

STRATEGIC MANAGEMENT FOR THE SURVIVAL OF
TOURISM BUSINESS DURING COVID-19 CRISIS OF
ELEPHANT PARK IN MAE TAENG DISTRICT,
CHIANG MAI PROVINCE, THAILAND.



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MASTER OF ARTS IN TOURISM MANAGEMENT
(INTERNATIONAL PROGRAM)
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STRATEGIC MANAGEMENT FOR THE SURVIVAL OF
TOURISM BUSINESS DURING COVID-19 CRISIS OF
ELEPHANT PARK IN MAE TAENG DISTRICT,
CHIANG MAI PROVINCE, THAILAND.



A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS
IN TOURISM MANAGEMENT (INTERNATIONAL PROGRAM)
ACADEMIC ADMINISTRATION AND DEVELOPMENT MAEJO UNIVERSITY
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THIS THESIS HAS BEEN APPROVED IN PARTIAL FULFILLMENT
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IN TOURISM MANAGEMENT (INTERNATIONAL PROGRAM)

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ชื่อเรื่อง	การจัดการเชิงกลยุทธ์เพื่อความอยู่รอดของธุรกิจท่องเที่ยวภายใต้วิกฤต COVID-19 ของปางช้างในอำเภอแม่แตง จังหวัดเชียงใหม่ ประเทศไทย
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บทคัดย่อ

วิทยานิพนธ์เรื่อง “การจัดการเชิงกลยุทธ์เพื่อความอยู่รอดของธุรกิจท่องเที่ยวภายใต้วิกฤต COVID-19 ของปางช้างในอำเภอแม่แตง จังหวัดเชียงใหม่ ประเทศไทย” การวิจัยครั้งนี้มีวัตถุประสงค์หลักเพื่อ 1) ศึกษาสถานการณ์ของธุรกิจปางช้าง ในอำเภอแม่แตง จังหวัดเชียงใหม่ ภายใต้สถานการณ์วิกฤต COVID-19 และ 2) ศึกษาและวิเคราะห์กลยุทธ์การปรับตัวของธุรกิจปางช้าง ในอำเภอแม่แตง จังหวัดเชียงใหม่ ภายใต้สถานการณ์วิกฤต COVID-19 และวิเคราะห์ความเหมือนและแตกต่างของธุรกิจขนาดใหญ่และขนาดเล็ก การวิจัยนี้ใช้วิธีการดำเนินการวิจัยเชิงคุณภาพ (qualitative research) ที่ประกอบไปด้วยการสัมภาษณ์เชิงลึก (in-depth interview) แบบมีโครงสร้าง (structured interview form) และการบันทึกภาคสนาม (field note) โดยผู้ให้ข้อมูลเป็นเจ้าของ และพนักงานของกิจการปางช้างในอำเภอแม่แตง จังหวัดเชียงใหม่ ที่ผู้วิจัยได้ใช้วิธีการสุ่มกลุ่มตัวอย่างอย่างง่าย (simple random sampling) โดยวิธีจับสลาก (lottery) ซึ่งได้ระบุโควตาแก่ปางช้างขนาดเล็กจำนวน 2 ปาง และปางช้างขนาดใหญ่จำนวน 2 ปาง จากทั้งหมด 8 ปาง

ผลการวิจัยพบว่า วิกฤตการณ์การแพร่ระบาดโควิด-19 ส่งผลกระทบต่อรายรับของธุรกิจปางช้าง ในอำเภอแม่แตง จังหวัดเชียงใหม่ นักท่องเที่ยวจากต่างประเทศไม่สามารถเดินทางเข้ามาในประเทศไทยได้ เนื่องจากนโยบายการปิดประเทศ ซึ่งนักท่องเที่ยวต่างชาติถือเป็นตัวแปรสำคัญในการสร้างรายได้หลักให้แก่ปางช้างต่างๆ ในอำเภอแม่แตง จังหวัดเชียงใหม่ และเมื่อแบ่งประเภทของธุรกิจปางช้างเป็นขนาดใหญ่และขนาดเล็ก พบว่า รายรับเฉลี่ยของธุรกิจปางช้างขนาดใหญ่ ช่วงก่อนสถานการณ์โควิด-19 กับ ช่วงระหว่างสถานการณ์โควิด-19 มีอัตราการรายได้เฉลี่ยลดลงร้อยละ 99.87 ส่วนรายรับเฉลี่ยของธุรกิจปางช้างขนาดเล็ก ช่วงก่อนสถานการณ์โควิด-19 กับ ช่วงระหว่างสถานการณ์โควิด-19 มีอัตราการรายได้เฉลี่ยลดลงร้อยละ 97.06 เมื่อเปรียบเทียบกันระหว่างธุรกิจปางช้างขนาดใหญ่และธุรกิจปางช้างขนาดเล็กอัตราการรายได้เฉลี่ยลดลงสูงมากพอๆ กัน และกลยุทธ์การปรับตัวของธุรกิจปางช้างใน อำเภอแม่แตง จังหวัดเชียงใหม่ ของธุรกิจปางช้างเป็นขนาดใหญ่ เน้นการ

ใช้กลยุทธ์การจัดการทรัพยากรมนุษย์มากที่สุดในการบริหารงาน รองลงมา กลยุทธ์การตลาด, กลยุทธ์กระบวนการการป้องกันโควิด-19 และ กลยุทธ์ทางการเงิน ส่วนของธุรกิจปangข้างเป็นขนาดเล็ก มีการใช้ กลยุทธ์กระบวนการการป้องกันโควิด-19 มากที่สุด รองลงมา กลยุทธ์ทางการเงินและกลยุทธ์การตลาดและกลยุทธ์การจัดการทรัพยากรมนุษย์ ธุรกิจปangข้างขนาดใหญ่เน้นการใช้กลยุทธ์การจัดการทรัพยากรมนุษย์มากที่สุด โดยรวมอยู่ในระดับดี ($\bar{x} = 4.12$) ในขณะที่ธุรกิจปangข้างขนาดเล็กเน้นการใช้กลยุทธ์กระบวนการการป้องกันโควิด-19 ส่งผลให้ธุรกิจปangข้างขนาดเล็กในอำเภอแม่แตง จังหวัดเชียงใหม่ ภายใต้อสถานการณ์โควิด-19 โดยรวมอยู่ในระดับดี ($\bar{x} = 3.60$) ส่วนกลยุทธ์อื่น ๆ อยู่ในระดับใกล้เคียงกัน

วิทยานิพนธ์นี้แสดงให้เห็นถึง ลักษณะการเลือกใช้กลยุทธ์ในการบริหารจัดการธุรกิจปangข้าง 5 ด้าน โดยมีลักษณะการเลือกใช้ที่เหมือนและแตกต่างกันออกไปตามขนาดของปangข้าง สิ่งสำคัญคือการเลือกใช้ให้เหมาะสมกับลักษณะการดำเนินงานของแต่ละขนาด ซึ่งผลการศึกษาจะเป็นประโยชน์ต่อผู้ประกอบการปangข้างในการศึกษาแนวทางการรับมือจากวิกฤตโควิด-19 ในปัจจุบัน

คำสำคัญ : การจัดการเชิงกลยุทธ์, การปรับตัวขององค์กร, การท่องเที่ยว, โควิด-19

Title	STRATEGIC MANAGEMENT FOR THE SURVIVAL OF TOURISM BUSINESS DURING COVID-19 CRISIS OF ELEPHANT PARK IN MAE TAENG DISTRICT, CHIANG MAI PROVINCE, THAILAND.
Author	Miss Kannika Hongphong
Degree	Master of Arts in Tourism Management (International Program)
Advisory Committee Chairperson	Dr. Winitra Leelapattana

ABSTRACT

Thesis on “Strategic management for tourism business survival under the COVID-19 crisis of the elephant park in Mae Taeng District, Chiang Mai Province, Thailand.” The main objectives of this research were 1) study the income situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation and 2) to study and analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and analyze the similarities and differences of large and small businesses. This research was conducted using a qualitative research method that consisted of an in-depth interview, a structured interview form, and a field note by the contributor proprietary information and employees of the elephant park in Mae Taeng District, Chiang Mai Province. The researcher used simple random sampling by lottery method, which specified quotas for 2 small elephant parks and 2 large elephant parks out of a total of 8 elephants parks.

The results showed that COVID-19 epidemic crisis affects the income of the elephant park business in Mae Taeng District, Chiang Mai Province. Studies have shown that the spread of COVID-19 affect the tourism of Thailand foreign tourists cannot enter Thailand. Due to the country's lockdown policy in which foreign tourists are considered a key factor in generating the main income for the elephant parks in Mae Taeng District, Chiang Mai Province and when categorizing the elephant park

businesses into large and small, it was found that the average income of large elephant park businesses before the COVID-19 situation and during the COVID-19 situation. The average income rate decreased by 99.87%. The average income of the small elephant park business before the COVID-19 situation and during the COVID-19 situation the average income rate decreased by 97.06%. Compared between the large elephant park business and the small elephant park business, the average income declined equally high. And the adjustment strategy of the elephant park business in Mae Taeng District, Chiang Mai Province of the large elephant park businesses, the use of human resource management strategy was the most important in management, followed by marketing strategy, process strategy and prevention strategies for COVID-19 and financial strategy and the strategy and prevention strategies for COVID-19 were the most, followed by financial strategy and marketing strategy and human resource management strategy. The large elephant park businesses focus on using the human resource management, the overall average was at good ($\bar{x} = 4.12$), while the small elephant park businesses focus on the use of process strategy and prevention strategies for COVID-19 as a result as the small elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19, the overall average was at good ($\bar{x} = 3.60$) Other strategies are at a similar level.

This thesis shows characteristics of choosing and using strategies for managing 5 areas of elephant park business with the same and different selection characteristics according to the size of the elephant park. It is important to choose the right one for the operating characteristics of each size. The results of the study will benefit elephant park operators in studying ways to cope with the current COVID-19 crisis.

Keywords : Strategic Management, Organization Survival, Tourism, COVID-19

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In this regards, I would also like to thanks to the owners and informants of the 4 Elephant Parks in Mae Taeng District are: 1) Maetaeng Elephant Park 2) Boonlert Elephant Park 3) Maetaman Elephant Park and 4) Panda Elephant Park for giving an interview informations to the researcher can be attributed to this thesis until complete.

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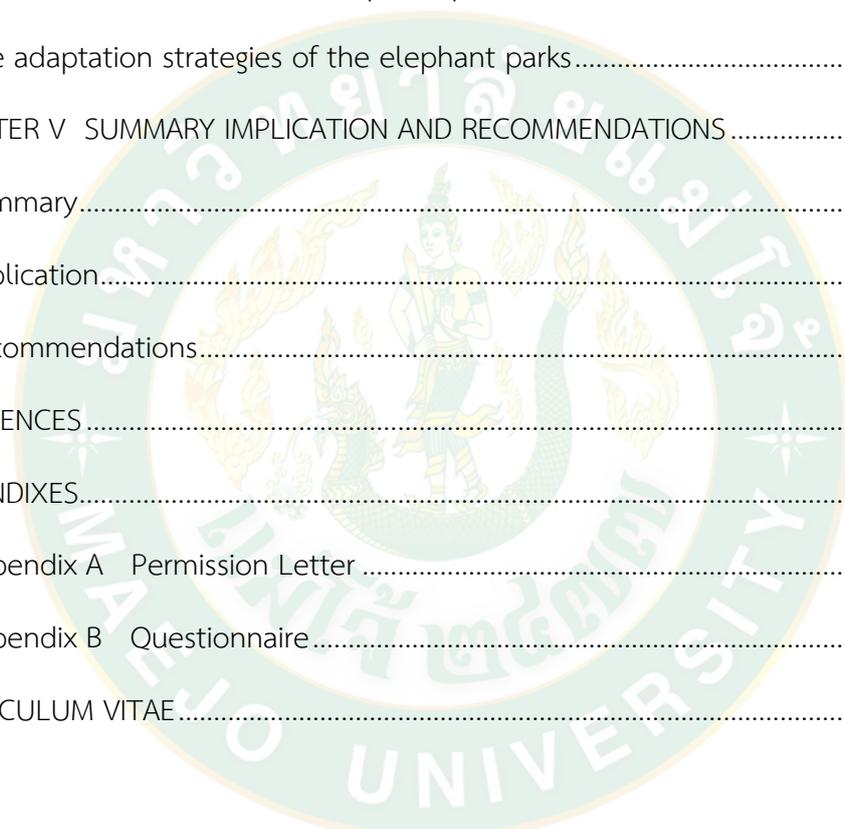
Finally, if this thesis has any flaws I sincerely apologize and sincerely hope that this thesis will be useful for managing business to survive under the epidemic situation of COVID-19.

Kannika Hongphong

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CHAPTER I

INTRODUCTION

Tourism industry is a major cog in driving the Thai economy in terms of income generation. Income distribution brings prosperity to the local situation before the coronavirus outbreak (COVID-19). The tourism industry accounts for about 20 percent of GDP, with more than 4.5 million industrial workers connecting people and making use of an extensive resource base. It is a sector that plays an important role in the development of the country. From the situation, a major problem before COVID-19 (COVID-19 stands for Coronavirus Disease 2019) was caused by the new coronavirus, 2019-nCoV. The coronavirus outbreak affecting the world in a wide range and spread all over the world this resulted in a large number of sick and fatalities. In addition, the COVID-19 virus it also affected the disruption of the tourism and related industries. It spreads to the slowing down of production in the global industrial sector that is under the global value chain system, which has continued to affect both domestic and international trade and investment. It also includes the cost of living with people to prevent infection, as well as measures to keep people in their homes, lead to a lack of income. Affecting global stock markets this also included the choice of many countries to shut down the country which caused severe economic recession. Therefore, it cannot be denied that our global economy is entering a global economic crisis, which is primarily driven by the global health crisis. (Posttoday, 2020: online)

Thailand economy in tourism and export sectors as a result, Thailand was hit hard by COVID-19, the Thai economic structure compared to many Asian countries. It is found that the Thailand economy is primarily an economy that relies on tourism and exports. It is highly concentrated in the tourism sector (12% of GDP) and international trade. (Total export value, import value equal to 100% of GDP), resulting in a slowdown in tourism and world trade, affecting the Thai economy harder than other countries. Thailand's tourism and trade sectors still rely heavily on China. In addition to the Thai economy is mainly dependent on tourism and international trade. Thailand's tourism and exports depend mainly on the Chinese economy. China tourism revenue accounts for 28% of total tourism revenue. And Thai exports to China accounted for 12% of total exports. It is not surprising that the shock from China and the slowdown in the Chinese economy affect Thailand more than any other country. The top five sectors that will be most severely affected will

be in the tourism-related services sector: hotels, accommodation, retail, restaurants, and land transport. However, the impact can be widespread in more than five businesses, considering the entire industry chain through the input-output table. That are related to the tourism sector and are considered to be affected (Forbes Thailand, 2020)

Research Problem

Due to the impact of the COVID-19 virus occurring in the world above as mentioned above. It's like a set zero business related to tourism. With the current situation of the COVID-19 epidemic it affects many aspects and many people, not just people, are affected. Elephants are among the most severely affected by the COVID-19 outbreak. COVID-19 is affecting the elephant park lack of various factors especially for elephant food that requires a large budget each day. Usually, food for elephants each day is frequented by tourists. Has eaten fruit or snacks in addition to the main food, such as grass or corn plants and now there is not enough food to meet the needs of the elephants. Because elephants eat about 140-270 kg per day per 1 rope. COVID-19 Crisis that spread throughout thus affecting the income of the elephant park that will provide food for the elephants for many months. Causing the elephant park to bear the cost both mahouts, food costs, and elephant medicine costs have affected elephant care.

This made researcher interested in studying the situation of the elephant park business in Mae Taeng District, Chiang Mai Province and to study and analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and to analyze the similarities and differences of large and small businesses because it is considered one of the famous tourism business in Chiang Mai and is a business that can generate income for Mae Taeng District. In order to use the results of the study as a guideline suggestion for tourism business operators in Thailand to use in the adjustment of tourism business in the future.

Against this background, the issue this research seeks to address involves a few key questions. The objectives of this study are 1) to study the income situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation and 2) to study and analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and to analyze the similarities and differences of large and small businesses.

We must understand research questions such as:

During the lockdown measures in the country during the COVID-19 crisis elephant park in Mae Taeng District, Chiang Mai Province How do you manage tourism or adjust your business to survive the COVID-19 crisis?

Due to the problems and impacts of the COVID-19 virus that occur around the world as mentioned above, it is like a Set Zero business related to tourism. This made the researcher interested in studying the tourism management of each elephant park in Mae Taeng District, Chiang Mai Province Because it is considered one of the famous tourism businesses and generates income of Mae Taeng District, Chiang Mai Province as well to apply the results of the study to be used as a recommendation for tour operators in Thailand to apply in the adjustment of the tourism business in the future.

Objectives of the Study

The purposes of this study are clearly stated in the previous section. This section, the author address the objective that need to complete in order to achieve the purpose. Therefore, the objective of this research is:

1. to investigate the income situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation.
2. to analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and analyze the similarities and differences of large and small businesses.

Expected Results

The main objective of this study is to know the current situation of elephant park businesses in Mae Taeng District and to know the adaptation strategies of elephant park businesses under the COVID-19 situation and to provide advice to the tourism industry in Mae Taeng determining a post-crisis recovery strategy. Therefore, the expected outcomes of this study are as follows:

1. The government sector can use revenue analysis for each period of the COVID-19 epidemic situation let's assess the income of the business of the elephant park tourism industry in Chiang Mai Province. And also has a policy that can bring help in various fields to entrepreneurs to support their business in the future.

2. Tourism businesses especially elephant parks can use research findings as a guideline for managing strategies within the organization to survive under the COVID-19 situation.

3. Academics, students and general interested persons can be used as a basis for further research on business knowledge about elephant parks.

Scope of Study

The scope of this thesis was aimed at the elephant park in Mae Taeng District, Chiang Mai Province, Thailand, divided into 2 large elephant park businesses and 2 small elephant park businesses. The study was based on population observations measuring instrument interview the owners of each elephant park and continue to conduct surveys to collect data from the beginning of April 2021 to September 2021.

1. This thesis have conducted studies and collected research data in each elephant park of Mae Taeng District, Chiang Mai Province, Thailand. In which Chiang Mai Province, Mae Taeng District is considered the district with the most elephant parks and many tourists come to visit the elephant park in Mae Taeng District.

2. Elephant Park in Mae Taeng District Chiang Mai Province there are 8 elephant parks. The researcher selected samples from the elephant parks in Mae Taeng District, Chiang Mai Province total of 8 elephant parks. For this research the researcher selected 4 elephant parks (2 elephant parks with large businesses and 2 elephant parks with small businesses).

3. Researcher studied the income before and during COVID-19 situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation.

4. Researcher studied and analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and analyze the similarities and differences of large and small businesses.

Duration of the Study

The study was based on population observations measuring instrument Interview the owners of each elephant park and continue to conduct surveys to collect data from the beginning of April 2021 to September 2021.

The researcher chose to use a combination or mixed purposeful sampling, i.e. critical case sampling and purposeful random sampling.

Limitation of the Study

This research was conducted to explore the adaptation strategy to study the income situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation and to study and analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and to analyze the similarities and differences of large and small businesses. Some restrictions that the document must specify:

1. The survey was conducted by in-depth interviews. The advantage is that the sample is the person who has the best information on the subject the researcher is studying or is most relevant to.

2. Interviewees are owners and employees working in the elephant park in Mae Taeng District, Chiang Mai Province, Thailand.

Definition of the Terms

Strategy is an action that managers take to attain one or more of the organization's goals. A strategy is all about integrating organizational activities and utilizing and allocating the scarce resources within the organizational environment so as to meet the present objectives. Strategy is the blueprint of decisions in an organization that shows its objectives and goals, reduces the key policies, and plans for achieving these goals, and defines the business the company is to carry on, the type of economic and human organization it wants to be, and the contribution it plans to make to its shareholders, customers and society at large. (Management study guide, 2015).

Strategic Management is the management of an organization's resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization. (Investopedia, 2022)

Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure. (The World Tourism Organization, 2008)

The worldwide outbreak of COVID-19 has brought the world to a standstill, and tourism has been the worst affected of all major economic sectors. Against a backdrop of heightened uncertainty, up-to-date and reliable information is more important than ever, both for tourists and for the tourism sector. By cooperating closely with the world health organization (WHO), the lead un agency for the management of this outbreak; by ensuring with who that health measures are implemented in ways that minimize unnecessary impact on international travel and trade; by standing in solidarity with affected countries; and by emphasizing tourism's proven resilience and by standing ready to support recovery. (World Health Organization, 2020)

Organizational survival refers to Organizational survival refers to the survival of a firm depends on its ability to survive with its internal and external environmental factors. Corporate performance should portray how effective and efficient is in terms of its profitability, growth, cost minimization and productivity. (Erengwa, K. N., et al. 2017).

Large Business Large elephant park business with funds amounting to 1 0 million baht, having at least 50-100 elephants, Lots of activities such as elephant shows. Elephant painting activities, elephant riding, rafting, and wagon ride, etc.

Small Business Small elephant park business with capital amount 3 million baht, have at least 2-15 elephants, no employees divided into different departments. There is help in managing within the family. There are not many activities such as elephant riding, elephant feeding, elephant bathing, etc.

CHAPTER II

REVIEW OF RELATED LITERATURE

A study on strategic management for the survival of tourism business during COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand. The researcher reviewed the concepts, theories and related research which are presented as follows:

1. Business Strategies
2. Crisis concept and crisis management
3. Guidelines for organizational planning and management in crisis
4. Coronavirus 2019 or COVID-19

Business Strategies

Thikamporn Thaweedej (2016) defined strategy (strategy) is a plan that a business organization has a course of action which may be formal or informal. This is to accommodate the various situations that will arise and to enable the organization to pass with growth. An approach is a planning or strategy in determining the direction of business operations.

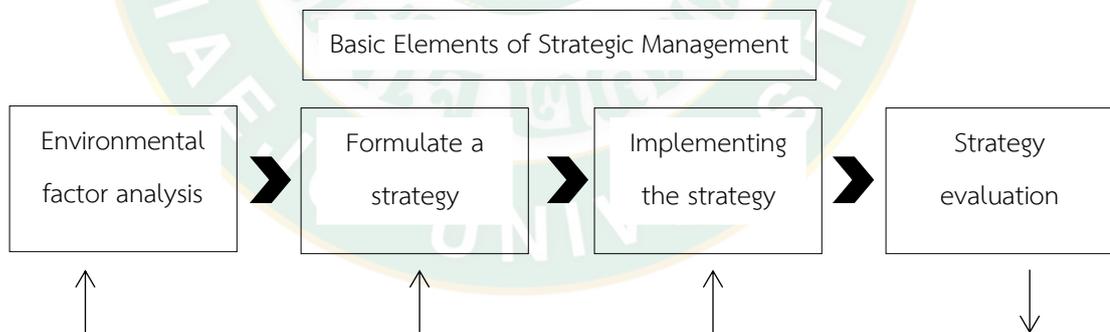


Figure 1 Basic elements of strategic management

Source: Wheelen & Hunger (2012)

The basic elements of strategic management that are illustrated in Figure 1 are considered to be the strategic workflows that are the heart of any business operation to improve performance all the time. This allows them to compete with other organizations with similar business models. At present, strategies that are used

in operations can be divided into 3 levels, with each layer working simultaneously. All from the smallest hierarchy will support larger strategies.

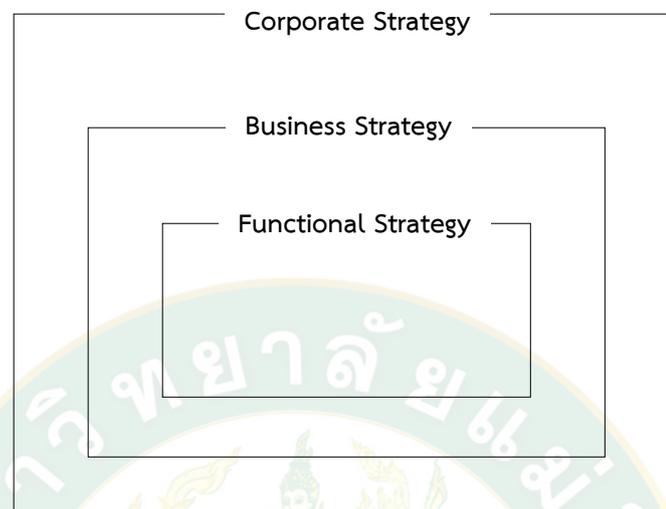


Figure 2 The three levels of strategy hierarchy.

Source: Sudjai Diloktasanon (2015)

Corporate Strategy

1. Growth strategy
2. Stabilization strategy
3. Retrenchment strategy
4. Mix or combination strategies

Duties of corporate strategy level executives in this case, the duty of the controller or the highest strategy maker in the organization is from the top management who will control the interests of business operations and create. The broadest strategy in strategic management It has an important function to determine the market in which the organization should operate, to define business practices and to decide how the organization should proceed or having to decide on the allocation of resources to each business in the organization for development planning Improve the human resource section within the organization to be able to meet current and future competition.

Business Strategy

1. Cost – leadership strategy
2. Differentiation strategy
3. Focus group strategy
4. Differentiation focus strategy

Duties of business strategy level executives or those responsible for business strategy level That is, a person holding a position as the head of a department/ department/group. It is responsible for formulating strategies to meet competition at each level of the agency. It is responsible for making strategic decisions in relation to creating value for customers. Their main duty is to monitor and monitor the competitive conditions in their industry businesses by coordinating to create unity to increase business efficiency and in order to determine the position of the product competition and the product responsible for the quality of the product, the price of the product and the product responsible for and prepares procedures for considering the allocation of resources to each sub-department within the organization.

Functional Strategy

This level of strategy plays an important role in supporting business and organizational strategies to achieve their objectives the weakness of the organization The organization shall pay attention to the selection of strategies to correct weaknesses and to strengthen or to increase differentiation from competitors

Operational strategy (Warangkana Polprasert, et al., 2011.) will be set up according to the workload according to various functions operational strategies consist of 1) product and operation strategy 2) marketing strategy 3) financial strategy 4) human resource management strategy strategy) and 5) research and development strategy. These strategies must be a combination of strategies and to minimize conflicts. Therefore, the roles of the strategy at the operational level are classified according to the duties of each segment as follows:

1. Product and operation strategy

Production and operation strategies are formulated based on production activities can be classified into 2 types:

1.1 System design strategic executives must take into account the starting point in designing a system in accordance with customer needs in order to produce goods and services with the lowest cost in mind, production method selection facilities.

1.2 Operations planning and control it is a way of planning production according to the actual needs of customers and services.

2. Marketing strategy

It determines the company's strategy in terms of its products and services. both available in market and will be released in the market that meets the needs of customers how much marketing strategy is a strategy that focuses on the needs of the customer is important. both old and new customers.

3. Financial strategy

Implementing a financial strategy, the results of the analysis of the company's financial statements must be used in order to know the company's performance. Both in terms of weaknesses and strengths. The factors used in the formulation of key financial strategies are as follows:

3.1 Consider the introduction of factors related to funding. The condition for consideration is the company's cash needs method of giving credit and debt collection investing the company's capital in the form of bonds, stocks or bank deposits and methods for controlling inventory.

3.2 Consider making good use of financial resources. by considering the comparison of the long-term profits of the projects operated by the company with the costs incurred in the organization and considering the operating budget and are working to improve.

3.3 Consider actions that affect lenders and shareholders by considering the method for repaying the benefits incurred to the shareholders and consider the period of credit to the appropriate customer or purchaser.

3.4 Consider financial collections by considering building a good accounting system to be useful in considering the financial results of the company, consider the overall financial situation of the company. Whether in each business group can generate profit for the company or not. and consider the timing of the management of harm to the performance of the company at all levels of the business unit.

4. Human resource management strategy

Master in human resource management strategies considering the duties of human resource management, including the use of human resources for maximum benefit development of human resources in the organization to be ready and capable of meeting the needs of the organization. Use methods to motivate employees in the organization to perform tasks in accordance with the needs of the organization and focus on building morale and morale for employees in the organization.

5. Research and development strategy

Changes in technology and environment make products and services obsolete and out of competition. research and development will know the real needs of customers and the market strategies for research and development can be classified as follows:

5.1 Innovative R&D Strategy as a research strategy and product development and new services by focusing on products and services to be different from competitors and giving customers a choice for the product and new services all the time.

5.2 Protective R&D Strategy as a research strategy and development that focuses on research to improve the quality of products and services, including the production techniques of the organization to change according to the needs of customers.

5.3 Catch-Up R&D Strategy as a research strategy and develop to find the form of goods and services. According to the form of competitors, that is, if the competitors have good performance. Executives should do research and bring the results to improve and change operations to be superior to competitors.

5.4 Combination R&D Strategy as a research strategy and develop the office combine the above 3 strategies depending on the appropriateness of each case.

Marketing mix strategy of service business or business marketing mix strategy from the original marketing mix concept consisted of 4Ps, i.e. product price place and promotion

Competitive strategy and competitive advantage was first studied by Michael E. Porter (1996), who suggested that the strategies there are 3 options: cost – leadership strategy, differentiation strategy and focus group strategy strategic determination is a question from the business whether to do it. How and how to compete by creating an advantage over business competitors A good starting point for formulating a business-level strategy is to consider the organization in which business it is in order to have a clear division of the business. Therefore, business-level strategies it is therefore classified as a main strategy directly from the strategic manager using all available resources and capabilities in order for the business to survive and be stable within the period of setting goals and to create competitive advantages within the industry in line with Wassana's research (2011), said that the business strategy is determining ways to increase the competitiveness of the products or services of that business unit the specific marketing segment, how the business unit competes, creates value for customers and creates.

How do you gain competitive advantages with core competencies to achieve objectives? Any organization with only one type of business may have only one business strategy. But if any organization expands into a variety of businesses, each business must have a specific strategy for being competitive in that industry or creating a strategy. Competitive Strategy by starting with a study of the missions and missions of the relevant departments in the business and then starting to examine the internal and external environment of business units to bring the information to process the information for consideration for the purpose of choosing a strategy that is suitable for the business.

Tools to help analyze and formulate business strategies.

Jirat Akararasamebhokin (2010) said that strategic management is a process to implement in determining the strategy of the executives. There is an overall process of analysis and study of strengths, weaknesses, opportunities and obstacles, also known as environment and potential analysis. It is a situational assessment tool for an organization or project that helps management determine strengths and weaknesses from its internal environment. With the opportunity to face obstacles from the external environment, Albert Humphrey, who initiated the technique, presented this technique at a seminar at Stanford University that included with 4 letters SWOT, which stands for strengths, weaknesses, opportunities, and threats, arranged for information to understand the condition environment in business by explaining additional meanings of each component as follows:

Strength refer to strengths or strengths which is a result of internal factors this is an advantage that can arise from the business environment such as the strength of the mix financial strength production strengths, human resources strengths the company must take advantage of its strengths in formulating marketing strategies.

Weaknesses refer to a weak point or a weakness which is a result of internal factors. It is a problem or defect caused by the various internal environments of the business, which must find a way to solve it.

Opportunities refer to opportunities in corporate business caused by external factors as a result of the external environment of the business to benefit or promote the operation of an organization; an opportunity differs from strength in that an opportunity is a result of the external environment. Hardening as a result of the internal environment a good marketer needs to always be on the lookout for opportunities and be able to take advantage of them to profit in business. Threats refer to threats are barriers, which are largely due to external factors, that become constraints that businesses need to adjust their strategy to match their location and

try to eliminate any obstacles that arise as quickly as possible. For example, factors affecting the structure of a business such as the expansion of a large company in that business, the expansion may occur from within the company and outside the company. Internal expansion, such as the discovery of new management technology, the ability to raise capital at low cost. External expansion, such as the merger of companies, increases the size of the company. As a result, the concentration value changes with a higher value. There are production factors such as economies of scale. A large company will have the advantage of size and with more branches resulting in economies of scale while new businesses will not be able to. The production cost is as low as the previous big company. In addition, there are marketing factors such as advertising and sales promotion, which the organization needs to use a budget high marketing. Therefore, it is beneficial to large companies. In addition, if considering the familiarity that the same company in the market has advertised with promotional strategies that are attractive and acceptable to consumers. These factors therefore hinder the entry of new entrepreneurs eventually in terms of capital requirements. In the case of a business that requires a large amount of capital the amount of entrepreneur's capital is therefore an obstacle to entering the competition. While large companies can raise large amounts of capital and have different capital costs.

Examples of external factors are the decrease in the number of companies in that business. This may be caused by the economic downturn product demand service is reduced or competition is fierce. This made the small business units unable to adapt to the changing environment have to liquidate the business out of the business cause the concentration of demand to change in an increasing way or there is also uncertainty. Government policy in some industries, the state will limit the entry of new business because the industry has enough or exceeded the demand, which affects the cost. Concentration is higher and copyright matters and management techniques by the big companies can be procured by such specific methods such as inventory management. Product placement and distribution system in the market, etc.

A tool to analyze the relationship of the internal and external environment to formulate strategies.

Boonthawan Wingworn (2013) STOWs Matrix Model is an analysis of the relationship between strengths, weaknesses, opportunities and obstacles. The SWOT data will then be linked into a Matrix table so that the issues can be clearly

formulated as a strategy. The results of the analysis can be divided into 4 types of strategies as follows:

Internal Strengths and External Opportunities (S-O) – how can they use the strengths to benefit from existing external opportunities?

Internal Strengths and External Threats (S-T) – how can they benefit from their strengths to avoid or lessen (potential) external threats?

Internal Weaknesses and External Opportunities (W-O) – how can they use opportunities to overcome the organization's internal weaknesses?

Internal Weaknesses and External Threats (W-T) – how can they minimize weaknesses and thus avoid potential threats?

A tool for analyzing the competitive conditions of businesses in the same industry.

The method of analyzing the competitive conditions of industries and factors affecting the competition in that industry is based on the 5 Forces Model theories with the following five factors.

1. Rivalry among current competitors
2. Bargaining power of suppliers
3. Bargaining power of customers
4. Threat of substitute products or services
5. Threat of new entrance

The study of business strategies can make the process or process of adjusting the opportunities and obstacles in a situation more visible during the process. Businesses are in the middle of a crisis such as the spread of COVID-19. The barriers to doing business are quite high. There are external factors causing business instability and changes in consumer groups that are external opportunities or obstacles that will lead to adjustment. Therefore, the tools to help the adjustment of the operational level business can help entrepreneurs and investors in businesses who want to change. To create short-term survival and be able to take action to develop long-term products if there are strengths or stable internal organization conditions.

Crisis concept and crisis management

Crisis is a situation or threat that occurs unexpectedly both natural human action and emerging infectious diseases which affect the operations or cause rapid

and severe damage to the normal operation of the organization. This makes it impossible to achieve the set goals (Kathleen, 2017). Ulmer et al. (2011) divides crises into two types:

1. Intentional incident including terrorism obstruction of work workplace violence Bad relationship with employees ownership of raw material factors by opponents unethical leadership

2. Accidental events such as natural disasters, disease epidemics. Unseen technical failures, faulty products and economic failure. Therefore, the crisis in the hotel business means Severe circumstances or sudden abnormal situations caused by intentional and unintentional incidents such as epidemics, natural disasters, wars, obstacles in work, etc., affecting the operation of the hotel business to the extent that it cannot achieve its goals.

Glaesser (2006) states that crisis management is a business management tool to deal with crises since planning preparation defining processes and implementing strategies to revitalize the business after a crisis to prevent or resolve problems that businesses may be affected by and help reduce the damage from crises that negatively affect the organization, while Timothy (2012) sees that organizations need to prepare for or deal with various crises that may occur to all sectors or individuals. Related through communication it plays an important role in crisis management. Therefore, the hotel business must have an effective crisis management approach. In order to prevent and mitigate the impact of a crisis as much as possible, the Tourism Authority of Thailand (2016) has established three crisis management guidelines for the Thai tourism industry: the pre-crisis period; during the crisis and the post-crisis period (post-crisis), with the implementation steps in each phase as follows (Coombs, 2007; Ulmer et al., 2011).

1. Pre-crisis readiness It is to prevent and be careful of the chance that the crisis will spread beyond control. The business has a crisis communications playbook, which breaks down the severity of the crisis and how to deal with it at each level. There are a management system public relations plans, research or training of personnel in the organization to streamline operations and prevent impacts on the image of the organization when faced with crises.

2. During crisis is the response to a crisis, this step is critical to the implementation of the planned action to be able to deal with the crisis accurately, quickly and accurately. The origin of the crisis, frankly communicated facts and monitor to check if the incident is at any level, including communication in the organization media relations and issuing a declaration.

3. post-crisis period is the recovery phase (recovery) after the crisis. Focus on learning how to solve problems. which arises from the experience of working or solving the crisis that has occurred and then reviewed and improve to suit the next operation, including planning to solve the root cause of the crisis in the long term and prepare action plans and countermeasures in the crisis communication plan.

Crisis management tools SWOT Analysis and Risk Management concepts are commonly used to present crisis response strategies that help prevent potential damage and Reduce risk in managing the organization from crisis, consisting of 4 strategies as follows (Coombs, 2007; Glaesser, 2006).

1. Deny crisis response strategies is a crisis response in which the organization denies faults in the crisis, as appropriate. There are three types of responses: attack-based responses to the accused rejection response and responding using a scapegoat.

2. Diminish crisis response strategies are crisis responses by reducing the level of importance or responsibility to an incident. Helps prevent negative corporate reputational effects. This is because if the organization has less responsibility for such incidents, the impact on reputation will be less. There are two types of apology response and rational response.

3. Rebuild crisis response strategies compensation for damage from a crisis can be divided into two types: compensatory response and an apologetic response.

4. Bolstering crisis response strategies are ideal for complementing all three of the above strategies. It discusses the good relationship between the organization and the groups of stakeholders both inside and outside the organization and response by appreciation.

Guidelines for organizational planning and management in crisis (5 R”)

(Suwit Maesincee et al., 2020)

1. Resolve addresses challenges affecting employees, customers, business, technology, and introduces basic measures to protect liquidity, such as employee policies by working from home or increasing social distance at work and ensuring the safety of employees. This change results in stress and decreases work efficiency. An example of a solution is organizing small, effective teams Setting goals for the management to work remotely (remote working) with clear goals and the use of technology to help increase work efficiency

2. Resilience responsiveness and discipline is an important factor in responding to the challenges of short-term financial management. And it's something to learn from organizations that have survived past economic downturns. These companies did not

succeed during the economic crisis with existing capital. It is a crisis adaptation, which has six steps: identify and prioritize risks, model scenarios (scenarios) from the highest risks, and test the ability to withstand the financial impact of the agency (financial stress test) identifies operational guidelines, increase transparency and tighten financial management, create a dashboard to track key metrics.

3. Return has a detailed plan for returning to normal. Starting from closely monitoring the situation that the number of infected people has decreased. Measures from the government to ease the detention there are widely used disease test kits and results are known quickly. Or there is an effective vaccine against disease. If the situation improves this led to the consideration of organizational actions to protect employees by including measures such as taking a fever, washing hands frequently, and ensuring customers that the organization has strict measures such as having a disinfectant gel. Come back to work with agencies in the supply chain (supply chain) by trying to spread the supply chain out to different regions to reduce risks. The impact of business interruption is then considered and considers that in the future should continue to operate the same business or how to improve operational guidelines.

4. Reimagination imagines what the new social condition after COVID-19 or the "next normal" will be. What are the impacts of the changes and how should organizations adapt? For example, the transformation of public health to be inclusive using technologies such as artificial intelligence (AI) and telemedicine. It must be borne in mind that adjusting to the "new normal" is difficult.

5. Reform government sectors need to be involved in regulatory reforms. To make work more efficient, such as reducing trade barriers and defining and protecting the rights of workers to work remotely (work from home) etc.

Novel Coronavirus 2019 or COVID-19 (Novel Coronavirus 2019-nCoV.) (World Health Organization, 2021)

The coronavirus is the largest family of viruses found in both animals and humans. That causes a range of illnesses, from the common cold to more serious illnesses such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). On Dec. 31, 2019, Chinese authorities confirmed a novel coronavirus outbreak in Wuhan. After collecting virus samples from patients for laboratory analysis. China and the World Health Organization later identified the virus as the 2019 novel coronavirus, or COVID-19.

Symptoms are fever, cough, fatigue, shortness of breath, sore throat, muscle pain, odor, and taste, etc. It is transmitted from person to person through droplets from the nose or mouth, which are excreted when the patient coughs or sneezes. We can get

the infection by inhaling aerosol from a patient or from putting your hand on the aerosol-bearing surface and then touching it on your face. The time from infection and onset of symptoms (incubation period) ranges from 1-14 days and averages 5-6 days, with more than 97% of cases onset within 14 days. Occurs in the upper respiratory tract and in the lungs. Early research indicates that proliferation of viruses in the gastrointestinal tract however; gastrointestinal transmission has not been confirmed. Peak phases of transmission are likely to occur early in symptoms and decrease thereafter. Pre-symptomatic transmission can occur, however. If there is no cough (the main mechanism for excreting the virus) may limit transmission during that time.

Characteristics of disease, transmission rate and severity.

Basic reproductive rate (R_0) is the mean rate that one patient will infect others in a population susceptible to infection, the R_0 value of COVID-19 It's around 2 and 4.

Clinical onset interval is the duration of symptoms in subsequent patients together in the chain of epidemic in most research the average time is 4 and 5 days.

Case fatality ratio (CFR) or mortality rate is the proportion of patients who die, the global approximate rate is 7% (December 2019 - May 2020).

Research indicates that children and young people can be infected and transmitted. However, children usually do not have severe symptoms. But the risk of severe disease increases with age and in people with underlying diseases such as high blood pressure, diabetes, coronary artery disease chronic respiratory disease and cancer.

No testing for COVID-19 what types are registered? Except under the terms of use in emergency conditions only all types are currently being evaluated, including:

Nucleic Acid Amplification Tests (NAATs) are used to diagnose infections. (whether the virus is detected or not) in the acute phase of the disease The examination of this technique takes between 13 minutes and 3 hours and requires specialized equipment.

Immunosuppressive antibody detection is used to detect IgM and IgG antibodies created against the virus. There is no diagnostic benefit as the response of the body is undetectable in the first week of illness. The test takes 15 minutes and can be used to determine who has been infected before a population-based study. Antibodies are currently being made in six countries.

Antigen detection they are used to detect viral antigens and may be helpful in the diagnosis of acute infections. The development of test kits has been done in many countries.

Treatments there are currently no registered antiviral drugs for the treatment of COVID-19. But research is being done to determine whether any drugs may modify their

original purpose for treating COVID-19. The World Health Organization is coordinating a large multinational project, Solidarity Trial, to assess four drugs/treatments: 1) Remdesivir - Originally developed for Ebola 2) Lopinavir / Ritonavir - It is a combination of anti-HIV drugs. 3) Lopinavir / Ritonavir + Interferon Beta - Added Interferon Beta to have antiviral properties. 4) Chloroquine - Antimalarial drugs with antiviral properties.

Individual measures maintaining hand hygiene and coughing/ sneezing etiquette is important at all times and is the best way to protect yourself and others. When possible, maintain a distance of at least 1 meter from others. As some infected people may be asymptomatic or have mild symptoms, social distancing is very important if you are in an area with a COVID-19 outbreak.

Public health measures quarantine is the restriction of activities or isolating those who are not sick but may have a history of close contact with COVID-19 patients the purpose is to prevent the spread of disease during people onset, quarantine means isolating people who have symptoms of COVID-19 and may spread the disease. Therefore, this is done to prevent the spread of disease. Distance is to stay away from each other. The World Health Organization recommends that keep a distance of at least 1 meter from other people. This is a general measure that everyone should take even if they are healthy contact tracing. This is done to identify people who may have a history of exposure to the disease in order to quickly separate

A summary of the impacts on the factors driving the domestic economy from the spread of the COVID-19 virus are as follows: 1) The widespread spread of COVID-19 and the economic crisis linked to this situation. This creates great challenges on a global and local level. 2) Health effects Economy and society happen to all groups of people. But it undermines the most vulnerable populations, including the poor, the elderly, the disabled, youth and ethnic groups. 3) The epidemic and economic crisis unfairly affects the vulnerable population. This could trigger more inequality and poverty. 4) This global crisis requires coordination oneness and economic policy effective social and public health.

From the situation of the epidemic of the COVID-19 virus Since December 2019, it has caused health problems and severely impacted the global economy. This resulted in fluctuations in marketing, finance, trade, import and export of consumer goods, labor, transportation, causing communication problems roaming Stockpiling of goods and food followed, as seen in almost every country.

Related research

Donpiwat Preedawiphath et al. (2012) developing a real estate business management model in a recession. The objective is to study management strategies of real estate companies in Thailand in terms of marketing, finance, human resource management and work processes during the recession and studied the behavior and factors influencing consumers' decision to buy real estate during the recession to determine the most suitable management guidelines for real estate business to survive during the recession and in accordance with consumer behavior by using research tools including qualitative research and in-depth interviews to collect information from the management of residential real estate development companies operating for a period of 5 years or more, a group discussion was to examine the appropriateness of the management framework development model of the residential real estate business. Mixed recession period and quantitative research with 600 sets of opinion questionnaire on purchasing behavior of consumers in the residential real estate market by content analysis for qualitative data and statistical computer programs from the study, various adaptations and strategies can be summarized that entrepreneurs consider choosing in the recession that is, financial strategy marketing strategy human resource management strategy and work process strategies.

Walaitip Kitkan. (2020) Covid-19 and the strategy of operating small hotels and resorts in Nakhon Nayok province. This research aims to study the operations of small hotels and resorts in the preepidemic to during the COVID-19 epidemic (lockdown) throughout the period after the sixth unlock down in prevention of COVID-19 in Nakhon Nayok Province, Thailand. Structured interviews were used as a tool for this research. There were 10 small resort entrepreneurs in Nakhon Nayok province, 5 persons in real estate developers and tourism investors were the sample of the study. It found that during the epidemic of covid-19, entrepreneurs used a retrenchment strategy for pricing throughout the epidemic period until releasing the lockdown period. Pro-active strategy were applied in the business management process. Moreover, most investors and real estate developers suggested that the entrepreneurs should reduce the business cost and maintain the cash flow; maintaining business reputations and hygiene. Entrepreneurs needed to develop the employees' service-skills of regularly. The results of the study can be used to guide hoteliers, resorts, and tourism industry partners to prepare for the uncertainty of the economic crisis in the future.

What competencies should this manager have?

Firstly, the manager, as we have said before is called 'Chief Intelligence Marketing Officer', so it is not anymore 'Chief Marketing Officer'. That person for sure needs to be a

native digital person, first. Second, that person needs to manage perfectly the 8M's of Artificial Intelligence Marketing that obviously we are working with during the GBSB Global programs, but now I summarize: 1) machine to machine. 2) man to machine. 3) managing smart data. 4) m-glocal. 5) making smart products. 6) marketing dynamic prices. 7) multi e-channels. 8) machine generated communication.

That person needs to be an expert on traditional marketing 4 Ps and needs to be an expert in managing the 8M's of Artificial Intelligence Marketing, including and introducing the rewards, as new members and colleagues of nowadays marketing departments. So, the person being in charge of Artificial Intelligence Marketing needs to be an expert on each one of the 8M's of Artificial Intelligence Marketing. (Manu Monasterio, 2018)

Theory of competitive strategy

Porter is the representative scholar of the theory of competition strategy. As early as the 1980s, his two works "competitive strategy" and "competitive advantage" have already expressed the theory of competition strategy very well. In the famous Porter Model, there are five factors that affect the income of the enterprise: first, the substitute supplier, when the product is homogenized, the pressure is more obvious; the second is the new entrant, who has just entered the industry. Potential targets of threat; third, existing competitors, pressure from the same industry; fourth, the bargaining power of suppliers, is from the upstream pressure; fifth, the bargaining power of users, is the pressure of downstream force. These five factors have obvious influence on the rate of return of investment. In the process of actual analysis and strategy implementation, it is necessary to make a comprehensive discussion on each factor to determine the strategic way that can improve the competitiveness (Noonan, 2012).

In the theory of competitive strategy, profitability is the basis of the research. All the relevant analysis of competitive factors is to improve the profitability of enterprises, obtain a greater market share, and thus achieve the long-term stable development of enterprises. Compared with the traditional strategy theory, the competitive strategy theory has carried on the multi-angle research to the industry attraction, but how to define the industry standard, the industrial structure stability and so on content has not been clear. The theory of competition strategy is an analysis based on the competitive structure of industry, which makes it possible to cause strategy in the actual operation process due to various reasons, especially internal environment, different resources and other practical problems. It is unreasonable (Hobsons, 2016).

Adaptation Theory

Meedian Chumat (2019). The current adaptation theory originates from the scientific disciplines. Especially evolutionary biology. It describes the development of genetic or behavioral traits that enable living organisms to cope with environmental changes and most importantly for those beings to survive. Adjustment of people has an important purpose. To ensure that a person can survive, (O'Brien and Holland, 1992), adaptation is applied in anthropology. Anthropologist and cultural Julian and Steward apply cultural adaptation to describe the core culture and the natural environment through life's activities. In the same society, self-assessment is also used in social matters to understand and understand differences in many other societies, such as food advertisements, educational reports, economics, medicine, departments, and others.

Adjustment in the context of entrepreneurship means the processes that the operator uses to process various data from the external environment. And use that data to adapt (Mckee et al., 1989). Adaptation is associated with modifying the competitive strategy. And strategizing to suit different environments, no operator can survive without adaptation. Entrepreneurs need to adapt to the social environment. In which the degree of adjustment depends on various environmental factors, adaptation is relevant to businesses in many dimensions such as production of goods, services, marketing, distribution channels, personnel, finance and facilities. In the context of small operators adaptation depends on environmental changes. Which operators need to make many changes in management such as competitive strategy organizational structure Chakravarthy (1982) has said that entrepreneurs can survive in different environments through effective adaptation. Mintzberg (1979) says that the survival of entrepreneurs depends on their ability to adapt to different environments. Besides that, good adaptation allows entrepreneurs to understand their environment better. This results in better access to resources and information and better learning for changes.

Small entrepreneurial adaptation is closely related to organizational learning theory. Organization Learning in the context of small operators. Learning means Acquiring new knowledge by being able to take advantage of that knowledge in making decisions. (Miller, 1996) MacDonald (1995) said that adaptation is the result of learning. Good learning depends on environmental change interests. Markoczy (1994) states that operator adaptation can explain behavior, activities, so we can see that adaptation is directly related to environmental changes. The ability to learn on a wide range of subjects, especially about environmental changes.

In an entrepreneurial context, survival is of paramount importance in today's world. Due to the rapidly changing environment, such as marketing, strategy or technology, many entrepreneurs who are unable to adapt to such changes eventually have to end. Therefore, in this research, the researcher recognizes the problem and the importance of survival and has reviewed the relevant literature or research. There are several studies on the survival of small and medium enterprises. Jovanovic research (1982) is one of the most cited studies. In which he summarized several factors affecting the survival of entrepreneurs, including entrepreneurial educational factors (entrepreneur education) factor, family background, research and development ability, size factor.

Related studies

New strategic management model and research trends after the last century 90's, the market environment has taken place the significant change. On the one hand, the development of technology makes the product update faster, but also increases the degree of homogeneity. On the other hand, the standard of living of the people continues to improve; individualized demand is also more and more intense. Under the action of two kinds of factors, "innovation" becomes the new path of enterprise development. Edward de Noble made a comprehensive analysis of the above problems in his book beyond competition, and put forward the theory of transcendental competition. Since then, the research on strategic management began to expand in a wider direction (Schemo, 2007).

In addition to the theory of transcendental competition, Mohr's theory of evolution of enterprise ecosystem and Davenides' model of transcendental competition are all effective approaches to the new strategic management model. In the continuous research, the scholars believe that the strategic management theory should change and perfect with the change of the times, so the theory itself also presents new characteristics. Firstly, the theoretical analysis and discussion should not be limited to the current industrial environment, should attach importance to the dynamic analysis. Secondly, the theory and practice should be combined and promoted, and the theory should be applied in practice. Finally, the content and views of different schools of thought continue to merge and promote each other's development. (Nag et al., 2007)

Conceptual Framework

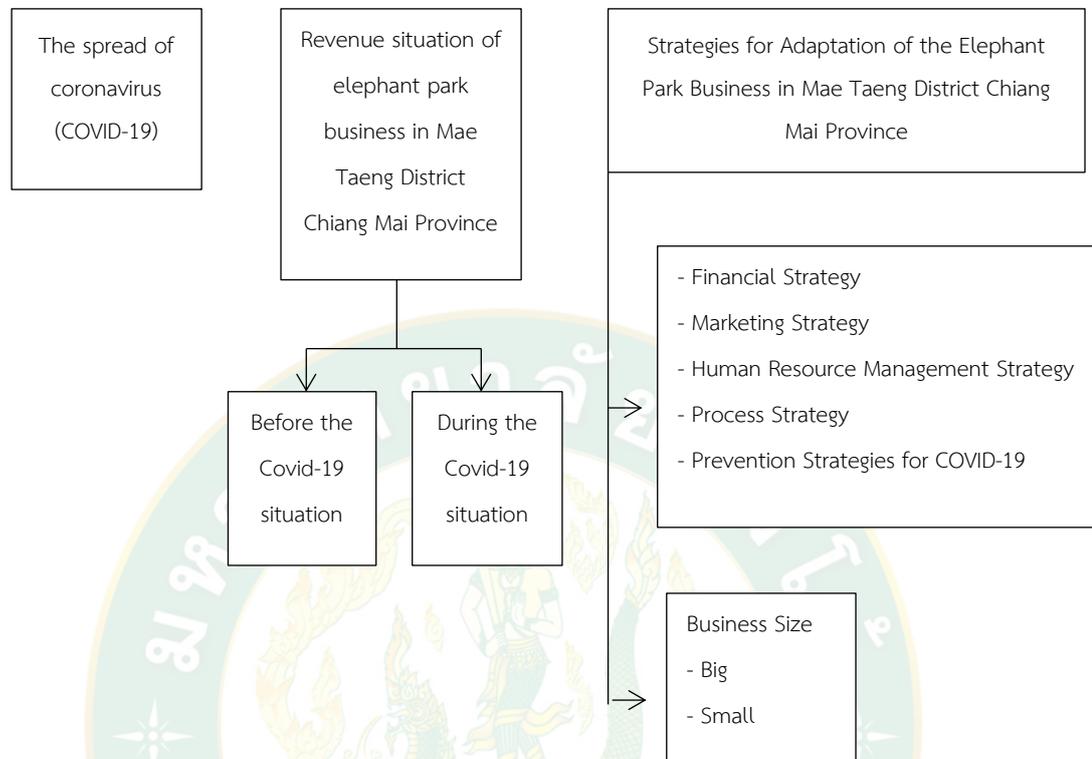


Figure 3 Conceptual framework

From the study of business strategy concepts at the operational level and from the research study of Donpiwat Preedawiphath et al. (2012), the researcher has compiled it into a research framework consisting of financial strategy, marketing strategy, human resource management strategy and process strategy. There are also guidelines for managing in times of crisis under the COVID-19 situation. The prevention strategies for COVID-19 were incorporated into the conceptual framework of this research.

Population and Sampling Procedure

This thesis on “strategic management for the survival of tourism business during COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand”. There are 2 stages of operation: 1) to study the income situation of the elephant park business in Mae Taeng District; and 2) to study the adaptation strategy of the elephant park business in Mae Taeng District, Chiang Mai Province by studying the business of 2 large elephant parks and studying the business of 2 small elephant parks as follows:

1. The following non-participant observations were performed:

1.1 Observational instruments include observation forms, cameras, audio recorders and interview form

1.2 Researcher finds and collects information about elephant park business in Mae Taeng District, Chiang Mai Province and used simple random sampling by lottery method from 8 elephant parks for get 2 large elephant parks businesses and 2 small elephant parks businesses do the following:

Carry out observation within the area of each elephant park, they are classified into large elephant parks, namely 1) Maetaeng elephant park and 2) Maetaman elephant park and small elephant park businesses, namely 1) Boonlert elephant park and 2) Panda elephant park by using real-life service details observation together with survey data from service providers. The researchers recorded their observations to determine who is involved in the service and is an in-depth interview with service providers in the next step.

2. The researcher made a letter requesting permission to conduct the research to the managers of each elephant park in Mae Taeng District, Chiang Mai Province to request assistance to interview information.

3. In-depth interviews with service providers the details are as follows:

3.1 Provider in-depth interview tools include:

1) Unstructured interview form to find information about the income situation of the elephant park business before and during the COVID-19 situation and to find out about the adaptation strategy of the elephant park business in Mae Taeng District, Chiang Mai Province in various fields such as financial strategy marketing strategy human resource management strategy process strategy and prevention strategy for COVID-19.

2) Tape Recorder and Camera

3.2 Interview Location each elephant park in Mae Taeng District, Chiang Mai Province

3.3 Determination of the number of samples of each type of elephant park:

1) Large elephant park business

Determine the number of samples with a specific sampling technique with 5 interviewees as follows:

- Elephant Park owner, head of marketing, head of finance, head of human resources and head of general management.

2) Small elephant park business

Determine the number of samples with a specific sampling technique with 3 interviewees as follows:

- Owner and relatives

3.4 Service provider interview process the researcher introduces myself. Explain the objectives, benefits, procedures and duration of research data collection which the researcher has respected the rights privacy confidentiality of all informants along with the right to accept and reject this interview during the interview. The provider can terminate the interview at any time they wish. Without affecting the image of the elephant park in any way the presentation of the interview results with the researcher will only present an overview of the results.

3.5 Conduct an interview about the situation and adaptation strategies of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation according to an unstructured interview. Total time spent in interviews is 30-40 minutes per person.

4. The researcher gathered the interview logs. Take the tape verbatim and used to analyze the content

Measurement of Variables

A study on “ strategic management for the survival of tourism business during COVID-19 Crisis of Elephant park in Mae Taeng District, Chiang Mai Province, Thailand” Use interview questions and participant observations, participatory observations were used for field recordings to record details from conversations, interviews, and observations throughout the study and other tools including mnemonic devices such as voice recorders, cameras, notebooks, maps, etc. The researcher chose to use a

combination or mixed purposeful sampling, i.e. Critical case sampling and purposeful random sampling.

The researcher explained the meaning of the 5 strategies in the in-depth questionnaire for interview as follows:

1. Financial Strategy

- Implementation of financial strategies by applying the results of financial statements analysis to know the performance of the elephant park both in terms of weaknesses and strengths factors used in financial strategy formulation to be applied in the current situation.

2. Marketing Strategy

- Strategic determination of the elephant park in terms of products and services both currently available and will be released in the future to meet the needs of customers how much. Focus on the needs of both old and new customers is important.

3. Human Resource Management Strategy

- Human resource management strategy formulation taking into account the duties of human resource management, including the use of human resources for maximum benefit human resource development in the elephant park to be ready and capable of meeting. The needs of the elephant park use methods to motivate employees in the organization to work according to the needs of the elephant park and focus on building the morale and morale of the employees in the elephant park.

4. Process Strategy

- The overall process of analyzing and studying strengths, weaknesses, opportunities and obstacles. Also known as environment and potential analysis. It is an organizational situational assessment tool.

5. Prevention strategies for COVID-19

- Resolve addresses challenges affecting employees, customers, business, technology, and introduces basic measures to protect liquidity

- Resilience responsiveness and discipline is an important factor in responding to the challenges of short-term financial management.

- Return has a detailed plan for returning to normal.

- Reimagination imagines what the new social condition after COVID-19 or the "next normal" will be. What are the impacts of the changes and how should organizations adapt?

- Reform government sectors need to be involved in regulatory reforms.

To make work more efficient,

The researcher was asked to rate the importance of each strategy applied to the current situation.

And there are 5 levels in the rating scale according to Likert, which can be answered according to the opinions of the elephant camp owners and their employees towards the management of various strategies. Which has the weight of the scores in descending order, i.e., the most, the most, the medium, the least, and the least.

Excellent	was given a score of	5
Good	was given a score of	4
Fair	was given a score of	3
Poor	was given a score of	2
No opinion	was given a score of	1

Interpretation Criteria for Data Analysis

Interpretation considerations by calculating the mean based on the scoring criteria by using the formula for calculating the spatial width as follows:

$$\begin{aligned} \text{Range} &= \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of levels}} \\ &= \frac{5-1}{5} = 0.80 \end{aligned}$$

From the above consideration criteria, the meaning in the question on opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation as follows:

4.21 – 5.00	mean	The highest level of opinion
3.41 – 4.20	mean	The high level of opinion
2.61 – 3.40	mean	The moderate level of opinion
1.81 – 2.60	mean	The low level of opinion
1.00 – 1.80	mean	The lowest level of opinion

Research Instrument

Used Interviewing questions and participatory observation participatory observation was used for field notes to note details from discussions, interviews and observations throughout the study. And other tools, including mnemonic devices such as voice recorders, cameras, notepads, maps, etc.

Data Gathering

Data collection in the study “strategic management for the survival of tourism business during COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand” . was used to collect data from in-depth interviews and observation. In which to collect interview data, go through the following steps;

Collection of secondary data

- Study concepts, theories and research work related to tourism. Concept of business management under the circumstances of COVID-19
- Collect information on the general condition of the study area.

Collection of primary information from the interview

- Use an in-depth interview with the sample group from elephant park operator in Mae Taeng District Chiang Mai Province, Thailand. (Four elephant parks)

Analysis of Data

Information obtained from studying various documents and interviews and interviews with each elephant park operator in Mae Taeng District Chiang Mai Province, Thailand. Various photos from the survey, as well as documents compiled by the following data analysis techniques are used.

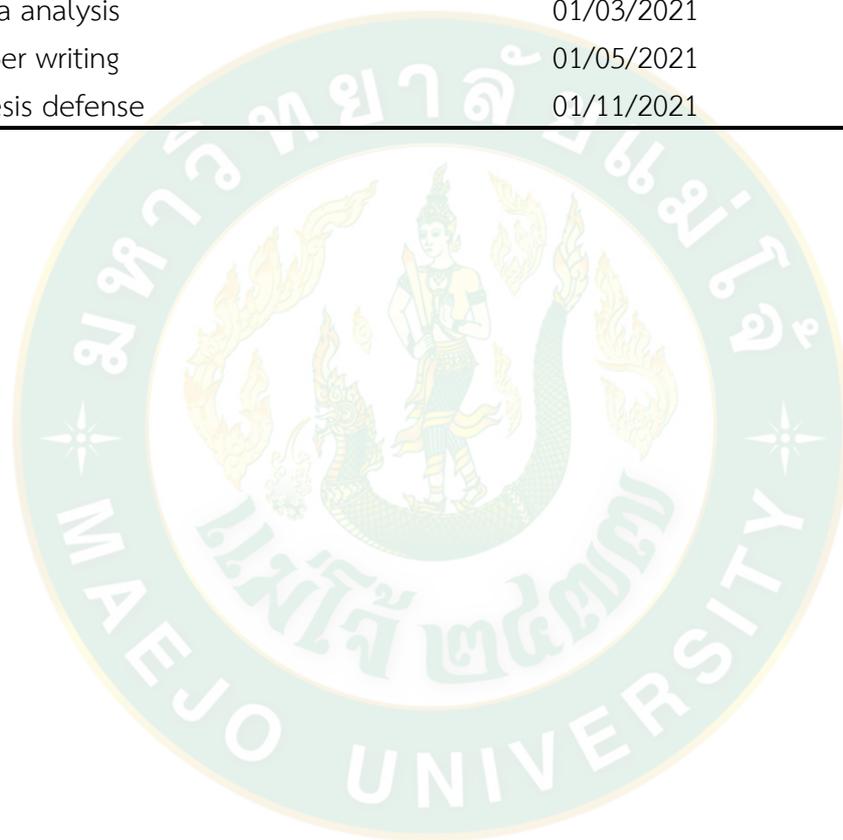
1. Content analysis is used for document analysis. There are 3 steps.
 - 1.1 data finding and collecting
 - 1.2 data analysis
 - 1.3 conclusion
2. Creating an inductive conclusion by document analysis and analyze the collected data from the interview.

Research Duration

The entire research should take about one and a half year from literature review, data collection, to the writing of the report. The thesis will also attempt to publish a research article on academic journal.

Table 1 Research Timetable

Task	Start Date	End Date
1. Research proposal	15/07/2020	30/10/2020
2. Questionnaire design	25/08/2020	25/09/2020
3. Pretesting	26/09/2020	26/10/2020
4. Modify questionnaire	01/11/2020	30/12/2020
5. Conduct experiment	01/01/2021	30/02/2021
6. Data analysis	01/03/2021	30/04/2021
7. Paper writing	01/05/2021	01/10/2021
8. Thesis defense	01/11/2021	30/12/2021



CHAPTER IV

RESULTS AND DISCUSSION

Presentation of research results and discussion of the results of this thesis. It is a qualitative research result which is social science research. Without trial (non-experimental design) by case study (case study method), which is a specific research for in-depth content be reliable and reasonable to apply the results of the study to other relevant agencies. The researcher has designed the tool qualitative research to collect data from in-depth interviews from key informants to study the strategic management for the survival of tourism business during COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand. With 8 elephant parks in Mae Taeng District, consisting of: 1) Maetaeng elephant park 2) Maetaman elephant park 3) Baan Tung Lakorn elephant park 4) Kaeng Kuet elephant park 5) Chok Chai elephant park 6) Boonlert elephant park 7) Chiang Dao elephant training center (elephant park, Chiang Dao) and 8) Panda elephant park

The thesis made a call to each elephant park asking for assistance for interviews. However, due to the COVID-19 epidemic situation, some elephant park businesses have closed. Therefore, there are only 4 elephant parks left that are still open for business, namely 1) Maetaeng elephant park 2) Maetaman elephant park 3) Boonlert elephant park and 4) Panda elephant park. To gain insights covering the principles and the quality corresponds to the research objectives as much as possible. The researcher will use the data obtained from the field study to develop in the next research. The results of the research appeared as follows:

The researcher used a study from survey data (survey study), a survey of strategic management for the survival of tourism business during COVID-19 Crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand., With an in-depth Interview, which is an interview with key informants who are knowledgeable or have information on the subject the researcher is studying best or most relevant. Pre-assign specific respondents the semi-structured Interview is a type of interview that is used for interviews that take place between structured interviews and unstructured interviews. The interview will consist of a series of open-ended questions. To allow the interviewees to provide useful information and express their opinions as well as suggest management guidelines for the most appropriate and feasible in practice. So, the interview form for this kind of interview. Therefore, there is often no definite pattern. Instead, it is characterized by a combination of question structure and pre-set questions. By this semi-structured interview, it is commonly used in qualitative

research that requires flexibility in the data collection questions. While maintaining the content that covers the study issues in its entirety.

The income situation of the elephant parks

Case Study of Maetaeng elephant park

Situation of the elephant park at present

Maetaeng elephant park managed by Dr.Boonta Chailert, managing director. Due to the epidemic situation of COVID-19, foreign tourists cannot travel to Thailand. Normally, there are about 528,000 tourists per year, but since the outbreak of COVID-19, there have been no foreign tourists and Thai tourists on average about 50 people a day, etc.

At present, the Maetaeng elephant park has some visitors. Most of them are Thai tourists. The elephant park will have elephant show activities only on Saturdays, Sundays and public holidays, normal days tourists can buy bananas and sugar cane for elephants as usual. Other services such as elephant trekking, rafting and cart rides are available, but tourists must make an appointment with the Maetaeng elephant park first and in the restaurant, souvenir shops, massage parlors are temporarily closed until the situation improves.

Maetaeng elephant park has supplementary products to generate income as follows:

1. elephant dung, make fertilizer, make paper,
2. elephant poop coffee.
3. if there are no foreign tourists, went to take the hi-school students and students at university come (by reducing the price of ticket sales to be cheaper),
4. now, the park activities of the Maetaeng Elephant Park are no longer available, the schools in the establishments are closed. But the elephant hospital and the hill tribe village are still open.

Question points

Annual income (estimated income)

Researcher ask about the elephant park name and estimated annual income also asked about strategies in various fields in the adjustment of the elephant park business under the COVID-19 situation.

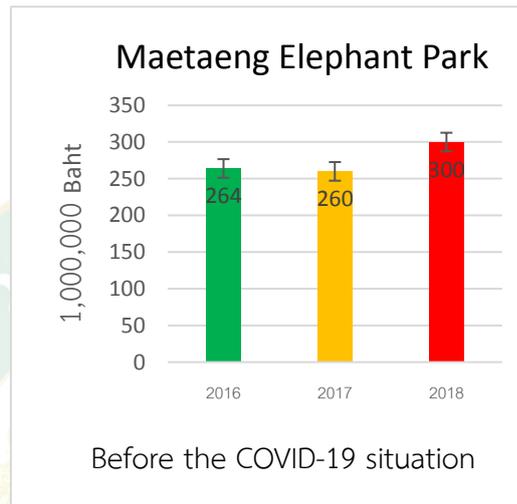


Figure 5 Maetaeng elephant park annual income before the COVID-19 situation

Maetaeng elephant park has annual income before the COVID-19 situation (Estimated income) in year 2016 estimated income about 264,000,000 baht, in year 2017 estimated income about 260,000,000 baht, in year 2018 estimated income about 300,000,000 baht. Average 3 years income equal to 274,666,667 baht.

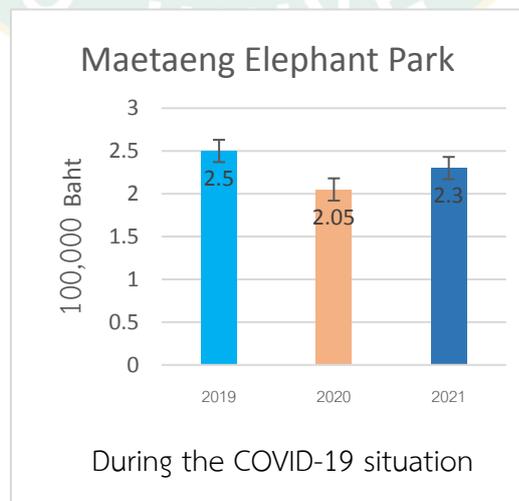


Figure 6 Maetaeng elephant park annual income during the COVID-19 situation

And annual income during the COVID-19 situation (estimated income) in year 2019 estimated income about 250,000 baht, in year 2020 estimated income about 205,000 baht and in year 2021 estimated income about 230,000 baht. Average 3 years income equal to 228,333 baht.

A case study of the Maetaman elephant park

Situation of the elephant park at present: A case study of the Maetaman elephant park

Due to the COVID-19 epidemic situation, foreign tourists unable to travel to travel in Thailand. Usually there are thousands of tourists in a month. But since the outbreak of COVID-19, there are no foreign tourists and Thai tourists on average about 20-30 people a day, etc.

At present, the Maetaman elephant park has some tourists. Most of them are Thai tourists or strays. Normally, the elephant park has activities such as elephant trekking, rafting, wagon rides, feeding the elephants, and there is a restaurant for tourists, but in the current situation, tourists can only buy bananas and sugar cane for elephants. Which will be temporarily closed until the situation improves.

Question points

1. Annual income (estimated income)

Researcher ask about the elephant park name and estimated annual income also asked about strategies in various fields in the adjustment of the elephant park business under the COVID-19 situation.

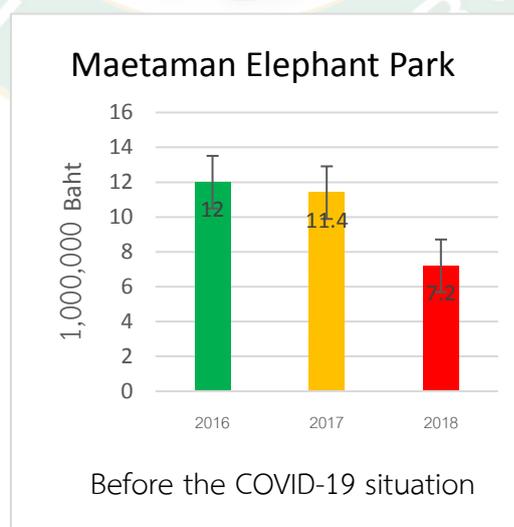


Figure 7 Maetaman elephant park annual income before the COVID-19 situation

Maetaman Elephant Park has annual income before the COVID-19 situation (estimated income) in year 2016 estimated income about 12,000,000 baht, in year 2017 estimated income about 11,400,000 baht, in year 2018 estimated income about 7,200,000 baht. Average 3 years income equal to 10,200,000 baht.

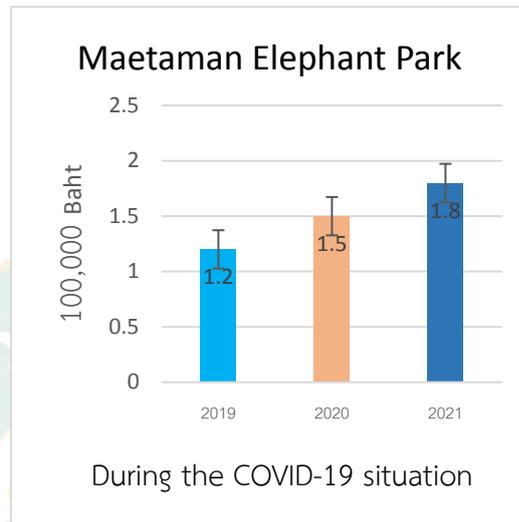


Figure 8 Maetaman elephant park annual income during the COVID-19 situation

The annual income during the COVID-19 situation (estimated income) in year 2019 estimated income about 120,000 baht, in year 2020 estimated income about 150,000 baht and in Year 2021 estimated income about 180,000 baht. Average 3 years income equal to 150,000 baht.

A case study of the Boonlert elephant park

Situation of the elephant park at present:

Boonlert elephant park is a small family elephant park business with self-sufficiency. Managed by Ms. Patcharin In-ud, 49 years old, graduated from Mathayom 6. Now holding the position owner of the elephant park. Which has been open since October 2016, Now due to the epidemic situation of COVID-19, causing foreign tourists unable travel to Thailand. There are usually more than 12,000 tourists per year. But since the outbreak of COVID-19, there are no foreign tourists.

At present, Boonlert elephant park has some tourists. Most of them are Thai and foreign tourists who book privately. The elephant park will have activities to serve tourists such as take pictures with the elephants, feed the elephants, bathe the elephants, etc.

Question points

Annual income (estimated income)

Researcher ask about the elephant park name and estimated annual income also asked about strategies in various fields in the adjustment of the elephant park business under the COVID-19 situation.

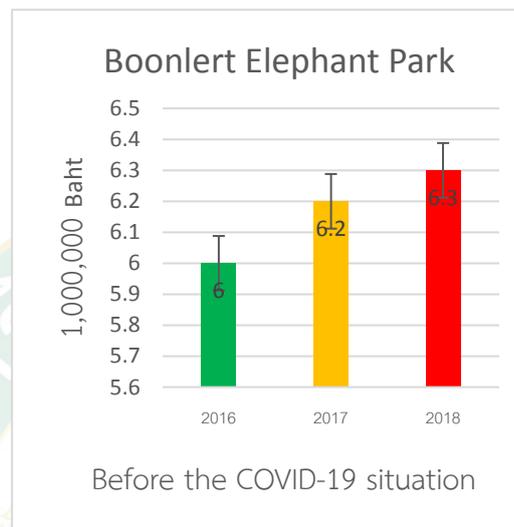


Figure 9 Boonlert elephant park annual income before the COVID-19 situation

Boonlert elephant park has annual income before the COVID-19 situation (estimated income) in year 2016 estimated income about 6,000,000 baht, in year 2017 estimated income about 6,200,000 baht, in year 2018 estimated income about 6,300,000 baht. Average 3 years income equal to 6,166,667 baht.

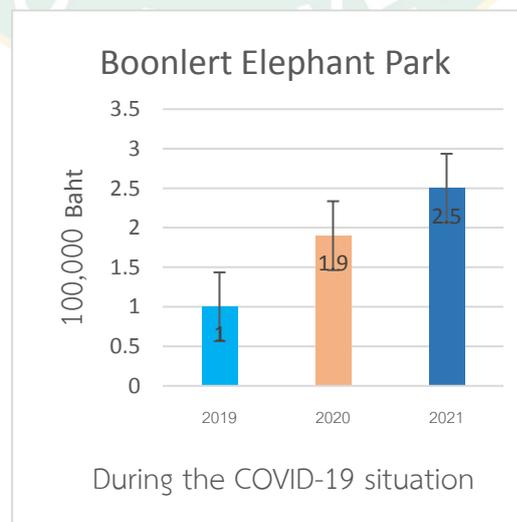


Figure 10 Boonlert elephant park annual income during the COVID-19 situation

The annual income during the COVID-19 situation (estimated income) in year 2019 estimated income about 100,000 Baht, in year 2020 estimated income about 190,000 baht and in year 2021 estimated income about 250,000 baht. Average 3 years income is 180,000 baht.

Case Study of Panda elephant park

Situation of the elephant park at present

Panda Tour is a family business that was founded 18 years ago and now it has achieved international reputation for its efficiency. It's reliability and it stress on establishing good personal contacts with its staff and its customer.

The company is registered by Tourism Authority of Thailand (TAT) and it is also a member of Northern Thailand Jungle Tour Club (N.J.C.). Our guides are licensed by the TAT. They speak good English as well as Thai and a member of the local tribal languages. They know the customs and cultures of the area well and informed and friendly trekking companions.

There are an independent company, they use our own elephants, rafts, guides and transports. They have developed our trekking routes to remote and less tourist area. Apart from offering a wide variety of trek to suit everyone's interests and timetable. They provide an excellent security system for looking after a trekker's valuables during the trek. They have received hundreds of strong recommendations from satisfied customers and they hope to be of service to many more.

Customer will get pick up from the hotel or the guest house where you stay. After getting pick up we will drive up north about 40 minutes to the elephant park at Mae Ram village for meeting our staff and change clothes. The guide will give information about the behavior, learn to care to love and understand the lifestyle of Thai elephants. Spend time about 1-1.30 hrs. to get information about elephants. The guide will show and teach you how to prepare food for elephants and enjoy feeding them. Take photos with elephants. After that take the elephant to the river and enjoy the bath and brush your elephant. After you get wet you can shower or change cloth. Then we stop for lunch and relax. After that have some picture memory, say goodbye to all lovely elephants.

Remark: Elephants have good health, without chain and hook. They are freedom and happiness. We do not use elephants to work or perform. And we enforce a strict no riding policy.

Remark: Each activity the time is not approximate,

Question points

Annual income (estimated income)

Researcher ask about the elephant park name and estimated annual income also asked about strategies in various fields in the adjustment of the elephant park business under the COVID-19 situation.

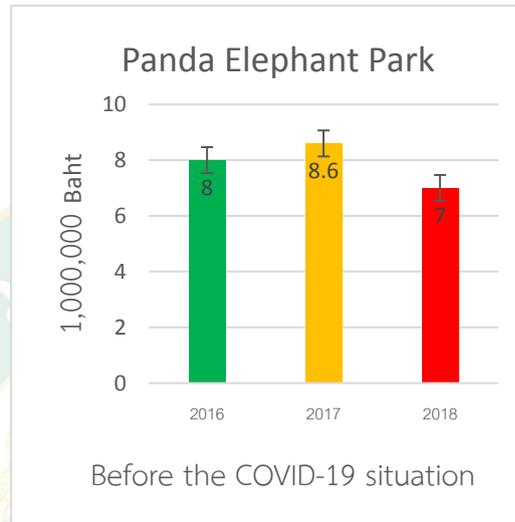


Figure 11 Panda elephant park annual incomes before the COVID-19 situation

Panda elephant park has annual income before the COVID-19 situation (estimated income) in year 2016 estimated income about 8,000,000 baht, in year 2017 estimated income about 8,600,000 baht, in year 2018 estimated income about 7,000,000 baht. Average 3 years income equal to 7,866,667 baht.

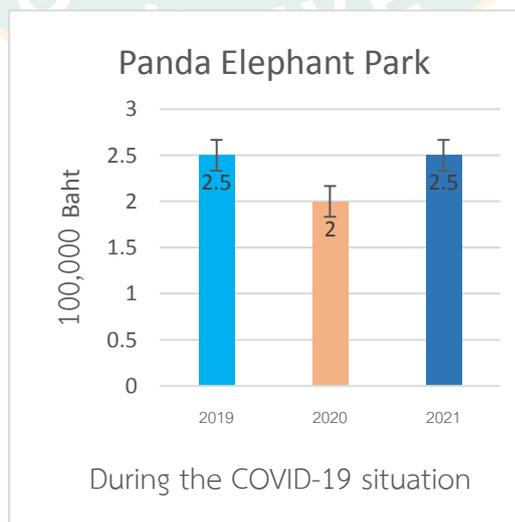


Figure 12 Panda elephant park annual income during the COVID-19 situation

the annual income during the COVID-19 situation (estimated income) in year 2019 estimated income about 250,000 Baht, in year 2020 estimated income about 200,000 baht and in year 2021 estimated income about 250,000 baht. Average 3 years income equal to 233,333 baht

The adaptation strategies of the elephant parks

Case Study of Maetaeng elephant park

Question points:

1. Financial Strategy

In the current situation, cash must be kept as much as possible, no additional investment. Because there are expenses that must be paid about 1,500,000 baht per month (one million and five hundred thousand baht)

Government policy subsidies are used. to help entrepreneurs (cheap interest loan at 3 percent, etc.)

2. Marketing Strategy

Try to change the activity pattern such as there is a public relations market at the elephant park for example table top sale (there is a public relations table in the auditorium, organizing various exhibitions selling elephant park travel packages with the association's partner agencies. Association related to tourism business to join the market)

3. Human Resource Management Strategy

Now the number of employees is reduced by about 70% , but in this 70% , they have to move work at a coffee factory in Chiang Dao instead. There are welfare benefits for employees as usual, such as social security, insurance, life insurance, etc. Employees who have retired still receive pension, such as working for more than 10 years, giving 1 year or working for more than 5 years, giving 6 months, etc.

4. Process Strategy

Cut out unnecessary expenses and increase the income from earning more from other channels. Allow employees to voluntarily resign to reduce costs and giving employees the opportunity to look for a new workplace legally. If the employee's family works with us, it will be cut from 2 people to 1 person.

Payroll

If within 1 month the situation does not good, employees will receive 2/3 salary. If within 3 months the situation does not improve only necessary employees must be selected, such as mahouts, cattle herders, managers, personnel, and finance

officers, etc. Which employees who do not work at the Maetaeng elephant park can go to work at a coffee shop / coffee factory, around Chiang Dao District (This is another tourist business of the Maetaeng elephant park that was built to be a new tourist destination).

5. Prevention strategies for COVID-19

The elephant park has the following strategies for preventing COVID-19: The elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. Ask yourself how your needs change some activities? Can the service be modified to meet the changing needs in each of these cases? There is a limit on the number of tourists per day. Instead, focus on providing services to tourists online, such as selling packages through the application by video call with elephants and buyers what to buy for elephants, how much money, transfer money, then feed the purchased food to the elephant, etc.

Table 2 Opinion of Maetaeng elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation.	Comment level					\bar{x}	Interpret
	5	4	3	2	1		
1. Financial Strategy			3	2		3.60	Good
2. Marketing Strategy	1	2	2			3.80	Good
3. Human Resource Management Strategy		3	2			4.60	Excellent
4. Process Strategy		3	2			4.60	Excellent
5. Prevention Strategies for COVID-19	1	2	2			3.80	Good
Total						4.08	Good

From table 2, it was found that opinion of Maetaeng elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation, the overall average was at the level of good ($\bar{x} = 4.08$) were human resource management strategy and process strategy at the level of excellent with an average (\bar{x}) 4.60, followed by marketing strategy and prevention

strategies for COVID-19 at a level of good (\bar{x}) with an average (\bar{x}) 3.80 and financial strategy is at good level with average (\bar{x}) 3.60 respectively as shown in figure 13.



Figure 13 Proportion of the adaptation strategy of Maetaeng elephant park



Figure 14 Maetaeng elephant park

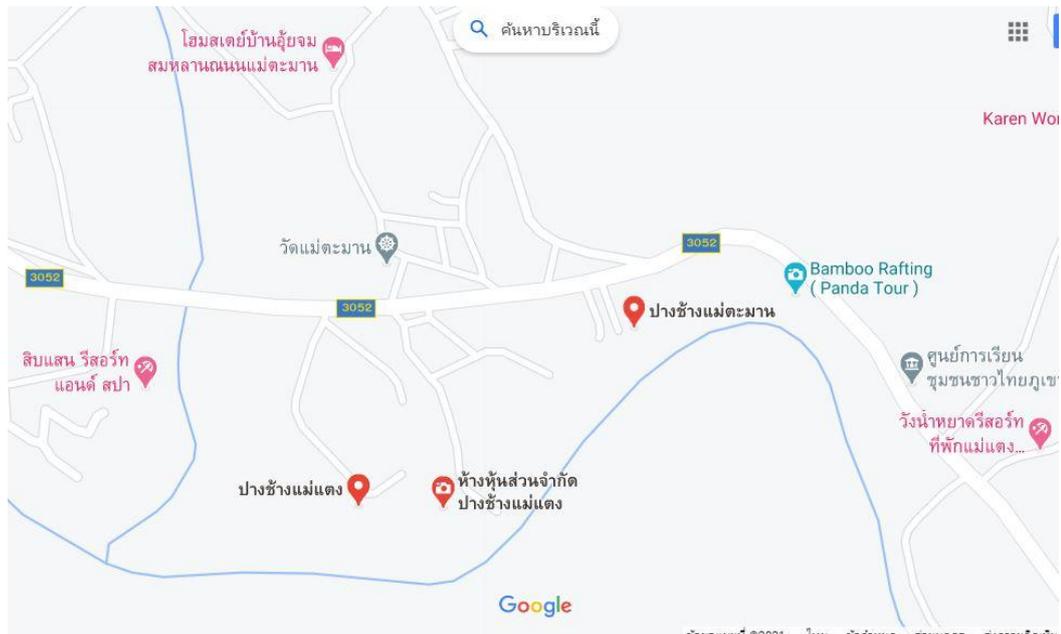


Figure 15 Map of Maetaeng elephant park



Figure 16 Resting area of Maetaeng elephant park

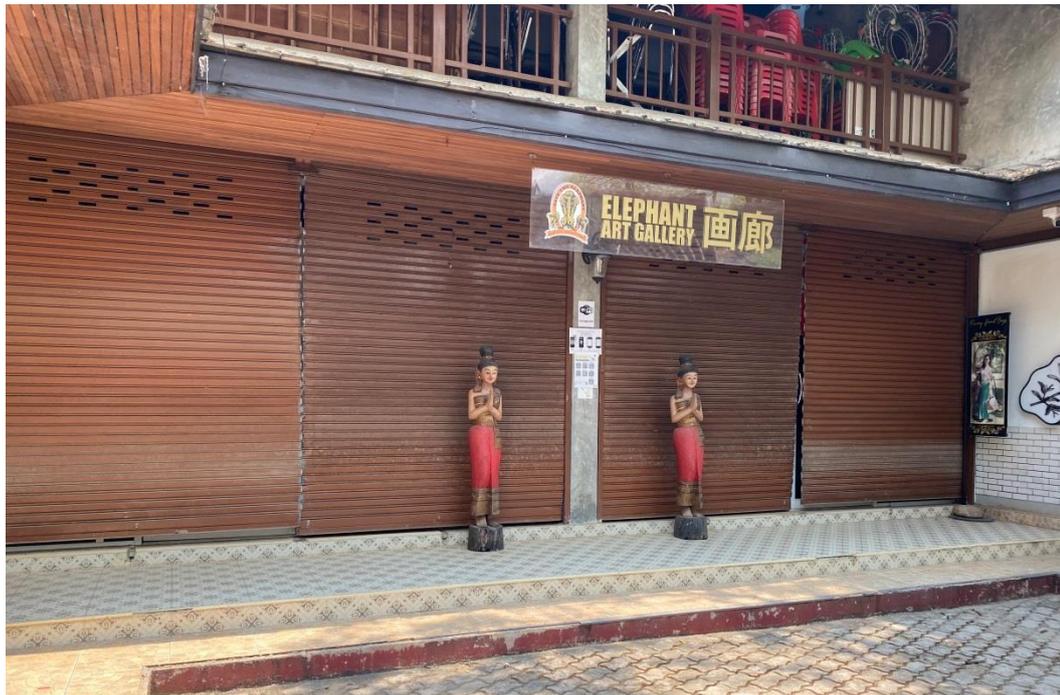


Figure 17 Souvenir shop of Maetaeng elephant park



Figure 18 Elephant show ground



Figure 19 Map in Maetaeng elephant park



Figure 20 Elephant ride zone

Case Study of Maetaman elephant park

Question points:

1. Financial Strategy

In this situation, cash must be kept as much as possible. No additional investment.

2. Marketing Strategy

Try to change the activity pattern the elephant park in publicized through online media. Public relations electronically in all aspects online such as Facebook, YouTube, etc. Try to change the activity pattern the elephant park in publicized through online media. Public relations electronically in all aspects online such as Facebook, YouTube, etc.

3. Human Resource Management Strategy

Maetaman elephant park Try to allocate the number of employees according to the current situation. By reducing the number of employees by about 90% from the original almost 200 people, now it has been reduced to only 4-5 people for reception and selling elephant food for tourists. There is a reduction in the number of employees. Due to the COVID-19 epidemic situation, there is no income from tourists. There is understanding and giving encouragement to employees about the problems that arise.

4. Process Strategy

Cut out unnecessary expenses and increase income from other income channels. For example, selling elephant food in baskets such as bananas, sugar cane to tourists, etc. There is no construction, addition or investment of any kind and stop the machinery or engine that have cost.

5. Prevention strategies for COVID-19

The elephant park has the following strategies for preventing COVID-19: The elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. There is a limit on the number of tourists per day.

Table 3 Opinion of Maetaman elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation.	Comment level					\bar{x}	Interpret
	5	4	3	2	1		
1. Financial Strategy			3	2		3.60	Good
2. Marketing Strategy			2	3		4.40	Excellent
3. Human Resource Management Strategy			3	2		4.60	Excellent
4. Process Strategy			3	2		3.60	Good
5. Prevention Strategies for COVID-19			3	2		4.60	Excellent
Total						4.16	Good

From table 3 , it was found that opinion of Maetaman elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation, the overall average was at the level of good ($\bar{x} = 4.16$). The human resource management strategy and prevention strategies for COVID-19 were rated excellent with an average (\bar{x}) 4.60, followed by marketing strategy at excellent (\bar{x}) with an average (\bar{x}) 4.40, followed by financial strategy and process strategy are at good level with mean (\bar{x}) 3.60 respectively as shown in figure 21.

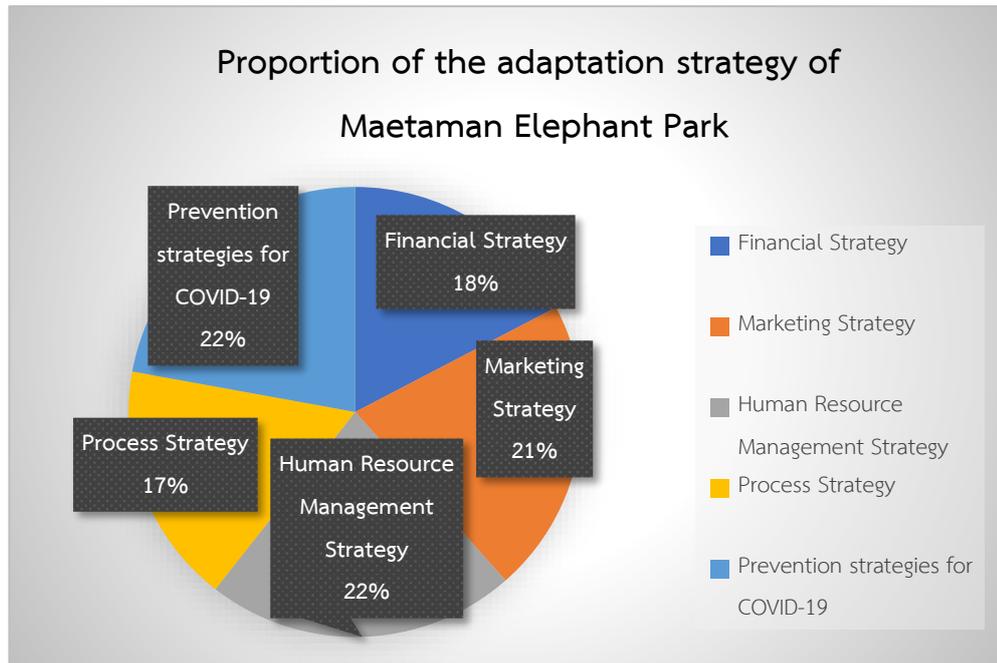


Figure 21 Proportion of the adaptation strategy of Maetaman elephant park



Figure 22 Maetaman elephant park

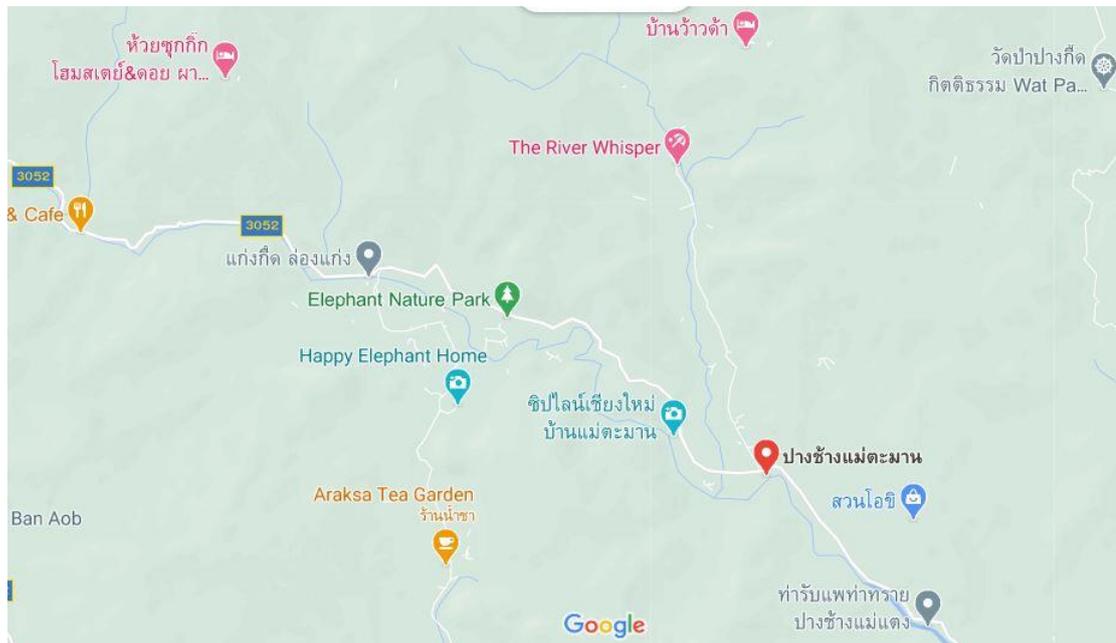


Figure 23 Map of Maetaman elephant park



Figure 24 Elephant nursery of Maetaman elephant park



Figure 25 Interview general manager of Maetaman elephant park



Figure 26 Interview general manager of Maetaman elephant park



Figure 27 Interview general manager of Maetaman elephant park

Case Study of Boonlert elephant park

Question points:

1. Financial Strategy

In the current situation, cash must be kept as much as possible, no additional investment.

2. Marketing Strategy

Try to change the activity pattern the elephant park is publicized through online media. But most of the customers will come from the tour companies that used to be or word of mouth Most of them are private groups. Emphasis on customers to experience nature and get as close as possible to elephants and also there is online publicity such as Facebook, etc.

3. Human Resource Management Strategy

Boonlert Elephant Park it is a self-sufficient family business, no position segregation or have different departments. Everyone in the family help takes care of business all internal management. But only mahouts are hired for each elephant.

There is a reduction in the number of employees. (Stop renting 1 elephant) Due to the epidemic situation of COVID-19 resulting in no income from tourists. There is understanding and giving encouragement to employees about the problems that arise.

4. Process Strategy

Cut out unnecessary expenses, such as in the past, rented 5 elephants with a mahout began to reduce the number to 4, etc. The Boonlert Elephant Park already has 2 elephants belonging to the family is sufficient for management. There is no construction, addition or investment of any kin and stop the machinery or engine that have cost.

5. Prevention strategies for COVID-19

The elephant park has the following strategies for preventing COVID-19: The elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. There is a limit on the number of tourists per day and focus on private customers.

Table 4 Opinion of Boonlert elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation.	Comment level					\bar{X}	Interpret
	5	4	3	2	1		
1. Financial Strategy					3	4.00	Good
2. Marketing Strategy				2	1	3.67	Good
3. Human Resource Management Strategy			1	1	1	3.00	Fair
4. Process Strategy				2	1	3.67	Good
5. Prevention Strategies for COVID-19		1	2			4.33	Excellent
Total						3.73	Good

From table 4 , it was found that opinion of Boonlert elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation, the overall average was at the level of good ($\bar{x} = 3.73$). The prevention strategies for COVID-19 were at the excellent level with an

average (\bar{x}) 4.33, followed by the financial strategy at the good level with an average (\bar{x}) 4.00, followed by the marketing strategy and the process strategy at the good level. Average (\bar{x}) 3.67, followed by human resource management strategy at fair level with mean (\bar{x}) 3.00 respectively as shown in figure 28.

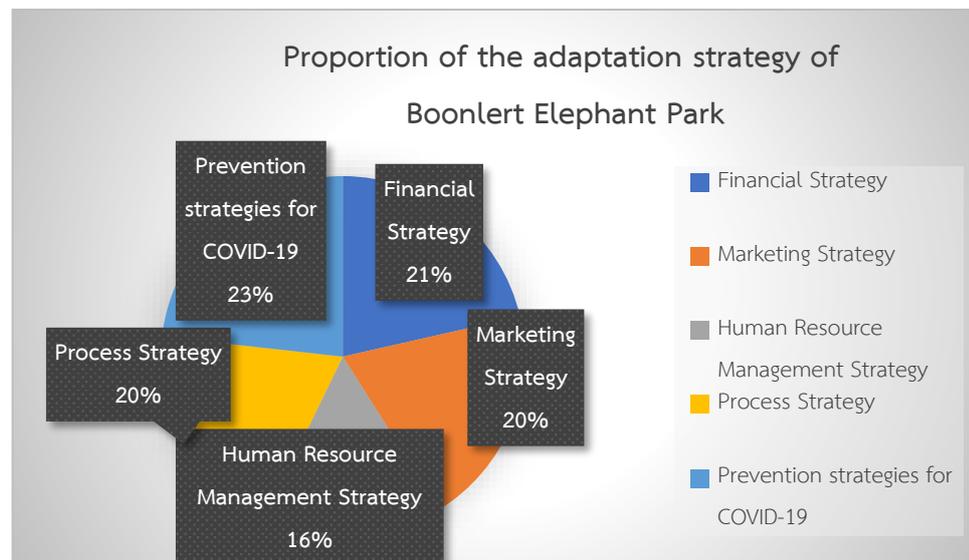


Figure 28 Proportion of the adaptation strategy of Boonlert elephant park



Figure 29 Boonlert elephant park

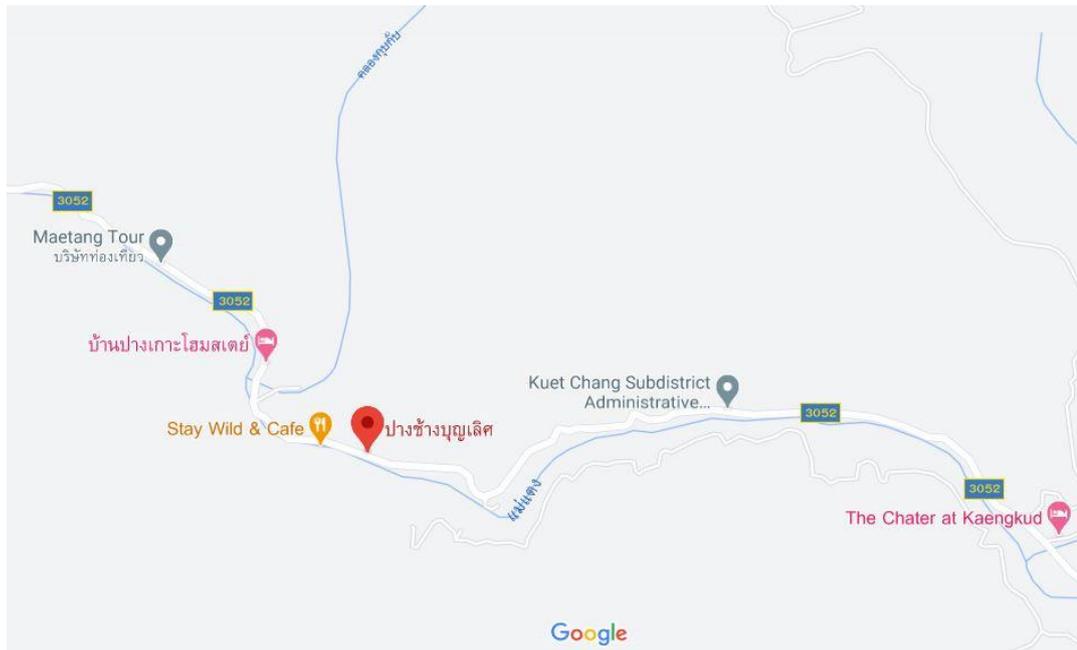


Figure 30 Map of Boonlert elephant park



Figure 31 Interview with the owner of the Boonlert elephant park



Figure 32 Interview with the owner of the Boonlert elephant park

Case Study of Panda elephant park

Question points:

1. Financial Strategy

In the current situation, cash must be kept as much as possible, no additional investment.

2. Marketing Strategy

Most of the customers will come from the tour companies that used to be or word of mouth. Most of them are private groups. Emphasis on customers to experience nature and get as close as possible to elephants and also there is online publicity such as Facebook, etc.

3. Human Resource Management Strategy

Human resource management strategy of the Panda elephant park is not a very big business. There are a variety of sales service activities. Which the elephant park is part of the business due to the epidemic situation of the COVID-19 virus, there is no incomes from tourists understand and encourage employees about problems that arise.

4. Process Strategy

Cut out unnecessary expenses, for example, start reducing the number of elephants and staff. Open only the necessary activities section enough to cover

expenses, etc., for management. No construction, additions or investments were made, and all costly machines or engines were stopped.

5. Prevention strategies for COVID-19

The elephant park has the following strategies for preventing COVID-19: The elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. There is a limit on the number of tourists per day, focus on private customers.

Table 5 Opinion of Panda elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation.	Comment level					\bar{x}	Interpret
	5	4	3	2	1		
1. Financial Strategy	1	2				3.33	Fair
2. Marketing Strategy		2	1			2.67	Fair
3. Human Resource Management Strategy		3				4.00	Good
4. Process Strategy		2	1			3.67	Good
5. Prevention Strategies for COVID-19		2	1			3.67	Good
Total						3.47	Good

From table 5, it was found that opinion of Panda elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation, the overall average was at the level of good ($\bar{x} = 3.47$), First is human resource management strategy at good level with average (\bar{x}) 4.00, followed by process strategy and prevention strategies for COVID-19 at good level with average (\bar{x}) 3.67, followed by financial strategy at fair level, the mean (\bar{x}) 3.33, followed by the process strategy at the fair level, has an average (\bar{x}) 2.67 respectively as shown in figure 33.

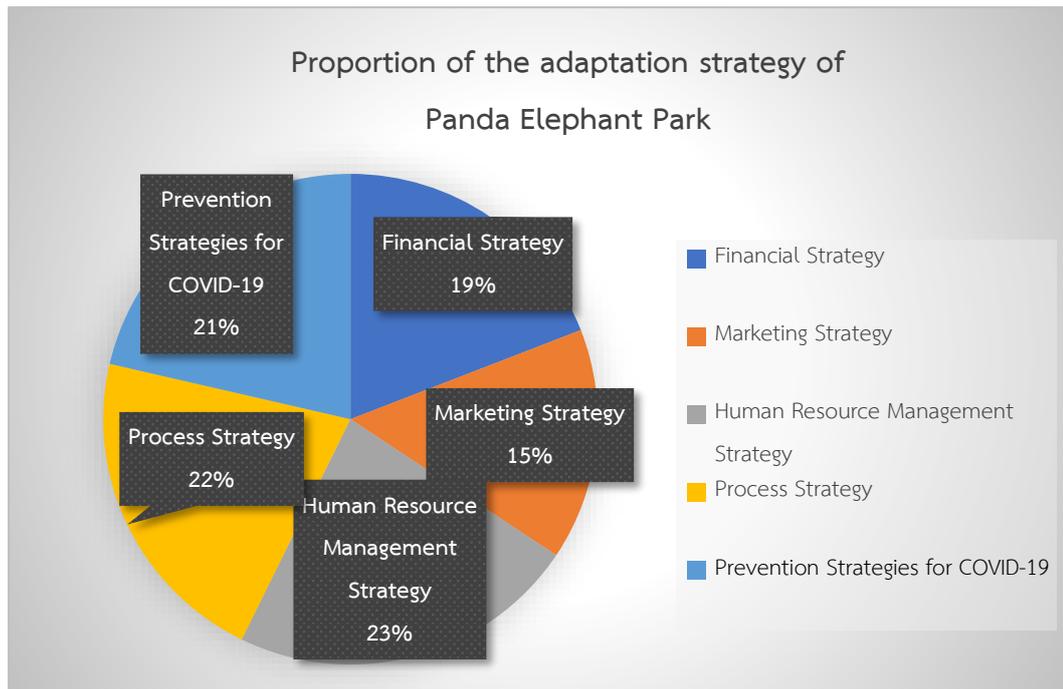


Figure 33 Proportion of the adaptation strategy of Panda elephant park

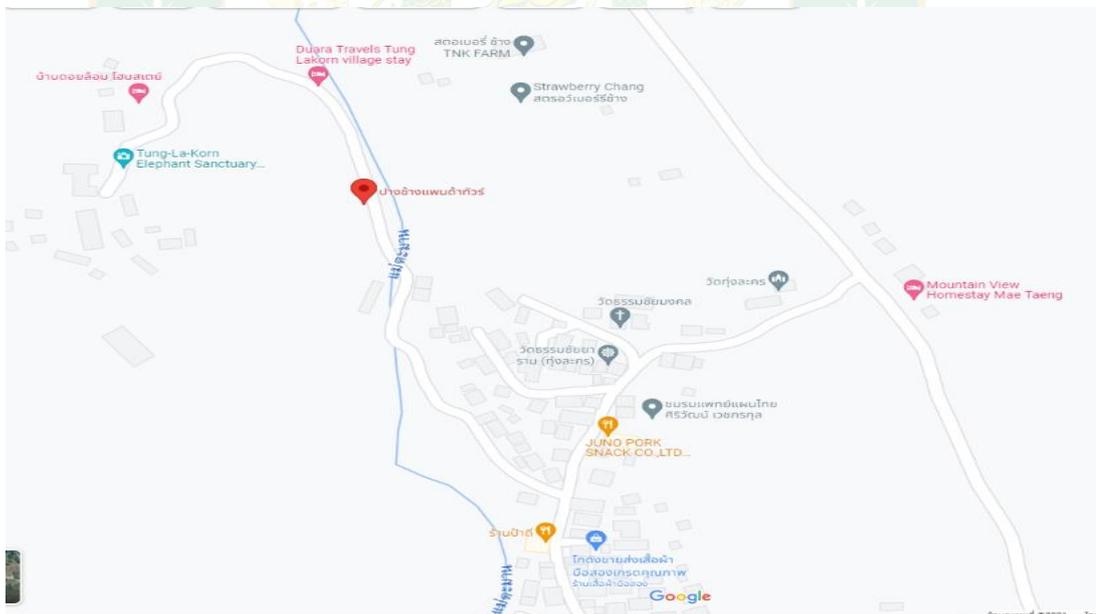


Figure 34 Map of Panda elephant park



Figure 35 Panda elephant park



Figure 36 Panda elephant park



Figure 37 Panda elephant park

A study of income of elephant park businesses in Mae Taeng District, Chiang Mai Province

The researcher has defined the business categorization as large businesses and small businesses are as follows:

Large business type means Elephant Park in Mae Taeng District, Chiang Mai Province Those with income before the situation of COVID-19 more than 10,000,000 baht are Mae Taeng elephant park and Mae Taman elephant park.

1. Maetaeng elephant park

The elephant park business under the COVID-19 situation. The average income is 274,666,667 baht and annual income during the COVID-19 situation (estimated income) in year 2019 – 2021. The average income is 228,333 baht, the average income is 274,438,334 baht, representing a 99.92% decrease in average income.

2. Maetaman elephant park

The elephant park business under the COVID-19 situation. The average income is 10,200,000 baht and annual income during the COVID-19 situation (estimated income) in year 2019 – 2021. The average income is 150,000 baht, the average income decreases 10,050,000 baht, representing a 98.53% decrease in average income.

Table 6 Average income of large elephant park business in Mae Taeng District, Chiang Mai Province

Large business	Average income before the COVID-19 situation (Baht)	Average income during the COVID-19 situation (Baht)	Average Revenue Decrease (Baht)	The average income rate decreased by percentage.
1. Maetaeng Elephant Park	274,666,667	228,333	274,438,334	99.92
2. Maetaman Elephant Park	10,200,000	150,000	10,050,000	98.53
Average income of a large elephant park business	142,433,333	189,166.50	142,244,167	99.87

From the average income table of a large elephant park business in Mae Taeng District in Chiang Mai, it was found that the average income of large elephant park businesses before the COVID-19 situation was 142,433,333 baht, the average income of large elephant park businesses during the COVID-19 situation was 189,166.50 baht, the average income decreased by 142,244,167 baht, thought is a 99.87% decrease in average income.

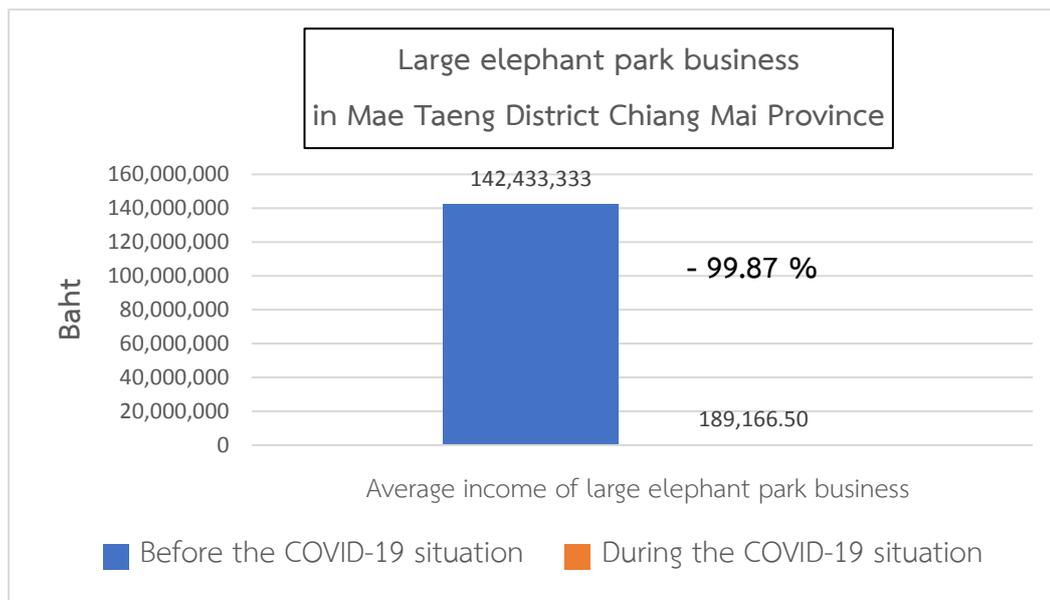


Figure 38 Average income of large elephant park business

Small business type means elephant park with income less than 10,000,000 baht before the COVID-19 situation, namely Boonlert elephant park and Panda elephant park.

1. Boonlert elephant park

The elephant park business under the COVID-19 situation. The average income is 6,166,667 baht and annual income during the COVID-19 situation (estimated income) in year 2019 – 2021. The average income is 180,000 baht, the average income is 5,986,667 baht, representing a 97.08% decrease in average income.

2. Panda elephant park

The elephant park business under the COVID-19 situation. The average income is 7,866,667 baht and annual income during the COVID-19 situation (estimated income) in year 2019 – 2021. The average income is 233,333 baht, the average income is 7,633,334 baht, representing a 97.03% decrease in average income.

Table 7 Average income of small elephant park business in Mae Taeng District, Chiang Mai Province

Small business	Average income before the COVID-19 situation (Baht)	Average income during the COVID-19 situation (Baht)	Average Revenue Decrease (Baht)	The average income rate decreased by percentage.
1. Boonlert Elephant Park	6,166,667	180,000	5,986,667	97.08
2. Panda Elephant Park	7,866,667	233,333	7,633,334	97.03
Average income of a small elephant park business	7,016,667	206,666.50	6,810,000.50	97.06

From the average income table of small elephant park businesses in Mae Taeng District, Chiang Mai province found that the average income of small elephant park businesses before the COVID-19 situation was 7,016,667 baht, the average income of small elephant park businesses during the COVID-19 situation was 206,666.50 baht, the average income decreased by 6,810,000.50 baht, though it was the average income that decreased by 97.06 percent.

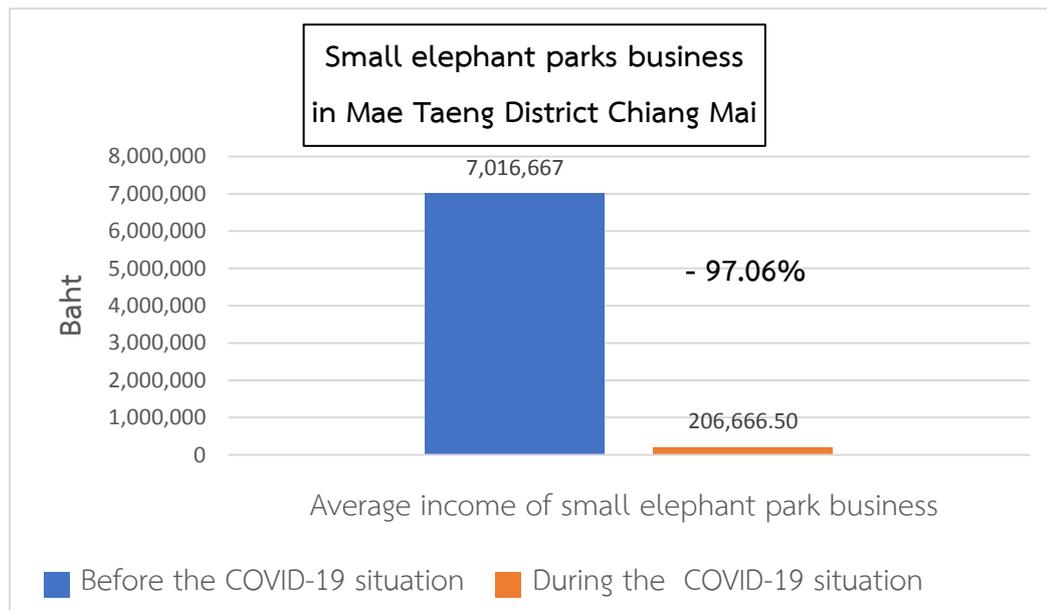


Figure 39 Average income of small elephant park business

Strategic study of elephant parks business in Mae Taeng District, Chiang Mai Province

From the study of strategy implementation under the COVID-19 situation of elephant parks in Mae Taeng District, Chiang Mai Province by asking from the owner of the business managers and related persons have the results of the study as follows:

Large business type

Table 8 Strategies of large-scale elephant parks business in Mae Taeng District, Chiang Mai Province under the situation of COVID-19

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID- 19 situation	Mae Taeng Elephant Park	Mae Taeng Elephant Park	\bar{x}	Interpret
1. Financial Strategy	3.60	3.60	3.60	Good
2. Marketing Strategy	3.80	4.40	4.10	Good
3. Human Resource Management Strategy	4.60	4.60	4.60	Excellent
4. Process Strategy	4.60	3.60	4.10	Good
5. Prevention Strategies for COVID-19	3.80	4.60	4.20	Good
Total	4.08	4.16	4.12	Good

From table 8, From the strategy table of the large elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19, the overall average was at good ($\bar{x} = 4.12$). The first one is human resource management strategy at excellent level with average (\bar{x}) 4.60, followed by prevention strategies for COVID-19 at good level with average (\bar{x}) 4.20, followed by marketing strategy and process strategy. At the good level, there is an average (\bar{x}) 4.10, followed by financial strategy at the good level, with an average (\bar{x}) 3.60 respectively as shown in figure 40.

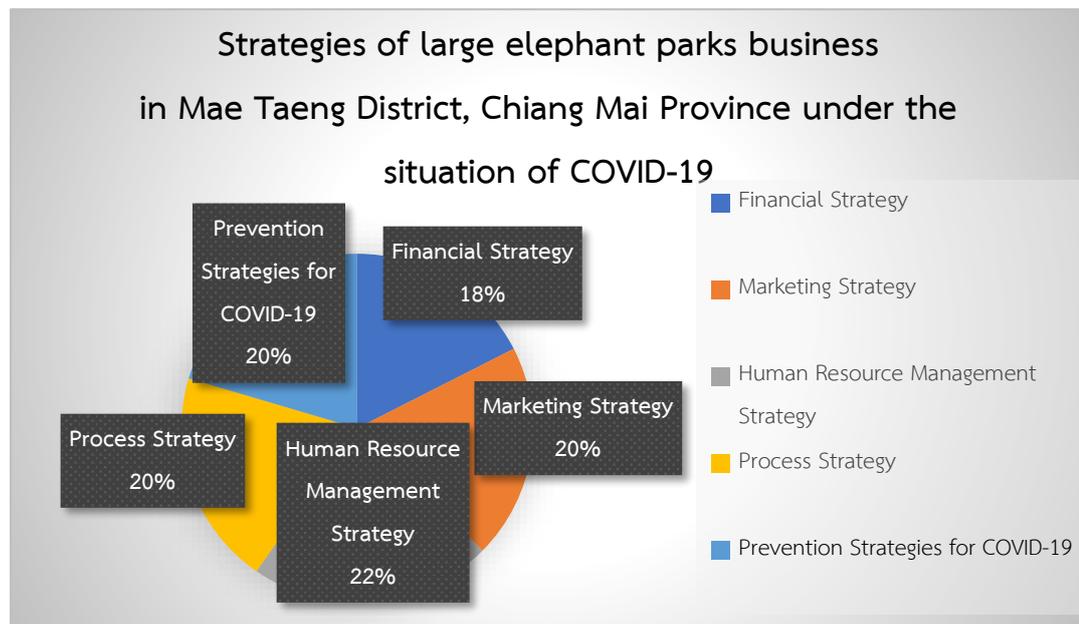


Figure 40 Strategies of large elephant parks business in Mae Taeng District, Chiang Mai Province under the situation of COVID-19

Small business type

Table 9 Strategies of small -scale elephant parks business in Mae Taeng District, Chiang Mai Province under the situation of COVID-19

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID- 19 situation	Boonlert Elephant t Park	Panda Elephant Park	\bar{X}	Interpret
1. Financial Strategy	4.00	3.33	3.67	Good
2. Marketing Strategy	3.67	2.67	3.17	Fair
3. Human Resource Management Strategy	3.00	4.00	3.50	Good
4. Process Strategy	3.67	3.67	3.67	Good
5. Prevention Strategies for COVID-19	4.33	3.67	4.00	Good
Total	3.73	3.47	3.60	Good

From table 8, From the strategy table of the small elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19, the overall average was at good ($\bar{x} = 3.60$). The first one is prevention strategies for COVID-19 is at good level with average (\bar{x}) 4.00, followed by financial strategy and process strategy at good level with average (\bar{x}) 3.67, followed by human resource management strategy. At the good level, it has an average (\bar{x}) 3.50, followed by marketing strategy at a good level with an average (\bar{x}) 3.17 respectively as shown in figure 41.

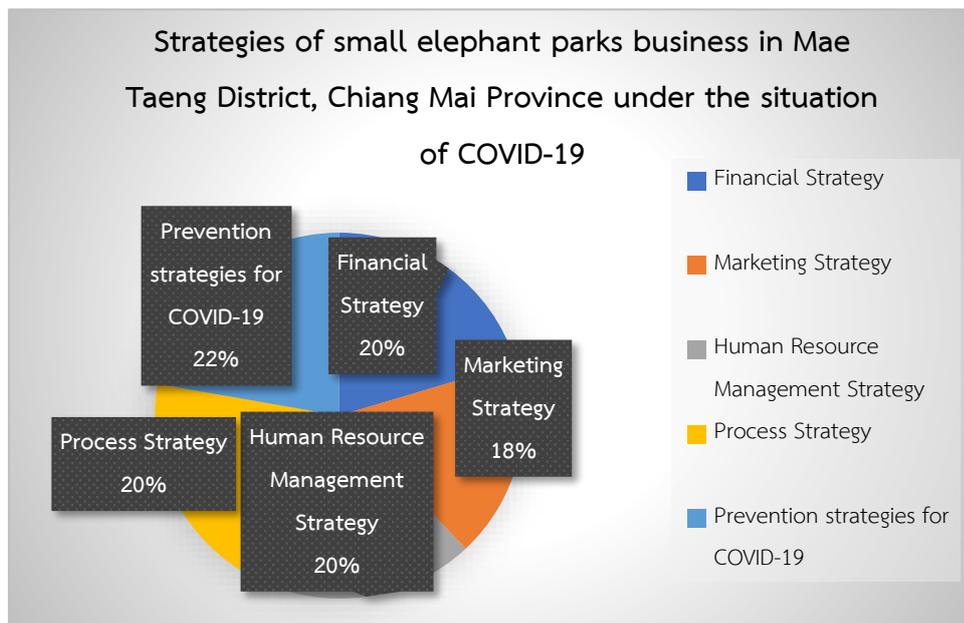


Figure 41 Strategies of small elephant parks business in Mae Taeng District, Chiang Mai Province under the situation of COVID-19

CHAPTER V

SUMMARY IMPLICATION AND RECOMMENDATIONS

Summary

A study the strategic management for the survival of tourism business during COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand has the following research objectives:

1. Investigate income situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation.
2. Analyze the adaptation strategies of elephant park businesses under the COVID-19 situation and analyze the similarities and differences of large and small businesses.

Starting from qualitative research which was created from the study of concepts, theories from documents and research related to both Thai and foreign languages. and then define measurable operational definitions. Then create an open-ended questionnaire and check the quality of the questionnaire to allow the interviewees to provide useful information and express their opinions as well as suggesting management guidelines to be most appropriate and feasible in practice using the semi-structured interview, this is an interview format that is based on a structured and unstructured interview to help complete more research.

From data analysis the researcher can summarize the research results as follows:

1. COVID-19 epidemic crisis affects the income of the elephant park business in Mae Taeng District, Chiang Mai Province. Studies have shown that the spread of COVID-19 affect the tourism of Thailand, foreign tourists cannot enter Thailand. Due to the country's lockdown policy the foreign tourists are important to generate the main income for the elephant parks in Mae Taeng District, Chiang Mai Province. And when categorizing the elephant park businesses into large and small, it was found that the average income of large elephant park businesses before the COVID-19 situation and during the COVID-19 situation, the average income rate decreased by 99.87%. The average income of the small elephant park business before the COVID-19 situation and during the COVID-19 situation the median income dropped 97.06 percent. Compared to large elephant parks and small elephant parks, the average income drop was equally high.

2. Adaptation strategy of elephant park business in Mae Taeng District, Chiang Mai Province of the large-scale elephant park businesses, the use of human resource management strategy was the most important in management, followed by marketing strategy, process strategy and prevention strategies for COVID-19 and financial strategy. Strategy and prevention strategies for COVID-19 were the most, followed by financial strategy and marketing strategy and human resource management strategy. In which the elephant park business is large, it focuses on the use of the human resource management strategy. While the small elephant park business uses the process strategy and prevention strategies for COVID-19 was the most important in management. And use the marketing strategy, financial strategy, human resource management strategy and process strategy are equally active.

Therefore, it can be concluded that COVID-19 epidemic crisis the income of the elephant park business in Mae Taeng District, Chiang Mai Province. Both large and small were greatly reduced. Therefore, each elephant park has adapted by using 5 strategic principles, namely financial strategy, marketing strategy, human resource management strategy, process strategy and prevention strategies for COVID-19 in order to survive. Both large and small elephant park businesses use all 5 strategies to manage the elephant park business to mitigate the impact and be able to continue to work in the current crisis of the COVID-19 situation.

Implication

The strategic management for tourism business survival under the COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand. The findings from the study are:

Strategic management for the survival of tourism business during COVID-19 crisis of elephant park in Mae Taeng District, Chiang Mai Province, Thailand is a study focusing on strategic management for business survival under the COVID-19 crisis of each elephant park. Including generating income for the villagers in the community (employment), which income is derived from the management of the elephant park business. Causing a change in the thinking system and the relationship of people in the community in a better way. It also creates the participation of villagers in the community as well. Elephant Park in Mae Taeng District, Chiang Mai, Thailand has a way of managing business. By setting clear service rates for tourism activities for the cost of business administration and compensation for employees.

In addition, each elephant park there has been a strategy to manage the business to survive under the situation of the COVID-19 epidemic in the following as:

Financial Strategy

The sample group of large elephant park businesses focused on financial strategy at the good level, with an average (\bar{x}) 3.60. In the current situation, cash must be kept as much as possible, no additional investment. Because there are expenses that must be paid about 1,500,000 baht per month (one million and five hundred thousand baht) . Government policy subsidies are used to help entrepreneurs. (cheap interest loan at 3 percent, etc.) If within 1 month the situation does not good, employees will receive 2/3 salary. If within 3 months the situation does not improve only necessary employees must be selected, such as mahouts, cattle herders, managers, personnel, and finance officers, etc. So, the important in this situation is cash must be kept as much as possible. No additional investment. And the sample group of small elephant park businesses focused on financial strategy at the good level, with an average (\bar{x}) 3.67. They also said in the current situation, cash must be kept as much as possible, no additional investment.

From the results of the study, it was found that managing financial strategies in large and small elephant park, there is something similar in cash must be kept as much as possible, no additional investment. It takes advantage of the channel process to distribute to government projects during the most easing of lockdowns in line with the research results of Walaitip Kitkan. (2020), the results of the financial strategies study agree on how to adjust cost-cutting operations so businesses can maintain cash flow during the COVID-19 or until the situation of domestic tourism improves which entrepreneurs should have a long-term business strategy planning management process technology can be used to increase sustainability and to develop all human resources to be more versatile as well as creating strategies to enhance service attitudes for employees. The purpose is to increase business strengths sustainably in the fundamentals that can change after the COVID-19 epidemic.

Marketing Strategy

The sample group of large elephant park businesses focused on marketing strategy at the good level, with an average (\bar{x}) 4.10. Try to change the activity pattern such as there is a public relations market at the elephant park for example Table Top sale. There is a public relations table in the auditorium, organizing various

exhibitions selling elephant park travel packages with the association's partner agencies association related to tourism business to join the market and the sample group of small elephant park businesses is focused on marketing strategy followed by financial strategy at the fair level, with an average (\bar{x}) 3.17 they try to change the activity pattern the elephant park is publicized through online media. But most of the customers will come from the tour companies that used to be or word of mouth Most of them are private groups. Emphasis on customers to experience nature and get as close as possible to elephants and also there is online publicity such as Facebook, etc. Most of the customers will come from the tour companies that used to be or word of mouth Most of them are private groups. Emphasis on customers to experience nature and get as close as possible to elephants and also there is online publicity such as Facebook, etc.

From the results of the study, it was found that marketing strategy in large and small elephant park, in terms of marketing strategy, a similar standard distribution channel is direct phone calls followed by booking via Line application and Facebook page for convenience and speed in customer decision making and high flexibility in customer service such as negotiating prices. A popular public relations strategy is to place signs along the way. Business card with contact number including a reduction in price according to satisfaction. There is a Facebook page. Most of the customers come from stories from relatives or close friends' public relations including bringing it from a regular travel company for peace of mind and for easy coordination in line with the research results of Walaitip Kitkan. (2020)

Human Resource Management Strategy

The sample group of large elephant park businesses focused on human resource management strategy at the excellent level, with an average (\bar{x}) 4.60. Now the number of employees is reduced by about 70%. There are welfare benefits for employees as usual, such as social security, insurance, life insurance, etc. Employees who have retired still receive pension, such as working for more than 10 years, giving 1 year or working for more than 5 years, giving 6 months, etc. While another business tries to allocate the number of employees according to the current situation. By reducing the number of employees by about 90% from the original almost 200 people, now it has been reduced to only 4-5 people for reception and selling elephant food for tourists. There is a reduction in the number of employees. Due to the COVID-19 epidemic situation, there is no income from tourists. There is understanding and giving encouragement to employees about the problems that

arise. And the sample group of small elephant park businesses focused on human resource management strategy followed by financial strategy at the good level, with an average (\bar{x}) 3.50. Most, it is a self-sufficient family business, no position segregation or have different departments. Everyone in the family help takes care of business all internal management. But only mahouts are hired for each elephant. There is a reduction in the number of employees. (stop renting 1 elephant). Due to the epidemic situation of COVID-19 resulting in no income from tourists. There is understanding and giving encouragement to employees about the problems that arise.

Another strategy that is equally important is the human resource management strategy during the recession crisis. Entrepreneurs focus on building morale and encouraging employees to work hard, not get discouraged, and manage wages in the form of compensation appropriately under the COVID-19 situation. This is to keep employees with the organization and create solidarity in the development of the organization. Which may reduce working time each day or come to work every other day, alternate Sundays, etc. Building morale and encouraging employees to focus on improving the quality of work. Research shows that building morale and encouraging employees to focus on quality work is one of the factors that make the overall quality of work of the company more effective, consistent with Donpiwat Preedawiphath et al. (2012). They say plans need to be spread across all sectors. The whole organization it must be clearly and understandably aligned with the roles and duties of the various departments. Strategic goals may be converted to sub-goals, set into annual goals, and then split be the goal of each group each project to know What is your clear goal? and which should be done first. Effective strategic human resource management there must be a set of procedures and clear processes this may be called the need for a clear path or strategic HR management system (strategic HRM Roadmap), such as designing new work processes to increase the consistency delegation of decision-making authority adjusting various indicators appropriately by communicating to encourage employees to stick to the old behavior but there is awakening more active and more proactive to seize the opportunity to return.

Process Strategy

The sample group of large elephant park businesses focused on process strategy at the good level, with an average (\bar{x}) 4.10. Business cut out unnecessary expenses and increase the income from earning more from other channels. For

example, selling elephant food in baskets such as bananas, sugar cane to tourists, etc. Allow employees to voluntarily resign to reduce costs and giving employees the opportunity to look for a new workplace legally. If the employee's family works with us, it will be cut from 2 people to 1 person. There is no construction, addition or investment of any kind and stop the machinery or engine that have cost. The sample group of small elephant park businesses focused on process strategy at the good level, with an average (\bar{x}) 3.67. They cut out unnecessary expenses, such as in the past, rented 5 elephants with a mahout began to reduce the number to 4, etc. Start reducing the number of elephants and staff. Open only the necessary activities section enough to cover expenses, etc., There is no construction, addition or investment of any kin and stop the machinery or engine that have cost.

Strategy in business management (process strategy), which is an organizational situation assessment tool that is the overall process of analyzing and studying strengths, weaknesses, opportunities and obstacles (also known as environment and potential analysis) is to cut out unnecessary expenditures and increase revenue from every possible channel in line with the research results of Walaitip Kitkan. (2020)

Prevention strategies for COVID-19

The sample group of large elephant park businesses focused on prevention strategies for COVID-19 at the good level, with an average (\bar{x}) 4.20. The elephant park has the following strategies for preventing COVID-19. The elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. Ask yourself how your needs change some activities? Can the service be modified to meet the changing needs in each of these cases? There is a limit on the number of tourists per day. Instead, focus on providing services to tourists online, such as selling packages through the application by video call with elephants and buyers what to buy for elephants, how much money, transfer money, then feed the purchased food to the elephant, etc. And the sample group of small elephant park businesses focused on prevention strategies for COVID-19 followed by financial strategy at the good level, with an average (\bar{x}) 4.00. The elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. There is a limit on the number of tourists per day and focus on private customers.

From the results of the study, it was found that managing prevention strategies for COVID-19 in large and small elephant park, there is something similar in

most of elephant parks agree on maintaining the image of the venue in cleaning up the elephant show area including various areas within the elephant park area including the service of employees that must be more stringent. The situation after the lockdown is relieved operators expect more tourists to visit and think that standard tourist screening methods should be used to create a good image for customers to be confident in their services by increasing the cleaning process such as adding a spray of disinfectant and alcohol-based hand sanitizer. This service may cause establishments to increase management costs quite a bit. But it is a standard method of the Ministry of Public Health to regularly inspect the orderliness of the establishment. This is the part where operators have made the most adjustments in order to maintain service standards and to not violate official regulations. Reduce disputes and the risk of business closure. This is consistent with the results of the survey on the demand for cross-provincial tourism among Thai people today in line with the research results of Walaitip Kitkan (2020) Talking about building confidence in using resort hotels, a survey of people who travel across the province for tourism, 83.96% thought that the accommodation should be cleaned and alcohol gel (Alcohol) to wash hands at various points throughout the hotel and have employees wear masks, gloves, and have a cleanliness inspection report for customers to be more confident when staying, etc.

And the elephant park has a screening point measure body temperature in the entrance area alcohol hand gel is available at various points to tourists and social distance. Ask yourself how your needs change some activities? Can the service be modified to meet the changing needs in each of these cases? There is a limit on the number of tourists per day. Instead, focus on providing services to tourists online, such as selling packages through the application by video call with elephants and buyers what to buy for elephants, how much money, transfer money, then feed the purchased food to the elephant, etc.

Recommendations

Recommendation from the study

1. Government Agency

1.1 The government should promote public relations at the local, national or international tourism exhibitions, roadshow introducing tourist attractions and also has a policy that can bring help in various fields to entrepreneurs to support their business in the future.

2. Elephant Parks

2.1 More travel media should be created for public relations, especially on the Internet as it is the main source of information on tourism.

2.2 The elephant parks should organize cultural tourism activities to create and distribute income with the local people. For example, there should be a guide to take a historical tour in the village, welcome dinner with local dishes. There should also be a variety of local handicrafts and souvenirs for tourists to practice and buy, cause participation. This is to generate income for the Elephant Park and local people.

2.3 Integrated marketing communication strategies should be used to promote elephant park tourism, such as discounts on special tour packages and free souvenirs.

Recommendation for future study

1. There should be an integrated marketing communication study to promote cultural tourism.

2. There should be a comparative study of the desirable image of the elephant park between the opinions of Thai tourists and foreigners to be able to bring those opinions to improve and develop continue to manage within the elephant park.

3. Guidelines for promoting elephant park tourism under the situation of COVID-19. (Wingworn, Mekongkarn & Wingworn, 2020)

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APPENDIXES



Appendix A

Permission Letter

ที่ อว ๖๙.๒๐/ว ๑๗



สำนักบริหารและพัฒนาวิชาการ
มหาวิทยาลัยแม่โจ้
๖๓ หมู่ ๔ ตำบลหนองหาร
อำเภอสันทราย จังหวัดเชียงใหม่
๕๐๒๙๐

๑๗ มีนาคม ๒๕๖๔

เรื่อง ขออนุญาตเผยแพร่ข้อมูลและตอบแบบสอบถามเพื่อการวิจัย

เรียน ผู้จัดการปางช้างแม่แตง

สิ่งที่ส่งมาด้วย แบบสอบถาม

จำนวน ๑ ชุด

ด้วยนางสาวกรรณิกา หงษ์พงษ์ รหัส ๒๒๑๖๓๐๑๐๐๒ นักศึกษาระดับปริญญาโท สาขาวิชาการจัดการการท่องเที่ยว วิทยาลัยนานาชาติ มหาวิทยาลัยแม่โจ้ ได้รับอนุมัติให้ทำวิทยานิพนธ์ เรื่อง "Impact of the Covid-19 Pandemic on Perceptions and Behaviours of International Tourists: A Case Study of Chinese Tourists in Chiang Mai, Thailand" ซึ่งการทำวิจัยดังกล่าว มีการรวบรวมข้อมูลในบางประเด็นที่สำคัญจากกลุ่มตัวอย่าง โดยใช้แบบสอบถามที่ได้ผ่านการตรวจสอบจากอาจารย์ที่ปรึกษาแล้ว นั้น

เพื่อให้การทำวิจัยของนักศึกษาดังกล่าวได้ข้อมูลที่สมบูรณ์และสำเร็จตามวัตถุประสงค์ ฝ่ายบัณฑิตศึกษา สำนักบริหารและพัฒนาวิชาการ จึงขออนุญาตของท่านตอบแบบสอบถามเพื่อการวิจัยแก่นักศึกษาดังกล่าว ตามเอกสารที่แนบมาพร้อมนี้ ทั้งนี้ มหาวิทยาลัยแม่โจ้ มอบหมายให้นางสาวกรรณิกา หงษ์พงษ์ นักศึกษาระดับปริญญาโท สาขาวิชาการจัดการการท่องเที่ยว เป็นผู้ประสานรายละเอียดเพิ่มเติม

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ด้วย จะเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.อดิศักดิ์ จอมวงษ์)

รองผู้อำนวยการสำนักบริหารและพัฒนาวิชาการ ฝ่ายวิชาการ ปฏิบัติการแทน

ผู้อำนวยการสำนักบริหารและพัฒนาวิชาการ

ฝ่ายบัณฑิตศึกษา

โทรศัพท์ ๐ ๕๓๘๗ ๕๕๒๒-๔

โทรสาร ๐ ๕๓๔๙ ๘๑๓๓

ที่ อว ๖๙.๒๐/ว ๑๓



สำนักบริหารและพัฒนามหาวิทยาลัย
มหาวิทยาลัยแม่โจ้
๖๓ หมู่ ๔ ตำบลหนองหาร
อำเภอสันทราย จังหวัดเชียงใหม่
๕๐๒๙๐

๑๘ มีนาคม ๒๕๖๔

เรื่อง ขอความอนุเคราะห์ข้อมูลและตอบแบบสอบถามเพื่อการวิจัย

เรียน ผู้จัดการปางช้างแม่แต่มน

สิ่งที่ส่งมาด้วย แบบสอบถาม

จำนวน ๑ ชุด

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ผู้อำนวยการสำนักบริหารและพัฒนามหาวิทยาลัย

ฝ่ายบัณฑิตศึกษา

โทรศัพท์ ๐ ๕๓๘๗ ๕๕๒๒-๔

โทรสาร ๐ ๕๓๔๙ ๘๑๓๓

ที่ อว ๒๙.๒๐/ว ๑๓



สำนักบริหารและพัฒนาวิชาการ
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๕๐๒๙๐

๑๘ มีนาคม ๒๕๖๔

เรื่อง ขออนุญาตเผยแพร่ข้อมูลและตอบแบบสอบถามเพื่อการวิจัย

เรียน ผู้จัดการปางช้างบุญเลิศ

สิ่งที่ส่งมาด้วย แบบสอบถาม

จำนวน ๑ ชุด

ด้วยนางสาวกรรณิกา หงษ์พงษ์ รหัส ๖๒๑๖๓๐๑๐๐๒ นักศึกษาระดับปริญญาโท สาขาวิชาการจัดการการท่องเที่ยว วิทยาลัยนานาชาติ มหาวิทยาลัยแม่โจ้ ได้รับอนุมัติให้ทำวิทยานิพนธ์ เรื่อง “Impact of the Covid-19 Pandemic on Perceptions and Behaviours of International Tourists: A Case Study of Chinese Tourists in Chiang Mai, Thailand” ซึ่งการทำวิจัยดังกล่าว มีการรวบรวมข้อมูลในบางประเด็นที่สำคัญจากกลุ่มตัวอย่าง โดยใช้แบบสอบถามที่ได้ผ่านการตรวจสอบจากอาจารย์ที่ปรึกษาแล้ว นั้น

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ผู้อำนวยการสำนักบริหารและพัฒนาวิชาการ

ฝ่ายบัณฑิตศึกษา

โทรศัพท์ ๐ ๕๓๘๗ ๕๕๒๒-๔

โทรสาร ๐ ๕๓๔๙ ๘๑๓๓

ที่ อว ๖๙.๒๐/ว ๑๗



สำนักบริหารและพัฒนาวิชาการ
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๕๐๒๙๐

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เรียน ผู้จัดการปางช้างแพนด้า

สิ่งที่ส่งมาด้วย แบบสอบถาม

จำนวน ๑ ชุด

ด้วยนางสาวกรรณิกา หงษ์พงษ์ รหัส ๖๒๑๖๓๐๑๐๐๒ นักศึกษาระดับปริญญาโท สาขาวิชาการจัดการการท่องเที่ยว วิทยาลัยนานาชาติ มหาวิทยาลัยแม่โจ้ ได้รับอนุมัติให้ทำวิทยานิพนธ์ เรื่อง "Impact of the Covid-19 Pandemic on Perceptions and Behaviours of International Tourists: A Case Study of Chinese Tourists in Chiang Mai, Thailand" ซึ่งการทำวิจัยดังกล่าว มีการรวบรวมข้อมูลในบางประเด็นที่สำคัญจากกลุ่มตัวอย่าง โดยใช้แบบสอบถามที่ได้ผ่านการตรวจสอบจากอาจารย์ที่ปรึกษาแล้ว นั้น

เพื่อให้การทำวิจัยของนักศึกษาดังกล่าวได้ข้อมูลที่สมบูรณ์และสำเร็จตามวัตถุประสงค์ ฝ่ายบัณฑิตศึกษา สำนักบริหารและพัฒนาวิชาการ จึงขออนุญาตท่านตอบแบบสอบถาม เพื่อการวิจัยแก่นักศึกษาดังกล่าว ตามเอกสารที่แนบมาพร้อมนี้ ทั้งนี้ มหาวิทยาลัยแม่โจ้ มอบหมายให้นางสาวกรรณิกา หงษ์พงษ์ นักศึกษาระดับปริญญาโท สาขาวิชาการจัดการการท่องเที่ยว เป็นผู้ประสานรายละเอียดเพิ่มเติม

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ด้วย จะเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.อดิศักดิ์ จอมวงศ์)

รองผู้อำนวยการสำนักบริหารและพัฒนาวิชาการ ฝ่ายวิชาการ ปฏิบัติการแทน
ผู้อำนวยการสำนักบริหารและพัฒนาวิชาการ

ฝ่ายบัณฑิตศึกษา

โทรศัพท์ ๐ ๕๓๘๗ ๕๕๒๒-๔

โทรสาร ๐ ๕๓๔๙ ๘๑๓๓



Appendix B

Questionnaire

Questionnaire
(In-Depth Interview)

Part 1 : Ask about the elephant park name situation and estimated annual income.

1. Name of Elephant Park:

2. Situation of the elephant park at present

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3. Annual income (Estimated income)

- Before the COVID-19 situation

Year 2016 Baht

Year 2017 Baht

Year 2018 Baht

- During the COVID-19 situation

Year 2019 Baht

Year 2020 Baht

Year 2021 Baht

Part 2: It is asking about strategies in various fields in the adjustment of the elephant park business under the COVID-19 situation.

1. Financial Strategy

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2. Marketing Strategy

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3. Human Resource Management Strategy

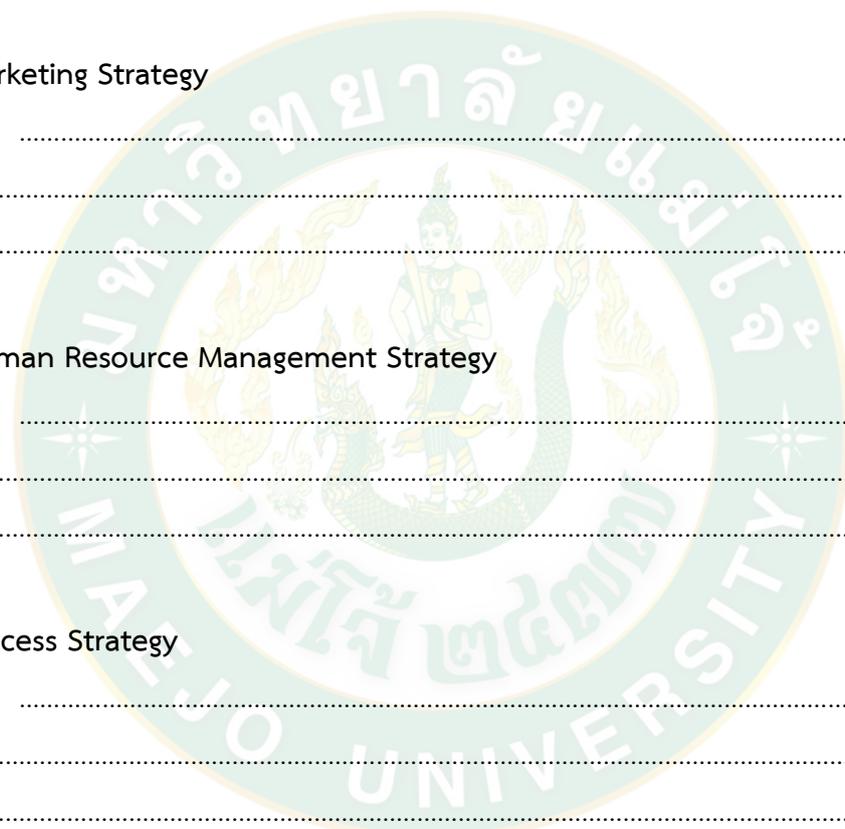
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4. Process Strategy

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5. Prevention strategies for COVID-19

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Part 3: Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation.

Instructions: Please tick the box that best describes your opinion in each item.

Opinion of elephant park administrators on various strategies important to the adjustment of the business under the COVID-19 situation.	Comment level					\bar{X}	Interpret
	5 (Excellent)	4 (Good)	3 (Fair)	2 (Poor)	1 (No opinion)		
1. Financial Strategy							
2. Marketing Strategy							
3. Human Resource Management Strategy							
4. Process Strategy							
5. Prevention strategies for COVID-19							

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Sciences in the Future World"
December 25-26, 2021

The logo of Maejo University is a circular emblem. It features a central figure, likely a deity or a historical figure, surrounded by Thai script. The outer ring of the logo contains the text 'MAEJO UNIVERSITY' in English and Thai script.