in some CBT they have team building as well. It is good. In the north in ? They have the teambuilding, their target it is the international student. ”

“I have been to some villages in Sukhothai, CBT it is good. Chiang Mai is a destination, Phuket is a destination. Nan, yes and no, nobody knows what Nan is, except Thai people. In Nan we have the opportunity to develop in term of the infrastructure that community needs to have a really wow product to go to Nan and visit a CBT or stay with them one, two, three nights. That means we have to make sure that it is enough to promote this one as well. Sukhothai, I don't see, I don't have much experience with CBT in Sukhothai. I feel that they lack interest, lack attractions, lack of sustainability. Sometimes, I have been there several times, every time I see, I have been to a certain village. It is not sustainable at all. How can we promote that village to our clients?”

- DMC 2

“There's an enormous Burmese community here. There is a guy here in Burmese guy. He used to be a teacher in Burma. He's now set up a restaurant and he offers a limited number of classes to a limited number of children. When he can, he uses the restaurant to fund it. So it would be very easy to set up something with him”

“Historically, the Bay area outside Calacia has been bridged through mining. It's been smashed by the tsunami .By building a breakwater out to sea, which could then be an artificial Reef as well.”

“The idea is maybe next season once things start coming back to normal maybe we'll have an opt in opt out check box on the booking form. So if you check this box, you'll donate an amount of money, let's say 100 baht to this project.”

- DMC 1

## **B. DMC training, action and activities**

“It really is a difficult balance to get the community as much involved as possible, because that is the concept. The concept is that, but at the same time it has to be commercial. Trying to think that balance is always going to be a challenge. Is never going to be easy. We are working together with the village to further our relationship and do something and support the community and its image as well. So we have been working together closely, maybe we have to spend some more time together.”

“Some communities are very good. They do reply very fast, right? They have dedicated people in these communities but not everyone can do it. So that communication of you sent off a request about something and you get an answer three days later.”

“But again for as a business the majority of our work is always done with one of our guides. So it's not a huge problem for us as a business. In all honesty, both for the client and working DMC to the supplier.”

“Yes. We do quite intensive training. We call them leaders, we don't call them guides, so we do training in health and safety right the way through to cultural shock.”

“ Whoever our leader, our guide, would be in charge of our group, but when they get into the actual village as an example and they're going to go and do something, whoever the representative is from the village then actually becomes the key person.”

*“So not from our leader, not from our guide, but from the local guy. Okay, so we do training on how to manage that....So make sure that you get there, make sure you speak to the right person, identify who's going to do what during this experience. But because most of the stuff we do is group and it repeats, our guides call back quite frequently at the end of building a relationship. So it then becomes natural and how it's delivered within the village.”*

*“It's a challenge. It doesn't always work right in what you're seeing in that when we do a leader training or guide training to train them on what we expected when they're working for us. We might pull 20 people in, but only 15 of them might get work, because if we don't think we're going to make that step.”*

*“.. I think from our perspective again just as a business, we are all about inclusion and diversification. You use buzzwords but it's true. You have to have that ethos in the culture of your business.”*

*“But we wouldn't be bringing people in to do it because what we believe is that the skill set is actually in the country, not outside of the country and we should be creating employment in the country rather than having people come in and do some standard work...”*

*“One of the things I think that most of the brands that we work with are quite good is actually setting the expectation of their tourists before they come. I think that's a really important part of the conversation that needs to happen to the end user, to the tourists that don't be paying for your photos and going over and having your followers.”*

*“So then by being able to educate the traveller at that time actually has a positive impact on well, actually, I didn't know that. I won't do that again. It doesn't work 100% of the time, but every time it does work, it's a success.”*

- DMC 9

*“How do you manage to educate the tourists or something like that?  
R:By our guide and tour leader.”*

*“...So far we may change following the new location, 1 hour in for example. But it's not just adding the new location into the programme. We have to cut something out, remove just to repair something with new experience like that to keep the time frame the same as much as we can.”*

*“Because some are very local like in Chiang Mai, Chang Rai, we don't use how you call the spoon. We can use our spoon, pick our food and eat with Pyongmai culture and your hands. Yes. Even in the Hilton village we need to ask extra for it. It will depend on our guy as well to mind safety and hygiene for clients. Tissue paper has to be in the backpack all the time and gelatizer just in case we traveland the spoon that we have to check every time on the table.”*

*“We pay for the planned stop. For example, the chair of the house where he prepared to talk to the spirit, something like that. Or cooking some snacks for our clients or seeing some living houses. So at least three stops that we paid and we prepared the budget.”*

- DMC 8

*“...Because I think this could be harmful to a village if we did have a group of 20 people for example, we would break it up into four or five smaller groups and try to spread them around different communities in the same area. Because the whole point of CBT in my mind is we are looking to provide our clients with a genuine experience for what life is like for a Thai person; a farmer or whatever. At the same time improve the lives of these people by putting some extra money into the economy, but we are not aiming to change their way of life.”*

*“Well we do actually. This is a completely separate area that we work in and have a lot of experience. It is funny that you bring it up. We are in the process of reviving it after two years of not operating. We have for seven years on behalf of a company in the UK, operated a*

*group of internal English language teachers who come to the country on an eight week programme with an orientation to start with and then teach at local schools for seven weeks. Four groups a year use the same schools all the time, so there is a good continuity for the children. Year after year after year the same pattern. 27/28 weeks out of the academic year the Thai teachers, English language teachers have native speakers to assist them."*

*"We rely on ourselves very much rather than on other people. To do surveys, to get to know new communities, get to know the local leaders, build trust during a period of one or two years and so on. Then when we are happy we decide to use this village. So we don't have any major problems, but that is really because we tend to work not in isolation, but we do take care of ourselves rather than relying too much on other people."*

*"For me personally, once you get into day trips it is not really what CBT is all about. Just like daytrippers coming into a village they look around, look at the ladies and weaving bamboo or the men in the fields ploughing and then they go back to their five star hotel. That is not CBT from my point of view.*

*"Remembering that the CBT part is gonna be a part of their holiday, mostly it is going to be four or five days maybe, it needs to be able to fit in in the overall itinerary that clients are going to be on."*

*I don't think so. We provide our own training for our own guides. We have a training problem at least once a year, even during the past two years, we still had an annual training programme for licensed guides, bringing them up to date on CBT and our other main interest, sustainability."*

*"They know the local language too, which is very important. Our guides understand that and don't feel like their position is being taken over by someone else. Never had any problems with that with our company guide working with the local guides. Because they have different roles, different tasks."*

*"This is not happening in our company though. Our guides have worked with us for years and therefore are quite comfortable with this, no problem. They are happy to work with a local guide because the local guide is providing local expertise that are guide possesses."*

*"I understand the principle, but it is not a problem that I have come across. Because hospitality is hospitality around the world. It might not be expressed in the same way, manners and what is polite differ around the world, but I think to most people it is very obvious that there are many versions that are seen as polite. It is equally valuable and equally involved. Never have I come across stories of Western people being upset because of some local priest or customer, it should not."*

*"We brief all our clients anyway before we go there. This is part of the role of the guide, obviously. We should brief them at the beginning of the tour and if necessary daily briefings before each day of activities, so that clients know what to expect for that day. There might be something that upsets people if there was some particular ceremony, a welcome ceremony for example."*

*"...Obviously, when it comes to preparing food. Obviously, we want to prepare Thai food and local food if possible. But there are certain delicacies that many Western people would not want to eat, like grasshoppers for example."*

*"Whether they are ethnic Thai or an ethnic minority group, I would involve them to get to know the village elders. Most of these communities have some kind of structure where the village elders do not control how the villages run, but guides the direction in which it goes. You need to get to know these people and get to know them quite well. Make sure they understand that CBT is not about handing out money for nothing, it is not a charitable organisation. It is about paying a fair price, fair services, stimulating the local economy, bringing about and improving the way of life for the entire community and not just certain members of it. Not just a small*

*clique of villagers that like to run the whole thing for their own benefit, but that the whole village and community will benefit from it."*

- DMC 7

*Yeah, I think this year will be extremely weak. Even in the best circumstances, organising and convincing a community that community based tourism is something that benefits the community is already pretty rare, and that leads to a lot of effort. It's almost impossible to get an entire community in. So this is already a difficult thing. And of course, a main thing in the communities that are successfully adopting is that, well, some people can make money out of it. So there is an extra diversified income, which is good, and then in a very successful one, over time, they gotta start to get used to this, and then it really becomes an additional source of income.*

*I have a small project in Nan which was closed for a long time, and they really didn't want anybody out of Bangkok. Same thing. It's just fear. So I think the fear factor is a really important one. And yeah, I don't know how to overcome that. I think it's very difficult. I think we need to have a period of normality. Normal open borders for tourism to recover in a more mainstream area and then restart. That's what I think needs to be done.*

*Where there is an interest in running actually an actual Lodge, that can be very simple, but have it run by the community. So it is no longer a home stay, but it becomes you can take, if you want to say a high end product of that will be Alicia Lodge or you have in Chiang Mai, you have the Chalai orchids, for example, pretty successful. Where it becomes really a large run by the community. Now that is interesting and it also makes it scalable and it doesn't put pressure on the community itself and other things like where CBT projects are established and managed by the community.*

*"I think I know there is quite an interest out of you mentioned before student groups so students coming from abroad we have a number that we work with out of the USA that come here ,but they typically come with larger groups 20-25 or so and. Then to have a community that's able to host such a group size that is also very interesting. So that is a niche as well and it's a pretty big niche."*

*"They work with their family. Everybody chips in. So it's more the other way around. I think what is very important is to have a good briefing / education in one way or another for the visitors as well as have the training for the community. But actual human rights issues? I don't think so."*

- DMC 5

*"But then every tour operator has their own engagement with sustainability, we have tour operators that are Travelife certified."*

*"The tour operators ask us to have two pages, we need something because they have got their sustainability goals as well where they really want to promote these kinds of places and areas. For example, we work with PIMALI in Nong Khai, a hotel school for poor people in the area, teenagers, young adults, seventeen years old, and after the course they can start working in a hotel. So that is for example a place that we work with and we have two tours that we have built around."*

*"In a visit it can be as it is . You just go, it's your place. It doesn't have to have any standards actually. You want this to have an authentic experience. Like you mentioned before, Nan province, if 10 days is an experience which is very typical of that area."*

*"In Thailand all the guides are freelancers. They have to be licensed. They have to be Thai people. We don't work with tour leaders. In our markets, the tour operators don't send tour leaders like in the past. There is always a local guide."*

*“That's the thing. I mean they work with all the DMCs . Of course we have got a core of guides that almost exclusively works for us because we have enough work for them. Maybe a DMC which specialises in the French Market could have a handful of French speaking guides that work for them only. The freelance space is flexible.”*

*“We have product training at the beginning of the season. Talk about demand and new tours. What they have to do, whichever roundtrip has been created. They have to know. But we didn't have training for sustainability. It's a criteria by Travelife. We have to do it. It's where you start. Now comes the guide whose responsibility it is. It's everyone's responsibility.”*

*“Most of these that I mentioned all have their own guide or stuff. If you go for a safari, we have a supplier or work with the hotel that offers a tour. Our guide meets their guide and takes over. If it's a place that doesn't have someone to present then our guide would go to that community and walk around and explain things.”*

*“The problem is not that the government doesn't want, they probably want, but it's the public. If the government just opens, the public will go, you just want the money of the international tourist, you don't even care about your own people anymore or what .”*

*“At some point it actually makes very much sense. I find it very polite in Thailand if someone has the flu this person wears a mask. Not to protect yourself but the others. That's a great thing actually. In Europe you should do the same thing as well. That won't change. “*

- DMC 4

*“I know some communities have their own guides who will communicate with the visitors but most community-based places...the local guides don't speak english to a very high level, so usually a guide is always needed to translate anyway, and I think the guide is the key person to kind of manage this intercultural exchange and it's something that we...for all our bookings that we get, we always brief the guides and if there's any sensitive places or topics or whatever, we remind him again how we expect him to handle these and so on. So, uhm...for guides I think that kind of training, if they don't have the experience yet, then I think it's definitely useful because in the end it's also like you mentioned, managing expectations and properly preparing the visitors on what to expect and if you do that in a correct and informative way then I think more than half of the work is done, so uhm, yeah...it's definitely an important topic, but for the communities, again, I would almost prefer that they remain authentic and do what they do in daily life, that's in the end the reason to go to local communities...because, yeah, sometimes communities want to change for the tourists and that's exactly in my opinion the thing to avoid, because then they're losing the culture and traditions and so on, so...”*

- DMC 3

*“There doesn't seem to be very many community projects around here”*

*“A few years ago there seemed to be road signs appearing alongside the road saying the village name, community tourism this way nobody seemed to have informed the village that it was a community tourism. It seemed to be just a sign someone's got a budget, they've made some signs and that's as far as it's got”*

*“They'll take their selfies and their Instagram photographs and they'll be gone and it'll be forgotten about within six weeks.”*

*“Well, like I said, the majority of the community based tours and projects that I've seen have just been a sign. The signs are very nice. The signs are fantastic. But other than that it seems to be nonexistent.”*

*“Once they're in the village, the guide, possibly if they have the knowledge, we'll tell people a little bit about culture. If they don't have the knowledge, they won't. And they won't try and find the knowledge either.”*

*"This is something they have tried. Moken have requested at one point that maybe the tour companies would come together and they would offer a small payment to the village for taking people there."*

- DMC 1

*"For communication, we always use local people, educated guides, they don't always know the behaviour of the foreigner. And I don't say we need to change that...but we used to have...usually like foreigner guides sometimes, to help with the language because that will create a better experience for the clients. It is also probably very good for the local people too, because of the immigration that has been really difficult."*

*"We train our own guides and try to find people who speak very good English, also local. ...When we go out, we also have to have a local guide because sometimes the local communities don't speak English at all and we have to translate and help them. But that is good."*

*"In some situations where the problem or something goes wrong it is not always easy to handle for the locals. It is good to have someone in between."*

*"For the people in the office, they can learn the language much more. ...they can learn the western way a little bit... The past 10 years I used to have young foreign people who spoke the languages, especially Scandinavian languages, because we had a lot of Scandinavian guests. ....they always came together so well, you know, they...apart from work, they learn so much from each other. The westerners learn a lot from the Thai too. Hospitality. A lot of things"*

*"To make their experience better, they need their own language guides. Also for Spanish and French guests. Basically older generations. Even in Scandinavia some of them don't speak so well either. It needs to be discussed with the Thai government, to see the benefit of it, because they see it as a threat. The foreigners won't take the jobs of the Thai, because there will always be a Thai licensed guide next to them."*

*"When we go to the local community, we go there, go see them, talk to them...they are actually very cooperative and it's good. We just need to train them. Normally it is okay if we go to their places and make sure everything is good."*

*"I am not specifically working with an association, but that's probably something that I should...we will, because we have to. There are many foreigners that are doing great projects. We have replanted the corals, I am trying to push right now and that I want to support and I want other agencies to support. In the local community we have training for kids. Even myself, I need to get deeper into this myself."*

*"When you don't have a well-educated guide, the experience is also not good."*

*"I mean I wouldn't bring a group there to see how they live. That is not nice. When we do things we want to involve them. It should be sincere, it's not a business that we bring people to see how they live. That was not the part at all. We went to the school and the kids were enjoying themselves together."*

*"Actually the problem why we had to stop was that it was not stable when the school was closed. Sometimes we had a trip and they forgot to tell us that the school was closed....so we had to cancel...that was communication, you know? Which I understand, so we just had to hold on...yeah it's so many things to do."*

*"They would have lunch together. We would bring that. It is really interesting because kids bond really easily."*

**Q: "Wouldn't it be better to in every community always work with a local guide because they know most about the community?"**

A: *"Of course. That comes down to the language and the communication. If we can find people in the community that have the language skills, for sure. We would always bring our own guide, they also need it for the transfer. When we go to the community and visit different places, the people from that community will explain everything. Even if it is in the Thai language and needs to translate everything...so they are participating, they are involved of course. It's not that we go to a place and then we will explain everything. No no, they will show us, they will explain to us and we are just there as a communicator."*

- DMC 6

### C. Marketing strategies

*"Right? But we prefer to go back to the same village and sell the client to Europe. And we do a year in advance to prepare the sale, the brochure, the website or marketing, whatever. And suddenly when we start to operate, we call to confirm, hey, on 15 April, we come in with 30 pax and they start asking, okay, this time we charge you 500 baht per person. For what? Last year it's 300 baht. That's the issue that I brought up before, but I still don't have the answer."*

*"Right before explaining things to clients on spot by our guy, we need to explain or convince the two operator in Europe as well why you should put this village into your programme"*

*"And if the location becomes a problem, we need to discuss it by this year, then the tour operator can make some changes beforehand, early beforehand, something like CBT, whatever that concerns the location and the budget, we have to work on it months before the calendar."*

*"But from Thai to Thai VIP is different. We received different experience from the villager and it's not what they write on the brochure on the website. But I never seen TAT check at any minority villages. I never seen any article or anything except the stakeholder, like as the private organisation do it."*

- DMC 8

*"So no noticeable differences. We don't change our focus in any way. Whether we are selling to a company in Scandinavia, in Holland or North America. What we put on our website are only suggestions anyway."*

*"Yes, yes. I mean most of our trips are short, but as they are advertised, they are put on the websites just as examples of the things we do and we often sell them just as short modules so that a larger tour operator will take a slot into a much longer overall programme. As we said, we would tailor-make all of our programmes and we will offer an added extra night here or there if that is what the client is requesting. A lot of it is all about selling the right product to the right client."*

*"They might realise quite quickly that that is not what they want, but at least the interest is there. It is very important who is doing the actual selling, to sell the right product to the right client. As with anything."*

*"That is a mistake if that is what it says. The main method of composing our programme is our website. We attend international trade fairs or travel to the travel market in London or ITB in Berlin. Social media, no. I am not into that sort of thing, personally. Not even post something on Facebook very regularly about actions, touch ups very often on company activities as well. Giving us a circle of friends and acquaintances what we are doing at what particularly gets published on Facebook. Other than that we use the professional channels over the social channels. I know Instagram and all the rest are coming in, but we don't use it."*

- DMC 7

*"Yeah, I think this part comes into, if you will, sales and marketing. So for the DMC, a CBT is a product. Let's break it down to kind of like the basics. And a product needs to be sold. It needs to be sold at the markup, but it needs to be sold to certain tour operators worldwide. So*

that's kind of like how the sequence works. And that is where it becomes the DMC needs to follow up on certain products And this is where there is a difference from one DMC to the next. And this is where it comes down to competition. So it's almost the same thing as you would say, like let's call a number of boutique hotels that are not going to work together to get or go to a DMC. It doesn't work like that. So it's not a commercial approach. Now I do understand the problem. The problem is that the community is in the community and they have no way to directly do sales calls, go knock on the door, show what their product is and then follow up on that that they don't have. But I think what can be done on that is maybe DASTA could maybe, perhaps get into that. It is simply coming down to having either a website or having something out there where DMCs equally can look at websites, you can look here are the community based tourism projects, tourism projects and it's up to the DMC to go like, Oh. That looks like an interesting thing. I could combine it with this and that's the other thing. And then started putting on their programme."

"I'm always talking about something very important, more important than ever. We need to prevent over tourism. So again, there are tourism projects like CBT that can really help with that and really spread, for example, going into places like Isan, fantastic CBT projects there. And there's just nobody internationally going there."

- DMC 5

"So anything really, it can be online, it can be you know like Instagram, Twitter, Facebook...all these kinds of things. It can also be...like, in a personal network, you know just keeping eyes and ears open. Like, you meet someone and maybe they or their friends or family...they now live in a community that's doing something new and sometimes also TV, because that's also something that...you know...we were talking about...Thai domestic tourism, and it's quite often that actually communities are actually launched...launched on the domestic market first before introducing them to western tourists...so sometimes I'll also see something on TV...'oh that's interesting' and then see if we can...so anything, really, like there's no one channel that I...like, that's where I go to...can be anything."

- DMC 3

**Q: "Do you also say more tourists are booking with the communities directly? Like with the hotels that are cheaper if you book directly. Are there tourists, I don't really know about this, mostly they book via tour companies or the local ground handlers, but of course there are people that book themselves and I want to know if you know more about this and what your experience is."**

A: "You see on Google for the Me Gan Boan there are many tours and you can book directly. Now with the technology, everybody uses FB and Instagram, the social media. Now we one day develop and have the website. They want to promote the village that is nothing long. We have to understand how we do it as well."

- DMC 2

"More accurate marketing. The majority of the market for Kao Lak has traditionally always been European. I very rarely see Kao Lak marketed in English anywhere by the authorities or it might be marketed by an agency."

"I think more accurate marketing. We look at the customer base here before you do your advertising and advertise the area and advertise a wider range of services companies, products that are on offer rather than the three or four that are involved in creating the advert involved within the authority. "

- DMC 1

#### **D. Issues regarding the communities mentioned in the interviews**

**“Q: You mention for example point of contact; can you elaborate on that?”**

A: As a tour operator when we need to contact our supplier, normally we give a call or sometimes send an email. But when you talk to a chief of a village, they use a line, they use a phone call. We cannot contact them 24/7 and that doesn't have to be, but like from 8 to 5 it is not easy to contact them. When we send an email, we expect an answer maybe not in 24 hrs but if we don't call, we don't follow up, we might not have the reply in a week. They have to understand this way of communication. We cannot leave our pending answer for a week or so. They have to understand we need the answer. We have to make sure that they understand our planning and that they can prepare what we miss. This is the main issue. When you work with the supplier, the first criteria is the communication, the second is the quality of the service as well.”

- DMC 2

“I don't think there needs to be much of a standard, for a hotel it has to be. A licence that is for legal reasons. It has to be some, not hygiene standards, but it has to be clean. So basic quality standards that actually already a 2-star hotel in Thailand brings would be good enough...”

“...In the end consumer has to be educated because basically still all the people travelling who don't have an opinion yet, or they just not educated about the whole subject.”

- DMC 4

“Obviously, a community based tourist product needs to have certain standards, health and safety standards. But I think it starts out with getting the community on board. Once you get a community on board, it's fine, it makes sense. And then having certain standards is logical and something that needs to be done.”

- DMC 5

“These kinds of standards have to be upgraded for the benefit of our visitors, but the hygiene of the communities might be upgraded for the benefit of our visitors, then it is automatically also upgraded for the benefit of the community itself. Which is of course very important particularly the very young and often the elderly.”

“It is more likely the other way around; clients need to be advised how to behave properly in the villages. This is much more important that we have a local list of cultural do's and don'ts, tell clients to not do this and that. Without coming across to strict; just giving people guidance about things they don't know.”

- DMC 7

“...I've learned many years working with CBT village around Thailand and one province from every village to the village and we do not know where the money goes.”

“...we just would like to know how they organise what we distribute every time we visit. So we have the story to tell our client why we visit this village and how we can support their living by walking the village or keep coming back.”

**“Q:Pricing, like clear pricing, right?”**

A: Yes”

*"With the Tourlink group, we've been really brainstorming about all this already. Some really good ideas came out. Okay. Still working on it."*

*"We don't do that for a long time anymore. But I'm sure there's still some people who just want to do good. They bring balloons. They bring colours, like everything. And then when they visit the community, these people, they have so much stuff already so they're not even happy with it anymore. There are too many tourists there..."*

*"Actually, it's not about human rights. Exactly. But it's about communication again. Back to that one. You can let villagers talk to the tourist directly. That's it. If they don't understand the cultural exchange 100% yet, just don't let them do it themselves. People love asking about the appearance of people. Why are you black? Why are you dark?"*

*"We try to have the local guys or the local guest join us. The experience, I think it enhances the experience in overall having the direct contact to join us, especially the lady of the village. For example, we always hire the local guide. We don't let our guide walk alone in Kawaii or Khao So. We must have a local ranger or villager, and we would love to support them, the small income as well."*

- DMC 8

## **E. CBT Training Needs**

*"Actually, for us the issue is not with the DMC and the village. Maybe something that they don't understand or we can clarify. But when a group is on the ground it is a challenge. For us is a business, it isn't as much of a problem because we'd have a leader to do the translation and can do the introductions, and they play a part in that experience within the CBT. That decision or that conversation would happen with a number of people within the company. And again, I would imagine that it would depend on the commitment that's been given towards that. I honestly can't answer that question. I don't know the answer to that question. I'm assuming that it would depend on a level of commitment."*

*"It was more we'll keep it within the house, get it running, get it working, get iron out of any shoes, as it were, and then take that time to fine tune before then, just anybody's walking in and out type of thing. So I think that happened quite quickly. We've built them in a number of destinations around the world, and I don't think any of them were exclusive, but I can't guarantee that. I don't know that."*

*"As a business, we have people in Melbourne that are working on that right now. If I can get you on a call with them so they can just explain what they're going through, there might be that little bit of extra knowledge that comes out of that and then it helps everybody."*

*"And I used to raise up to TAT as well, that every year the price of the ceiling, the set up villages are increasing. There's no reason to explain why when we asked last year it's 300 baht. Why this year you charge 500 baht per person? It's just that person not here anymore and we have to set up new person to organise the trip for you, blah, blah, blah"*

*"I brought a group and first hello from the villager, who is the leader of the village. Oh, why are you so fat to the client? One of the clients said yes. They just don't know the culture. They just teach them like they do to Thai people, to the kids. Right? And I don't know how to teach them. It's quite an embarrassing moment. Yeah, it's shocking and the client was upset."*

*"I think we need training for CBT that we're trying to promote not only the language but the cultural approach, culture exchanging like you said, the appearance. Because we said we would bring you to the Thai houses, we met the family. They dress up in their costumes but actually they wear jeans and T-shirts and cap and Ray Ban sunglasses, something like that."*

*"I think everything you just mentioned is useful from the village to the DMC, top down to the local guys. So we are on the same page and present and deliver the same thing. I think it's also really good that you ask us right now, like what we think about everything and if we can*

*communicate with them as well, everyone will get better by this because sometimes the bus stops, the people just run into the house, they change the clothes. It's not what the customer expects."*

*"But maybe they can also tell the locals, you can be proud to show them like the foreigners they come and they like to see this show how pretty everything is instead of just you have to, you have to wear it because the tourists are coming so varied."*

*"Right. Every DMC goes there, especially European DMC, but nobody weaves in their house. Yeah. So the leader didn't prepare, for example, and had to make a phone call shortly, << hey, I will arrive at your house in three minutes. Can you be there and start weaving?>> .Every day it becomes like that. So like I said, when we pass. Sometimes we prefer to pay higher just to have someone organise things beforehand. But actually deep in our heart we would like to do something like a natural stop, something that our guys can be proud to talk about present culture, meet the villagers less set up, put it like that but it becomes like set up. It's more safe for us and we have to pay higher just to secure the experience for clients."*

***"Yes. Toilets that I mentioned earlier. But I've noticed every year everywhere we go the village developed facility quite well from having a squat toilet, now they have a proper toilet with soap and gel. After that, eating with the villager still have problem with sharing spoon for example"***

- DMC 8

*"This only works for the children if it is an ongoing programme where the volunteers/interns are at the schools for a sufficient length of time so that they have an actual impact on the class and the children's knowledge and understanding of English. I personally don't think that kind of thing would work on a one off basis in villages. Not that children don't need the tuition, you are quite right about that, but I don't think it is something that can be done in the framework of an ordinary CBT tour arrangement. I think it needs to be a specifically customised programme that has the same continuity that I am talking about here. The schools that we use for our programmes are not in remote villages, they are actually all in the province that I live in?"*

*"I am not saying it could not be done within the framework of the CBT arrangements, but I think one has to be very careful about it. Like all volunteer work it has to deliver something positive and not just be a disruption in the classroom. I agree with the principle of it, but I don't think it is very easy to do."*

*"I think this could be a problem in the tourism industry in Thailand generally. Not specially confined to CBT, The right hand does not always know what the left hand is doing. Especially when government bodies are involved. Not everyone has always kept up to date with what is going on. You sometimes find different groups of people looking at the same problem. Not a serious problem, but sometimes work is duplicated or work is completely reduced and it does not get distributed to whom it is designed."*

*"I do. I think it is quite a specialised area. As I said earlier, it is important that the right product is sold to the right people, so sales staff have to figure out how to sell CBT correctly to the right clients. They have to understand it themselves. They have to know what exactly is involved."*

*"So they need to have an understanding of what a product is like to get it to the right people. Guides too, there is no shortage of good, qualified tour guides in Thailand, but none of them really understand CBT."*

*"Villagers have to be warned to maybe tone down their food a little bit and use more mainstream ingredients, like fish, chicken and pork, rather than things with lots of legs and wings."*

*"None of these are big problems, but they have to be addressed. It is all sorted out by communication. Making sure everything is clear in advance what clients are doing."*

*“So you are starting from the beginning ? Yes, ah okay that is much easier. I thought you had a problem with some villages that have become over commercial and how you want to scale them back down a little bit, so they would be more authentic, but that would be a very tricky problem. I am sure it probably exists too, I am sorry to say.”*

*“You need to get to know the village elders and see what their attitude is towards improving the lives of their people. If almost their first question is how much and hold their hand out, then that is probably going to be a problem to work with. But if they ask how we can benefit our people through this, then you are probably talking to people who have the right attitude. That CBT is about bringing benefits to a community; not just handing out money for nothing. There are obligations on both sides. Is that the sort of thing that you have in mind?”*

- DMC 7

*“Those are the things where DMCs work together and we work together. For example, rank real competition with Destination Asia, with EXO Travel, Kiwi Travel, we're all working together on that sustainability. So it is not that we hate each other and don't want to work together, but it is on this particular thing It's just not healthy.”*

*“I think where maybe DASTA or CBT projects could reach out, for example through DASTA or something to one or two DMCs to say hey, we have this, what do you think? What do you think? Is it something you can use? Should we do it differently? That I think should definitely be possible. You can think about, for example, Intrepid and EXO could be happy to do that, Khiri would be happy to do that. To give a little bit of advice on how this would fit commercially. But doing this is like a DMC network, I think that is not we are also looking at very different market segments and stuff like that.”*

*“We have a project we work with and they simply don't pick up the phone. What can we do? We don't have time for it and what we do is practically getting an alternative and say. Well so I think the sequence I think the emphasis at this moment of maybe DASTA or others could be on reaching out to these communities and getting out there and saying what seems to be the problem and if it is the fear for the buyers okay, what would make it better? What would make you take in and when would you take in tourists again? I think those are questions that need to be asked.”*

*“I think what is important for the development of a CBT project to go back to that is to ensure that the whole community is involved in that. And it includes law enforcement, but not so much on the tourist sector part of it, but more on an advisory sector that is like, hey, this is what we are going to do. What do you think from the perspective of law enforcement is there anything that we need to be aware of ? But I don't think it is something that is part of what we can do where we can really add value other than maybe just an awareness of maybe guides that go in that are aware. I'm fully on that.”*

*“Yeah, absolutely. We are doing that. We did that in the past. We are pretty successful, actually. For example, I can give you one example in Myanmar where we created basically a fairly successful CBT project simply by micro-financing an already existing person.”*

*“And then you don't have good English speakers in the community, and then you get the clients and they are not really super happy about it. So because they travel all the way out to go somewhere and then they finally stay there. And the thing is a little bit disappointing.”*

*“So what we typically do is cooperate with a local NGO or a local community and then micro-fund this into a tourism project that helps the community and or help the environment.”*

- DMC 5

*“ But then we struggle with maybe we have an address, then there is no information. There is no website. Most of these small places have a Facebook site at best. Then you have a contact, nobody speaks English. Okay, we have people that speak Thai, but okay, what we require is a website would be ideal, it doesn't have to be their own website, but think in the future, TAT, or any other, be us, as a common group. If we had one common site where these places were listed, where it is, what it is about, like contact, maybe a short description, that would definitely help. Because then I would have to be without having seen it I would need to be able to explain it to my client. I think the problem is we just don't know these places that they even exist. “*

*“And it sounds actually good. If a CBT village wants to actually showcase that. Being authentic.”*

*“The main challenge of these places is that they do so many things right and they deserve to have all the success and tourists to visit them. But then they are either shy or don't speak the language or don't know how to promote themselves. They have to be able if a tourist comes to show them around.”*

*“And all guides don't like that. In the past they could sit in the minibus and tell the client to just walk around. I'll wait here for you. And now they have to go to walk through the heat of Bangkok. It's what people want to experience . But guides have to be trained. That's definitely a big point.”*

- DMC 4

*“Not all places, but many places could do with a bit more training on sustainability and durability and just...like single-use plastics and all these kinds of things.”*

*Yes, it's always useful to learn more languages but then again, like, my personal opinion and also in my experience it's not the key factor to make a CBT community successful, because you can have someone who speaks perfect English but who is not really motivated about his, you know, culture or whatever and then, yeah, if the visitors have to like ask everything and like 'can you explain about this?' 'Can you explain about that?' then it's not really proactive, then I would say that person compared to someone who doesn't speak a word of English but who is just smiling and trying to explain everything with his hands and his...yeah, I would know who I would want to have as a guide in the community. And it's, yeah, it's not a key factor. Because, again, there's usually a guide or multiple guides in case of bigger groups, who can explain about the practicalities and to make everything work and, again, as long as people are passionate about things that they are showing, I think that's the most important thing.”*

- DMC 3

*“We need someone that can give the information to the tourists as well. The communication of language. Sometimes you have Spanish clients, we need to have our guide to be the interpreter or the translator for the chief of the village. Maybe they can speak English, but then we have to translate into another language. The meaning has dropped a little bit. But I understand that this is an issue that cannot be avoided. Even if you go to Europe, not many people can speak Chinese. How many players on the CBT can speak multiple languages. In the presentation to the tourists, they could be more meaningful. Not just reading a book, you can buy a book anywhere. We need to know more local information. The load of information I think is more interesting.”*

*“Will organise how to manage the CBT to meet with tourism. Everybody wants to be CBT, they all want the tourists, but they have to understand as well how to do the tourism. We had a long discussion last time, we had to give the information to the village ; how do we do our business. “*

**“Q:They should understand more on how to understand the tourism business?”**

A: Exactly, if they want to do tourism.

**Q: Last time you talked about pricing structure with me. Do you have any suggestions or anything that you want to mention regarding pricing structure in the local community. How do they need to adjust to make selling for you easier?**

A: In the time that they want to book the hotel, they go to the website. They see the bed on the website is 1000 baht. In the meantime, they want to book with DMC 2, we say that a bed is 1200 baht. They won't book at DMC 2. We want to support them, but in the meantime we hope they understand our business as well. "

"I don't say that we want to be cheaper, that is not our aim. They have to understand our business as well."

" Management. If you cannot talk with them. Managing a group of 40/60 packs at one time means that you have to be well prepared, have good planning, a real team, and good management. You need to have a whole team. You talk about the demand side, but in the meantime, you have to look at the supply side as well. You need to look at how to organise it."

"Lack of marketing. When you don't have the marketing, it is difficult to succeed. "

"Generally for the CBT what we need is a clear communication, from my side as an activities manager. I need someone who is ready to talk with me. Our work is generally made by planification. We are now preparing the tariffs until October 2023. This means that if the CBT wants to be included in our tariffs, promotional action and whatever they have to be ready in organisation and communication. For me, for example, it is almost impossible to include a CBT in a tour if I in February/March/April I send the inquiry for the new contractual agreement, the new price, the checking of what kind of activity they are offering and they will not get back to me. This happened to me often. Many times. "

"We need to learn planification."

"SOP = Standard of Operating Procedures. They need something on paper regarding agreements, not just via phone."

- DMC 2

"How much does it cost trying to lock them down to something we found that was very difficult."

"Unreliability and difficulty to contact, inconsistency."

"This is something that we always try to do if we visit or if I work with one of the other companies is my goal. Of course, it's something we try to do."

"And that can sometimes be like a grant to build and maintain some toilets. That could be enough. If the community can then provide an attraction, they don't have to fork out the money themselves to provide the facilities."

"They do, they would be. But the main thing for them would be support and income would be the main thing for them."

"It's an irrelevant piece of knowledge. They'd be much better off doing proper lifeguard training or something."

- DMC 1

"When we bring the guests there, they need to be clean in terms of cleanliness and materials, please don't use plastics. Change to this. But sometimes it is not that easy, in Koh Klang they use tricycles, but it is still motorbikes. We need to work on that."

*“Yes, safety is very important. The behaviour, sometimes with the foreigners we need to, in terms of service level, but safety is one of the highest points for us.”*

*“Our guides will need very specific training for our products...the same is for the community; we have regular guide training...before covid, we would have - every year - a big meeting for all our drivers. We had transportation coming, police coming, first aid training, eye test, blood test for all drivers. Nobody is doing this in Krabi. We should have actually invited the government. It was not on the news. Nobody knows ..... “*

*“In some areas I think we need to encourage the parents that the kids go to school and not work. And talk to the kids about it. But we always take students every year to train with us. They are from 17 years and older and we have them training with us for a few months in every area. All Thai. Not only from Krabi, from all of Thailand, but mostly from Krabi.”*

- DMC 6

## **F. Details regarding complaints and issues at the villages, for example regarding human rights**

In connection to discussing human rights issues in Thai village tourism during the follow-up interviews conducted by DASTA and Fair Tourism, participants said the following:

**Q: “Do you work with ethnic minorities in the south?”**

*A: We used to, a long time ago, work with the “sea gypsies” in Koh Lanta. We had a programme with kids meeting kids. I used to try to set up an office and develop our own products in Koh Lanta, but it was quite difficult. Just because many guests come to Lanta. Maybe now it is possible, that was a while back. It costs a lot, you need to have an operation, an office etc. It was very nice, but we don’t work with them right now. Because we wanted to be very careful...we didn’t want to offend them. That is why we worked with kids...”*

*“...Because many kids who start working help their parents sometimes at an early age. It is important that they finish school. Even in Krabi there are still some young kids that don’t go to school and help their parents to work...”*

*“...It is important that we set clear requirements that the kids should go to school, that education is important. Of course protection, not being missabused by tourists or whomever...”*

**Q: “Do you encounter human rights issues in communities you work with?”**

*A: Not really. I haven’t heard of that. I think they are happy and that they have a good life.”*

- DMC 6

*“The Moken village people often complain about the village.”*

*“They say it’s like visiting people in a Zoo. Sometimes they’ll say there’s trash all over the place..”*

*“...They [the Moken] don’t have any power at all, unfortunately.”*

*“Nothing major. Like I said, it’s generally the poor community, so it’s migrants usually. And it’s generally things like they’ve got a child, they have to go to work. They’re working on the roads, in building roads or in a construction site. What are they going to do with the child?”*

*They can either leave it at home by themselves or they can bring the child to work with them on the construction site. What do they do? So it's not a deliberate kind of abuse. It's just necessary."*

*"Of course, they have problems with the authorities with the integration with the police, as well. So I was a little bit nervous about broadcasting anything or coming public about anything too much. Even if they're here completely legally, they'll still often have problems. They'll get visits and they'll get this and that. So I think that's an issue."*

- DMC 1

*"Child protection, animal welfare, we don't visit traditional elephant camps, we don't visit longneck women in the north. We removed those activities at all from our tariffs. Especially since we received complaints about the traditional elephant camps and the giraffe women, the longneck..."*

*"There are many tourists for the hill tribes, they earn some more income. They want to improve their quality of life. In the past, they didn't wear jeans. They wear jeans now. They have the satellite, they have the tabs. It is good. The tourists say why do they have all that? Why? What is the balance of human rights sometimes? It is really hard to explain about this?"*

*"I have a Hmong friend. Absolutely they want to live a normal life, wear jeans, and use a smartphone. They are young ladies, more or less my age. They speak the language, but no way they want to go back to the village. They like working for companies in Bangkok. Many of them have studied at university. This is my only direct experience with the Hmong hill tribes. Now they are very modern. They don't have the Hmong traditions anymore like the tourists imagine. They are 100% modern. You won't say they are Hmong."*

*"..You cannot force those people to stay outside the comfort of modern life..."*

- DMC 2

**Q: "And if you are talking about human rights issues, if you see, in the villages that you visit or other experiences you had in Thailand, what kind of human rights issues...you may have occurred with in villages..."**

*R: Nothing that I can think of. The main thing that we do...pay a lot of attention to is kids and, because we're also a child-safe partner so we are very strict about not visiting schools and you know...not condemning any activities where kids are involved. So we always try to...I know it's a selling point sometimes to you know...cute kids that help and do whatever, but yeah...in the long term it's just not the way forward. So that's something we...we are quite strict about, and if you work with the community, with a new community we always remind them that that's what we expect, so yeah...other than that, I have to say that we don't really have any big observations of human rights issues.."*

- DMC 3

*"Especially, these clients want to go away from classic sightseeing, just looking outside the window of your bus to make a picture. They want to experience things, they want to have activities. And these activities should not be like a circus, a zoo, they should be authentic, right.?"*

*"And of course they have to be super sustainable and they cannot be like we are a sustainable village and have the kids farming for us. They always have to follow the rules of sustainability."*

*"Even in Europe in the past I was sometimes on the field helping my grandparents with labor. That child labour if you think about it. Those are the things that the village or whoever wants to have international tourists, who are going to a place like that, are so much more sensitive about sustainability than normal tourists. So if they go to that place and see that the plastic is*

*lying around and these people are just burning everything, that the children have to work and similar stuff.”*

*“They thought of it with elephants and it worked really well. Child protection is actually very old. All European tour operators have been working. I used to be a rep 20 years ago and I was already explaining to the clients and so on. That was already a thing back then . But right now, we see all the touristic projects which are about human rights, social impact from various tours or us bringing the tourists.”*

*“And we actually got some complaints, I remember that there was in Bangkok and they would always be some hill tribes, I don't know if they are hill tribes, I mean they just put the children there and then, it was the children actually or the people behind asking tourists to make a picture with them and get the money, right. That we already did, that we stopped because the tourists didn't like it.”*

- DMC 4

*“Communities are vulnerable in CBT projects when it comes to child sex type of thing because there are so little oversight for that and it's so remote and all of that. I've heard it seems to be targeted there a little bit so that's something to keep in mind.. And if you take it out of a homestay situation but you make the thing more I'm not going to say professionally run but like huts and things like that maybe part of the community but not in the houses themselves.”*

*“So they are, of course, much more on the part of in particular childhood, but much more on the part of law enforcement as well, Where clearly normal tourism sector doesn't involve in. But yes, it is something where with homestay, things we need to be really careful about.”*

*“And it was the other way around. It was for visitors to see, for example, children working, helping the families. And they were like that's child labour. They get it the other way around where it isn't. It's just like this is how families in the countryside work.”*

*“I think this comes into the area where you can pull in tourism in everything. And the problem a little bit with tourism is that we as an industry, it's not a problem, but it is a fact. We are very engaged with society, particularly in the last couple of years, we have become a real part of the community. But at the same time, we take everything on our back these days. It's like, oh, this is drug tourism, and this is sex tourism and this is blah, blah, blah tourism. It's nothing to do with tourism. That's illegal. That is criminal. Don't put the word tourism in it. It's just these are criminals coming into and then doing criminal activities. You can't call them tourists. These are trans border criminals. This has nothing to do with tourism. And the problem is because you link it to tourism, then it goes back. Then it becomes this law enforcement type of or NGO type of things.”*

- DMC 5

*“We are all aware that human rights are being abused or not fully protected, I am sure it must happen, it must exist. It happens all over the world. But I can't say that I personally, the company as a whole, has come across such things. We only work with villagers after we get to know them very well.”*

*“These are also the kinds of things that I have heard terrible stories of these peoples that may not be true now, but in the past, that they were virtual prisoners in that community. They have been dragged over the border of Burma almost against their will and set up the village as some kind of human zoo. How much of this is really true or is exaggeration? And how much was in the past, I have no idea. The stories have been quite persistent over a long period of time. That is something that is far away from everything we do.”*

*“We keep our eyes open, we get to know a community very well before we will actually incorporate a village in a tour programme, so i don't think we are in any danger of hosting any*

kind of exploitation or infringements of peoples human rights. We don;t work in that way or in that sort of area.”

“I don’t know, maybe we have just been lucky. Maybe because we are so small and we concentrate, very often work with quite small villages sometimes and that are often quite isolated and cut off. And they just look after themselves. There is nobody around them, that sort of thing. They are sufficiently of the main track that no one bothers them. The rest of the world passes them by. Which sometimes is a good thing. That is not something that we encountered, but we are aware that it can happen and is something we keep our eyes open for. “

- DMC 7

“...Yes, I think in the past we used some communities like we were not in Travelife yet. And then I just mean the ones that are so touristy, the people don't care anymore and they just make pictures, people are unhappy. So I think it's very important to keep this up.”

“Not really. My own experience, I've noticed every time we visit the village, we see a lot of kids, children trying to be involved in the activity. Okay. I'm not sure that they are planned beforehand.

They are invited to joy. They don't have much action in the activity or tour, but they try to come closer to the tourists. And of course, the way they look at the tourists is for taking of something. Right. Snacks, candy, gums or any fancy stuff that they might be able to get from just coincidence or unplanned things. But yeah, parents who are not involved with the tour try to push their kids to join the walking tour or to have them lie down at some spot inside the village just for no reason.

I'm not sure that should be talked to the village as well.”

**“Q:What do they want when the kids lie down?**

A: Sometimes they just sing the national anthem or sing the local song, just perform something. But we have no information about why they're here or what they want from us. But of course, when adults see kids, we would like to give them cash, money, candy, whatever we have in our pockets. Yeah. Everywhere.”

“When we receive a minority it is about a colourful village. We're talking about long necks. We're talking about a costume. It can stop clients from taking pictures of people who were fully costumed. Of course they have asked our guy, hey, can I take her picture? Can I get the permission to do something with the photo shooting or visiting or come closer. But sometimes clients just don't want to bother taking pictures. But the family member might come to him and hey, my grandma is wearing a costume to welcome you today. You can take pictures. And I asked for 50 baht or 100 baht for her time to sit here. Anyone please come and take pictures. And this is the tip box. Or you can contribute something. Not only children but yeah.”

“The rest is spontaneous. Hey, my grandma is wearing a costume. Hey, I sell this stuff. All my students are thinking about the national anthem. That's something that we cannot control and happen while we walk in the village.”

“Poverty. We stopped using that term to explain to clients for many years, for a long time because in reality they are not poor anymore or those villages, but we focus on the culture delivering to clients. Why are they different from the people in the city? Instead of talking about how they are so poor they don't have things to eat or they're asking for money, things like that. So. Educational. Yes. Might still be a very interesting issue.”

- DMC 8

“That's a very big broad raging question you're asking from the tourist perspective that when they go into a local community that they can sometimes not just be shocked by the standard of living, which is often quite basic, the work that the young children are doing and things like

*that. I think that can be sometimes perceived from that modern slavery perspective. I think the modern slavery question itself is a very big broad question.”*

*“So I think maybe if you're going to have a round table, maybe you can get some pre-work done for you that will take some of the learnings that we've been learning as a global business to be able to bring into that conversation.”*

*“One of the things we work with the leaders here a lot as an example. So we train all our staff and all our leaders through childcare. So trained what to look for, for abused children, basically. And not from not just the slavery perspective, but from all perspectives. And again, we train our guys with charge here and then it becomes part of their reporting structure. Back to us in the office that if they're seeing anything so we can actually connect people in different ways if we see any issues”*

*“So there's constant communication coming from us to the supplier. You work with somebody long enough, it starts to take effect as well. I can't think of any major issues that we've had recently in the last few years.”*

*“Looking at it from that perspective and you just said having the likes of DASTA involved I think it's critical that if the country wants to go down that route to be able to if I use the child safe training as an example one of the things that they've done really well with that is if I identified the right organisation to be able to call direct so if you see something that doesn't look right you've got somewhere that you can call and say just saying this this is what's happening this is This is where it's at. And there's a clear communication channel that can be taken.”*

*“If we can start to identify what some of those things are and it might be something as simple as we started off this part of the conversation around modern slavery. As a business, we have people in Melbourne that are working on that right now. If I can get you on a call with them so they can just explain what they're going through, there might be that little bit of extra knowledge that comes out of that and then it helps everybody.”*

- DMC 9

## **G. Parts of the interview revolving around the Kayan villages**

*“I think like the long necks and we always got like not so good for feedback in the past because they're always unhappy.”*

*“...We see only three minority villages. Okay. One is my Huay Pu Keng in Mae Hong Son.”*

*“When we receive a minority it is about a colourful village. We're talking about long necks. We're talking about a costume. It can stop clients from taking pictures of people who were fully costumed. Of course they have asked our guy, hey, can I take her picture? Can I get the permission to do something with the photo shooting or visiting or come closer. But sometimes clients just don't want to bother taking pictures.”*

- DMC 8

*“Certainly. I trust your judgement on these things. If you say such a community has potential, go check it out, then of course we are happy to do so. Nothing is closed off. We are aware of these problems as you say in the back of our mind, that they are experienced by some people.”*

*“So yes, definitely, MHS is a beautiful province, I am very happy for tourists to go up there because it is so lovely. “*

*“So you are starting from the beginning ? Yes, ah okay that is much easier. I thought you had a problem with some villages that have become over commercial and how you want to scale*

them back down a little bit, so they would be more authentic, but that would be a very tricky problem. I am sure it probably exists too, I am sorry to say.”

- DMC 7

**Q: “Yeah...and you’re still not offering it...”**

A: Well, we are but it’s not something we actively promote that much...yeah I don’t know; in our markets there’s no real demand there and it’s just...you also have to follow the demand...and the thing is, from our side, to really push something like very aggressively promote something on the market...ideally there are things that our competitors don’t know about yet, or something that it’s more new or less established and that’s unfortunately...I mean the community-based project that Huay Pu Keng is still relatively new but still, if we promote...you know...long neck Karen village in Mae Hong Son it won’t be perceived as very new in the market so it’s just very difficult from a marketing and promotion point of view I would say.”

“We get questions from people who want to visit, we always say like yeah if you ask where is the best place...yeah...Mae Hong Son and then they’re like okay can you include it in a package....oh yeah then it’s...three nights extra on your trip and that’s...so it’s...I mean yeah I’m definitely not against Huay Pu Keng or...definitely not, but it’s just...it’s not an easy sell I would say...there are other places that are more up and coming and perceived as newer and they are...yeah so...”

- DMC 3

“I remember one complaint very strongly from my clients about the longneck woman (Mai Chan area, Chang Rai) that looks like a human zoo.”

“Before, in the Mai Chan area, they only offered pictures. We had complaints that this is like a human zoo. If they do some workshops, it will change everything. Workshop, teaching, it can also be a short activity. We don’t need to stay 2-3 hours. It can be something nice and interesting for our tourists. The minority will teach something to them; about them and what they do.”

“MHS we are offering as a two day – three day extension to Chiang Rai. Not with the longneck now. We are offering sustainable options, like the bicycling tour. I am willing to.”

- DMC 2

## H. DMC future needs

“What I have seen from all those years working in CBT and applies wide. If you call to make a price to make a better price for tours we understand that there is a cost because we also always do about the product cost. For the CBT we get the templates with the cost breakdown. There is a high rate and it’s identified at the same, like the fixed cost. The fixed cost cannot be flexible. The fixed costs cannot be reduced for smaller groups. There is no such adjustment. It is good for big groups but if the group is small they have to share the fixed cost so it becomes more expensive so the selling price is hard to be formed. So our customers are not satisfied with our brand offers if you cannot be flexible, thus leading to choosing different providers. Being flexible in smaller groups could help with that.

But for like the show, for example, it’s going to be like additional full cost. For example, it’s 3000 baht for the group. It’s kind of flexible like less smaller or something like that because it’s not fit to the small group. And so maybe it’s good for the big group and they can deal with the cost because there’s a lot of people to share the cost. But if for the smaller group that we are doing frequently as the book series, it’s going to be quite expensive and if it’s too expensive, our brands, our customers may not be satisfied and not agree on the service that you would like to offer as well. If we cannot, for example, come in person with the village, maybe it’s because we have to choose someone else. This is honestly speaking sometimes like that. So it’s possible that being more flexible on the smaller group size would be good.”

- DMC 9

*“I think this could be a problem in the tourism industry in Thailand generally. Not specially confined to CBT, The right hand does not always know what the left hand is doing. Especially when government bodies are involved. Not everyone has always kept up to date with what is going on. You sometimes find different groups of people looking at the same problem. Not a serious problem, but sometimes work is duplicated or work is completely reduced and it does not get distributed to whom it is designed. Like all reports everywhere in the world often get shelved without any action being taken on.”*

- DMC 7

*“Question interviewer: I think we can also work with governments. Also with DASTA of course. This is so beautiful the work they are doing with communities. Also in MHS they are working with the ....*

*D: That is the kind of people you want to be working with. The local administrators are selected by the community.”*

- DMC 7

*“We are open to any of these suggestions if the government wants to develop an area and we will see if it can be fitted into our style of programmes.”*

- DMC 7

*“I mean, you need to have the government involved in promoting a new destination and it's not just a TAT promotion that's neither here nor there, but tourism follows investment. Investment follows tourism. And that circle needs to be kind of broken or a focus needs to be on there. And as long as that's not happening, tourism in certain locations is not happening. .And in the south, they're more like Cannon province. We are one of the few Thai travellers. It just doesn't get off the ground and it's just this thing that is happening.”*

- DMC 5

## **Annex 29: Follow-up clarification on specific needs for target groups (niche markets) and suggestions for field research**

Email template sent out to DMCs:

Hello [name],

Thank you again for sharing your time with us last month for the research on tourism in Thai communities.

We have a final request for 10 minutes of your time, to follow up 2 core questions so our research can be as useful as possible.

1) We would like to better understand how 'standard' CBT should be adapted to meet the needs of *specific target markets*. We will use your replies to develop training for CBT's this August.

Please share what you consider *the top three, specific, priority needs* for successful CBT experiences for *any of the following niche markets which are relevant to your company*:

- Families
- Seniors
- Students
- MICE
- Luxury tourists
- Volunteers/CSR
- Women
- Teenagers
- Friends
- Working Age

2) We would also appreciate any suggestions on villages to visit during our upcoming field research on *Human Rights issues in Thai village tourism*.

We appreciate any suggestions of both good practice (i.e. a local community offering tourism activities where you think human rights issues are well managed) and poor practice (where you think there are serious human rights challenges). Your observations are shared in confidence and will not be associated with your company in the report.

Happy to receive a reply by email (by Monday 16 May, since we will start our field research on 26 May), or have a very quick call.

Thank you for your time, we appreciate it!

Answers:

### DMC 11

I hope you are well. As I mentioned before, my main issues with CBT activities are corruption and professionalism.

I would like to address your second question first if I may. If you are in the Khao Lak area I would highly recommend visiting the Burmese Corner restaurant and talking with the owner there. Although he has no official funding or support, he does great work supporting the migrant population who are so key to day to day life here. It is them who build the roads and the hotels, them who deal with the trash and them who keep the hotels clean and tidy.

Secondly, if you are ever here in the high season, I am sure the Moken people on the Surin Islands would appreciate your insight. Their village is often visited by hundreds of people each day. Yet they have very little freedom or control over what goes on and receive little or no benefits other than being allowed to live there.

Regarding your first question however, I think CBT groups need to receive some training/assistance into how to manage and market their products. Many times I have found that the key idea behind a CBT scheme could be highly successful if it was marketed or managed correctly. For the majority of your niche groups, I would say they would almost all be interested in unique community based activities. They would also greatly appreciate it if they could see without doubt that they were having a positive effect. Of course families or senior tourists might have different abilities, so accessibility is also important.

I hope this helps. Unfortunately my experience of official CBT projects around here hasn't been great, so I apologize if I seem a bit dubious or negative. If you have any further questions or there is anything else I can help with please feel free to contact me at any time. Also if you ever hear of any projects that might tie in to my ideas of saving the beaches in Khao Lak and replanting the reefs, please keep it in mind. I am happy to support any truly beneficial projects in any way I can.

Best regards,

### DMC 3

[...]

Please find my input on the topics you requested. Please note that we do not specifically cater to some of the niches you mention, so I have only added the needs for the ones we focus on.

Please share what you consider *the top three, specific, priority needs* for successful CBT experiences for *any of the following niche markets which are relevant to your company*:

- Families - interactivity, not too long duration, comfort
- Students - educational, budget-friendly, interactivity
- MICE - capacity, comfort & attention to detail, interactivity
- Luxury tourists - privacy/exclusivity, comfort & attention to detail, uniqueness
- Women - safety, wellness focus, comfort
- Teenagers - interactivity, shareability on social media, budget-friendly

Regarding the 2<sup>nd</sup> part of your question, it is difficult to really assess human rights situations in villages as a DMC, since we are not on spot on a daily basis. However, what is important is that there is transparency and that we understand how and where the money goes to. Some villages have this in place, whereas others are a lot less clear.

A good example in my opinion: Baan Bo Suak in Nan province, they have a clear list of services and the costs of each service, making it clear for all parties involved who is doing what and who is getting what.

A not-so-good example: different villages where the focus is purely on commerce. We don't propose these, but an example could be Huay Suea Thao in Mae Hong Son (although there are many others in Chiang Rai, Pattaya, etc). There is always an entrance fee, but as soon as you go in there is no real added value, only people selling souvenirs etc. There is no info on how the entrance fee is used, who it is shared with and how much etc.

The above examples don't necessarily say anything about the human rights situation, but I believe that villages that have a system in place and that are transparent are much more likely to also respect human rights and treat everyone fairly.

[...]

## DMC 12

[...]

You mentioned that the most important target groups for [DMC name] are luxury tourists, seniors, families and MICE.

Later in the year, Tourlink will run a bespoke training to help CBT's learn how to adapt their standard programmes to the needs of specific, target markets.

Please can you briefly share your insights on *the most important needs for community experiences for each group?*

We will use this info to design the training programme, advising the CBT's what elements need to be included to offer a great product to these niche markets:

1) Luxury tourists - what are luxury tourists' most important needs for a successful community visit? Sustainable practices, ease of access and an opportunity to communicate with the locals or meet someone who has had a significant impact on building the community (a village elder or something for example). To make an itinerary [Name] often includes things like a visit to an art gallery but the artists themselves show the luxury level guests around, just to give you an idea of what I mean.

2) Senior tourists - what are senior tourists' most important needs for a successful community visit? Sustainable practices and ease of access.

3) Families - what are Families' most important needs for a successful community visit? Sustainable practices, ease of access and something child friendly.

4) MICE - What would need to be in place to make CBT / communities attractive to add to a MICE programme? Sorry I would need to consult our MICE team to understand more about how to do this but generally ease of access and sustainable practices are going to be the two most important factors here.

[...]

## DMC 2

[...]

1) We would like to better understand how 'standard' CBT should be adapted to meet the needs of *specific target markets*. We will use your replies to develop training for CBT's this August.

Please share what you consider *the top three, specific, priority needs* for successful CBT experiences for *any of the following niche markets which are relevant to your company*:

Families  
Seniors  
Students  
MICE  
Luxury tourists  
Volunteers/CSR  
Women  
Teenagers  
Friends  
Working Age

a) We focus and require our suppliers (CBT) to comply with our Sustainability Policy, code of conduct, and health & safety (see attached).

b) If CBT meets the criteria of our ESTEEM principles (minimum 2 criteria for one-day excursion or 3 criteria for multi-day tour) - see attached.

c) The communication with CBT

2) We would also appreciate any suggestions on villages to visit during our upcoming field research on *Human Rights issues in Thai village tourism*.

We concern the Right to privacy, Child labour, and sexual exploitation. The income from tourist visits should generate reasonably to the community and stakeholders.

[...]

DMC 4

[...]

As a wholesaler DMC catering to tour operators we don't specify target groups.

But from the clients we have been handling we can prioritise as follows:

- Working Age
- Seniors
- Families

Clients will want to know information about the project and where the "dollar" goes.

Tour operators may even want some documentation on this.

Clients want to have an authentic experience and families, even some interaction.

Unfortunately we don't have an example of an existing village.

Human Rights and Social Impact is still in the project phase within the DER Touristik group.

As a DMC our interest would be in villages in areas where we have got tourists and existing products:

- Bangkok
- Samui
- Phuket, Krabi, Khao Lak, Lanta, Phang Nga
- Kanchanaburi
- Chiang Mai
- Chiang Rai
- Route to North with Ayutthaya, Sukhothai, Lampang

DMC 8

[...]

Top three, specific, priority needs for successful CBT experiences for niche markets which are relevant to my company:

Students

Volunteers/CSR

Women

Human Rights issues in Thai village tourism:

- Photo shooting and unexpected fee collecting (costumed people, senior people, children)
- Having children line up for cash, candies, snack or gift

- Visit the school and disturb the classroom with photo shooting or walking around the school
- Walk through private farm/land without permissions

Good practice:

- Get an advance permission before visiting inside the house of a chairman or villager
- Support the local handicraft products (hand-made/home-made products like grown coffee/tea, hats, bags, embroidered materials) but it should be a village's market/centre where clients can see the making process and choose to buy those stuff without being forced from the sellers
- Do hands-on activities with villagers, such as snack making, weaving, dyeing etc.

I would suggest to organise the training to the leader of the village or direct to the villagers who are involved with tourism about the following subjects:

- Proper meet & greet session including orientation with walking map
- Avoid all kinds of harassment issues (body figures, skin color, religious, dress code)
- Food allergies (do not force visitors to try the food/drink)
- Set up a place where client can buy products, do not let villagers walk follow visitors and pushing visitor to buy stuff
- Set up the proper visiting fee for all DMCs, if small activities need to be paid separately inside the village such as Sharma fee, weaving fee, cooking fee, DASTA should involve with the pricing structure and share the agreeable prices to all DMCs
- Do annual audits to approved/recommended/certified CBT villages to monitor their quality of delivery/experience, pricing, activities etc.

[...]

### DMC 5

[...]

Happy to help out:

These are the categories that are relevant to Khiri Travel and its affiliates

- Families
- Luxury tourists
- Volunteers/CSR
- Teenagers

The priorities for each:

Families

family rooms / quarters | safety | educational value

Luxury tourists  
private (ensuite) facilities | English speaking | high quality experience

Volunteers/CSR  
space for at least 20 | meaningful activities that serve community and environment

Teenagers  
short stays | a wide choice of activities that can be done

I cannot really help with the second question. We have no direct experience with bad practices, but I have been informed that this is a concern for child safety NGOs and projects. I therefore strongly suggest that you get in touch with at least two of such organisations (Ecpat and Childsafe jump to mind, there may be others). In general, do make sessions with law enforcement part of your field research.

[...]

### DMC 1

[...]

Refer to your question please see below:

- What are the particular needs of *families* for a successful CBT?

Safety and CBT Standard  
Comfortable accommodation  
Sharing the different culture and local way of living  
Flexible programme  
Hands on programmes and easy for children to learn  
Easy to access  
Authentic and Unique experience  
Light adventure programme  
Local food fresh from the garden and storytelling  
Communication

- What are the particular needs of *students* for a successful CBT?

Safety and CBT Standard  
Easy to access  
Knowledgeable  
Professional local guide and Expertise  
Hands on programmes  
Light adventure programme  
Local food fresh from the garden and storytelling  
Communication

- What are the particular needs of *volunteers* for a successful CBT?

Safety and CBT Standard

Flexible  
Meaning full project  
Truly need from local  
Hands on programme  
Local food fresh from the garden and storytelling  
Communication

[...]