



April 9-24, 2015



Activity News Report

Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster

Ministry of Tourism and Sports of Thailand cooperated with Suan Sunandha Rajabhat University and Foundation for International Human Resource Development (FIHRD) to organize Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster on March 23-25, 2015, Sukhothai, Thailand. This workshop is a part of Tourism and Sport Organization Network Integrated Management Development Project for Entering ASEAN Community.

On March 23, 2015, this activity started with the opening ceremony.

Mr. Prasit Pimboon, Assistant to Sukhothai Tourism and Sport Office delivered the report to chairman. Mr. Piti Kaewsalapsi, the Governor of Sukhothai presided over the opening ceremony.



After that, there was a Panel Discussion on “Tourism and Sport Integrated Network with ASEAN” which was divided into 4 sessions as follows.

Presentation on Cultural Routes and World Heritage and Ecotourism Linkage Network Creation

by Assoc. Prof. Dr. Mangkorn Thongsukdee, Chairman of Sukhothai Cultural Council

Presentation on “Tourism and Sport Value Creation for ASEAN Linkage”

by Dr. Chai Nimakorn, President of Sport Management Association of Thailand and President of Grand Sport Group

Presentation on Community Development and ASEAN Linkage Case Study

by Mr. Kris Dhiradityakul, Operations Manager, Mekong Tourism Coordinating Office (MTCO)

Presentation on Integrative Tourism and Sport: Case Study on Sukhothai Chamber of Commerce’s YEC Group Network to Tourism Value Creation (With the Emphasis on Tourism Product and Activity Development including Tourism Network Creation to Sustainability)

by Mr. Wiwat Tharawiwat, Chairman of YEC Group and Managing Director of Sukhothai Treasure Resort & Spa



At night, there was Welcome Dinner.



On March 24, 2015, there was a Presentation on Tourism and Sport Human Capital Development as Competitiveness Improvement in ASEAN and Workshop on “Tourism and Sport Value Creation for ASEAN” for **World Heritage and Ecotourism Linkage Cluster**. **It was a great honor to have Dr. La-iard Silanoi to make a Presentation on Marketing Strategies for Thai Tourism and Sport Value Creation for Stepping to ASEAN.**



After that, at Ramkhamhaeng National Museum, there was a Panel Discussion on Sukhothai Ancient City Community Network Management Capacity Building by Mr. Patiroop Saisin, the owner of Wake Up at Muang Kao Boutique Hotel, Mr. Ponglert Chalermisiroj, the Chairman of Sukhothai Ancient City Tourism Club and Mr. Narongchai To-in, Sukhothai Ancient City small Buddha images amulet producer and Buddhist art local wisdom leader. Dr. Chiradej Diskaprakai and Ms. Saranya Mahakanok were moderators.






Later, there was a Study Visit on Banna Tonjan Community Case Study.



On March 25, 2015, there was a Workshop Presentation on “Tourism and Sport Value Creation for ASEAN” for World Heritage and Ecotourism Linkage Cluster. The commentators were Prof. Dr. Chira Hongladarom, Dr. La-iard Silanoi, Dr. Chai Nimakorn and group coach representatives.



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	<p><input type="checkbox"/> Towards ASEAN Community TV Program Broadcast on the fourth Friday of every month at 13.05-13.30 hrs on NBT Channel.</p>
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Special Thanks to



STOCK *Review*



Human Talk Radio Program

Human Talk Radio Program: Human Capital Development Lessons from Lee Kuan Yew Episode Broadcast on Sunday 29 March 2015

Prof. Dr. Chira Hongladarom talked about the news that Lee Kuan Yew passed away. Even though Lee Kuan Yew passed away at the age of 91 years old, Prof. Dr. Chira Hongladarom was very shocked. Lee Kuan Yew looked healthy when he was alive. This reminded us of Buddhist teaching that “Life is not sustainable”. When he was young, Lee Kuan Yew thought that he would not easily die. People felt that he was assertive and looked healthier comparing to Lee Hsien Loong who suffered from cancer twice. Therefore, we should take care of our health. Leaders who do not take care of their health will get into troubles. Healthy people must not be stressful. Lee Kuan Yew had high commitment to overcome obstacles. In fact, Lee Kuan Yew should live longer because he well took care of his health.

While this radio was broadcasting, Singapore's Channel NewsAsia greatly praised him. First, Lee Kuan Yew had Transformation leadership from a small island free from Malaysia. Only the truly capable person like him could make it. The South was Indonesia with Muslim population. The North was Malaysia. Malaysia may not like Lee Kuan Yew. Lee Kuan Yew was highly committed and assertive. In the first ear, he reflected Singapore could make it and survive. The word “Transformation” was very suitable for him because he was not a fussy leader. He led from one point to another by getting through a lot of obstacles. Second, Lee Kuan Yew had intellectual capital. He was very interested in languages. Although the beginning of his English was not good, he eventually practiced and continued his study in Law at Cambridge. His education background was good. Those who studied at Cambridge must be capable. He was better than that. He knew and executed. Knowing leadership is not enough. The problem is that many school smart people cannot adapt to the situation. Lee Kuan Yew applied his knowledge from university to be basics. He did not see himself as a lawyer. He looked at himself as a lifelong learner. He had to know about the economic, social, political, cultural and international issues. He studied law and it was a good basis for him. Lee Kuan Yew was highly committed to people development. Singapore has to import water from Ipoh and agricultural products from Thailand but invests in people.

While Prof. Dr. Chira Hongladarom was the director of Human Resources Institute of Thammasat University, some people said that in Thailand, a lot of subordinates were sent to study. They told Prof. Dr. Chira Hongladarom that their bosses did not support investment in people. Prof. Dr. Chira Hongladarom cited the case study of Lee Kuan Yew while he was the Prime Minister. Although his business had to rely on someone else, he was prudent. In the morning breakfast meeting, he told to his executives and CEO that money is was more important than finance, marketing and IT. He did not only talk but invite them to have breakfast and convince. Leaders in Thailand like Mr. Paron Isarasena Na Ayudhaya, W.Vajiramedhi and Vikrom Kromadit dare to invest in people. Some bosses complained that it was expensive so they cut people investment from 100,000 Bahts to 50,000 Bahts. Leaders who see that people is expense will not invest in people. If they invest in people, they have to

take care of people because people are the key. However, they consider whether it is worthwhile. If they think that it is expensive, they may not know that the quality of people development is to invest 1 and get the return of 3-4. Thailand usually cuts budget on people so working on people is hard. While Prof. Dr. Chira Hongladarom began his work as the director of Human Resources Institute of Thammasat University, he could do a lot of works. People who learnt with him liked it and proposed to their bosses but their bosses did not approve. Lee Kuan Yew was like Paron because both of them looked at people as philosophy. Paron did it for his organization, Siam Cement but Lee Kuan Yew did for his country. Singapore education standard is good. Teachers are treated with honor and dignity and paid enough salary. Therefore, there is no brain drain to doctor and engineer and the leftover are teachers. Some people rumor that, despite holding teaching degree, English teachers in Thailand has teaching problems because their basis are not strong. Some people have to send their children to international schools. This is good and bad. They graduate but have no classmates in Thailand. Thai teachers are also problems. Prof. Dr. Chira Hongladarom used to visit Singapore and knew them well. Singapore education standard is good. Unlike Thailand, Singapore has only 3-4 universities. Recently, Nanyang University sent people to Thailand and invited Prof. Dr. Chira Hongladarom to be their teacher. Prof. Dr. Chira Hongladarom often visited Singapore as guest lecturer so he knew them well. Singapore education system was standardized by the British so they did not feel like the colony. Lee Kuan Yew's English was good. He was bilingual so he learnt Mandarin later. People who were on TV program with him said that he learnt it when he was older than 50 years old. Even though he knew that he was fluent in English when he was a child, he practiced English well. After he learnt that China has come to power, he needed to practice Mandarin. Today, if the leaders in Thailand have commitment, they can make it. Prof. Dr. Chira Hongladarom was impressed with Lee Kuan Yew. Singapore is transparent and has no corruption. High salary is paid. Prime Minister's monthly salary is 10 million. It is worth. If Thai leaders get 10 million, they still cheat because 10 million is not much for the politicians. Singapore pays them enough salary. Even though Singapore is a small country, Lee Kuan Yew wrote several books. He was accepted and stayed in the position for a long time. He met many leaders. One was George Bush the father when he was firstly in the position. Comparing to Lee Kuan Yew, George Bush was just a child. He admitted that Lee Kuan Yew had considerable experience in management and had concepts which the leaders search for. In this era, the modern leaders must have mentors. Lee Kuan Yew was like the world leaders' mentor. He accurately looked at Asia, China and the U.S. He saw that China was coming up. If the United States manages based on the Asian like Lee Kuan Yew's advices, they will be realistic. Prof. Dr. Chira Hongladarom cited the example of Henry Kissinger, a specialist in international superpower who praised Lee Kuan Yew as an interesting statesman. Prof. Dr. Chira Hongladarom has expressed condolences to the Singaporean people of for the shocking event of Lee Kuan Yew and suggested to analyze Singapore after Lee Kuan Yew's era. This can be a lesson that Singapore is rich and Thais can learn from Lee Kuan Yew's leadership.

Prof. Dr. Chira Hongladarom recorded this radio program while he was in Sukhothai 10 years ago, Ministry of Tourism and Sports invited Prof. Dr. Chira Hongladarom to organize a workshop joined by the 5 World Heritage cities such as Siem Reap, Luang Prabang, Hue, Bagan and Sukhothai which were proposed to be one trip of 5 World Heritage cities. However, Bangkok Airways was not ready so there was logistics problem. This time, Prof. Dr. Chira Hongladarom organized a workshop in Sukhothai and invited nearby provinces like Kampangetch and Phitsanulok to join. While this radio program was being recorded, the participants shared ideas in the workshop to analyze Sukhothai's opportunity

after ASEAN Community starts. Sukhothai demanded one more project on World Heritage. They said that it was time for Bangkok Airways to start. The first session was interesting because it could be truly applied to reality. They proposed to start Sukhothai and Luang Prabang linkage with inter-city flight. Now, there are Bangkok Airways flights to Siem Reap. They should also come to Sukhothai. This is good. It is hard to include Bagan and Hue and become a loop of 5 cities. At first phase, it could be done as a small scale. When tourists come to Thailand, they can visit 2 World Heritages and should also further to Luang Prabang. Now, when we travel from Sukhothai to Luang Prabang, we have to take a bus to Chiang Khan and get there by boat. This is a charm of World Heritage. When they visit Sukhothai, they should also go to Ayutthaya. Today, cultural tourism for supporting ASEAN Community must promote World Heritage as a selling point. UNESCO just gives them award. In GMS, there are 5-6 World Heritage cities. The Philippines, Indonesia and Malaysia have World Heritage sites which can be linked. Tourism in the next era must expand to several areas. More tourists should go to Sukhothai. Sukhothai is always crowded with tourists during Loy Krathong Festival. This visit to Sukhothai was a chance to see the market near the historical parks. The morning market was good. Sukhothai people love peace and lead good lives. There should be World Heritage route creation covering at least Angkor Wat – Sukhothai or Sukhothai-Ayutthaya. For example, tourists can take a bus to Sukhothai and connect a flight to Luang Prabang. Today, Bangkok Airways has not made it. Finally, Sukhothai Governor said, it was in process of negotiation with Bangkok Airways. Sukhothai Airport belongs to Bangkok Airways.

This is a continuous issue. Buddhism is a great tourist destination like Luang Prabang. Last time, Prof. Dr. Chira Hongladarom went to Chiang Khan which was influenced by Laos. In Chiang Khan, people give sticky rice alms.

Lee Kuan Yew's leadership was a good lesson. During this radio program's broadcasting time, the Straits Times of Singapore published a lot of news about Lee Kuan Yew. Cable TV channels also presented this news. It reflected that Lee Kuan Yew was a truly global statesman. He was Prime Minister for 30 years. He coached leaders. Every U.S. president greatly honored Lee Kuan Yew. They consulted with him. He was born to make a lot of contributions especially to Singaporean people. This lesson is beneficial

For World Heritage, there should be Sukhothai - Luang Prabang trip. Nearby is Phitsanulok. Kampangetch is also a World Heritage city. Then, tourists can further to Mae Sot. Tourists should come to Sukhothai in the summer, which is quiet. Sukhothai Governor said Sukhothai Loy Krathong has been already on the top rank of the world's festival. When people search Loy Krathong, they find in Sukhothai mostly.



Kid Pen Kao Pen with Dr. Chira TV Program

Kid Pen Kao Pen TV Program Column was written to summarize interesting points of this program. On Thursday 9 April 2015, this program broadcast Body and Mind Care activity of EGAT ASSISTANT DIRECTOR DEVELOPMENT PROGRAM (EADP 11). On March 19, 2015, the project took EADP 11 leaders to learn Dhamma for leaders from W.Vajiramedhi at Raicherntawan, Chiang Rai as follows.

People with good spirit are those who have conscience that they will lower themselves to serve people in this life. In the other word, they are happy to serve human friends. Those who will be leaders must be happy to serve human friends.

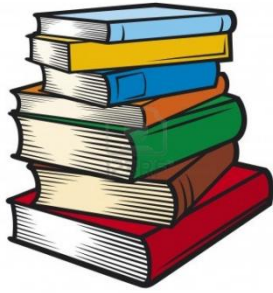
Nelson Mandela devoted the whole life to show his good intention to his country. After he had come out of the jail, he negotiated to settle the prolonged civil war with de Klerk, the White President at that time. When the violence was settled by signing peace contract, both of them received the Nobel Peace Prizes.

In the later year, he was a presidential election candidate. He got so many votes that he became the president. When he was in the position, he obviously dedicated himself to serve people without corruption. While Mandela was alive, he was honored by the United Nation. His birthday anniversary was promoted as Mandela Day. There are big celebrations all over the world every year. After he had passed away, England cast his statue in the heart of London. He was one of the best leaders because he had all of these qualities.

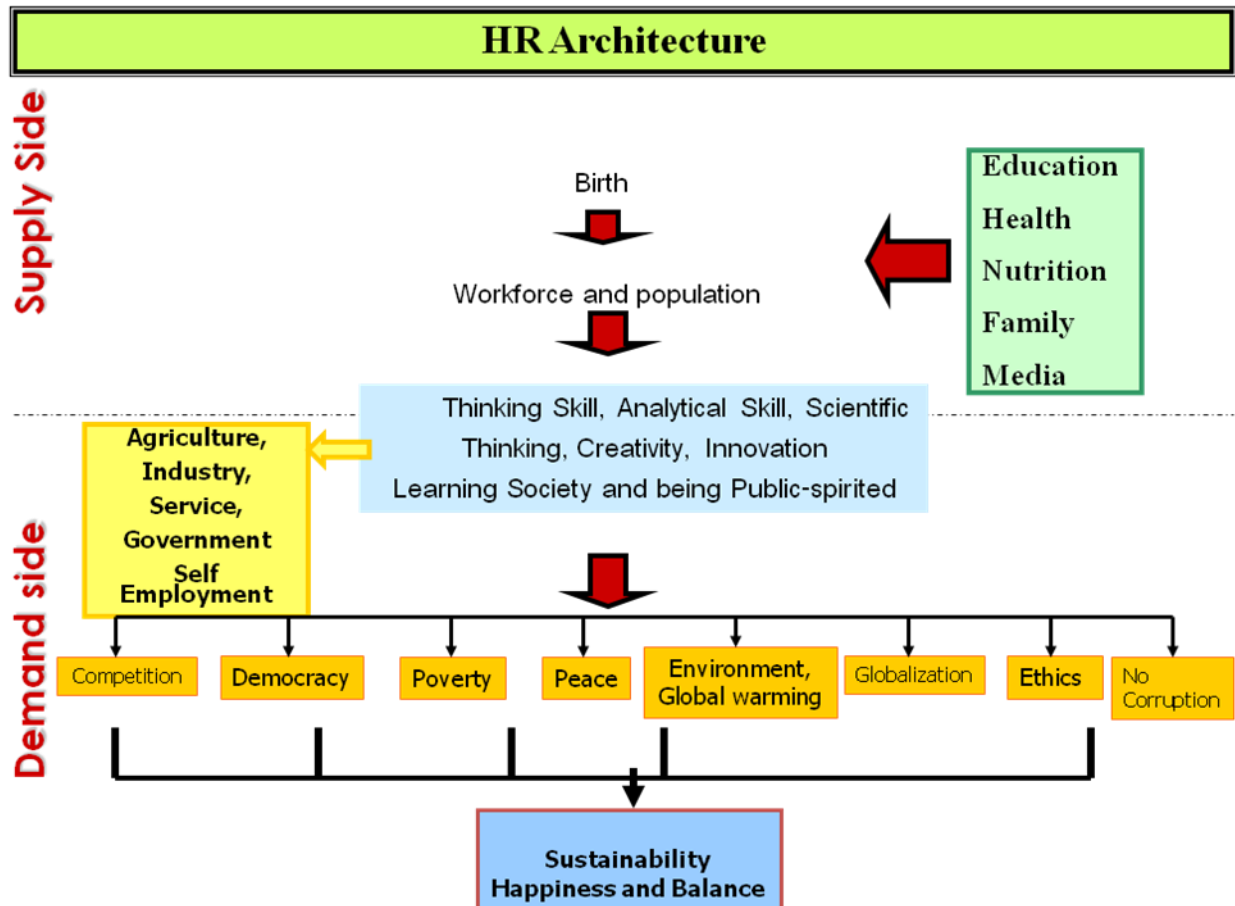
1. He had good spirit. After he became leaders, he did his best to serve people. Leaders cannot be leaders if they do not have followers. If the leaders craze for power and do not care for people, they will be out of the position. In China's Summer Palace, there was a puzzle of religious precepts from the marble boat. It shows that the boat can float because of water. However, the boat can sink because of water. Leaders can stay in the position because of the followers' acceptance. Whenever the leaders are not accepted, the followers will remove the leaders out of the position. Leaders in high position must show high respect to people. The top of trees are gentle. The best leaders must be humble. People respect them as a return. This is shown in a Buddhist proverb that those who worship will get worship as a return and those who pay respect will be respected as a return.

2. Leaders must have 3 types of knowledge. First, we must know best about the job we are responsible for. Second, it is the knowledge we should know. It is supplementary knowledge. We must behave as lifelong learners or half-empty glass. People who succeed in their fields usually search for more knowledge. When we have knowledge, we will have wisdom charisma which is more sustainable than other sources. The leaders must have more wisdom than people who they will lead. The leaders must be lifelong learners. Third, it is miscellaneous knowledge. It is small issue which we may or may not know. The leaders who have this kind of knowledge will become charming and lively when they lead.

In As a Roadmap Session, Prof. Dr. Chira Hongladarom shared his experience in taking EADP 11 leaders on study visit and learnt Dhamma for leaders from W.Vajiramedhi at Raicherntawan, Chiang Rai. He proposed to have Buddhist tourism if people could deeply understand Buddhism and present well. 3 months ago, international Vipassana meditation joined by 1,000 people. This was very interesting. There was also Mahavijjalaya of Buddhist Economics teaching the farmers to use less chemical and use more of Sufficiency Economy. If they had leftover, they could sell. W.Vajiramedhi presented leadership concepts. They had to do 2 things. They must have learning culture and learn more about other things besides their routine jobs. They must know economy, society, culture, human capital, and marketing for responding the change. He emphasized that knowledge was equivalent to learning culture. Besides knowledge and learning culture, competency is needed. He cited a case of a Chinese man who graduated with a MBA degree from Harvard University. When he came back home, an old man rowed the boat for him. He asked this old man what he graduated and whether he did SWOT Analysis. On the way, the storm occurred. This old man asked whether MBA graduate like him could swim. It compares that despite Ph.D. or MBA, do these graduates have good basic skill for survival?



Prof. Dr. Chira Hongladarom's Concepts



HR Architecture is a concept used for look at the overall aspect of human resource development. It can be applied to the Macro level like country, society and community and the Micro level like organization.

Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster was organized in Sukhothai so it was an opportunity to learn about this province's strategy. It can be analyzed based on HR Architecture Theory as follows.

Supply Side is to produce quality human resource development with emphasis on these dimensions.

Dimensions	Tactics
Education	<ul style="list-style-type: none"> • Promote community participation in the teaching and learning management and encourage educational institutions in Sukhothai to organize Thai history course by taking students on study visits to local historical parks, archeological sites and cultural tourist attractions. • Elevate children's standard of living by promoting school attendance to higher level, developing the targeted children's morality and ethics, encouraging local administration's support to learning process and children's educational opportunities.
Health	<ul style="list-style-type: none"> • Improve basic health care system (public toilet and food service standard) and hygiene (cleanliness, safety and convenience) for tourists to reach the international standard. • Solve Health problem especially the health of mothers and children to ensure the population quality to the population and promote exercise and community hygiene at home, school, market and public spaces.
Nutrition	<ul style="list-style-type: none"> • Campaign to educate the public on health and nutrition.
Family	<ul style="list-style-type: none"> • Promote roles and the good family relationship and community to provide quality care to the members by continuously publicizing the campaign promoting good relations of family and community.
Media	<ul style="list-style-type: none"> • Develop learning media, learning methods and educators to upgrade the quality of education at all educational institutions by supporting teacher development and learning media in needy areas.

Demand Side is the goal which human resources will have to meet.

Dimensions	Tactics
Thinking Skill, Analytical Skill, Scientific Thinking, Creativity, Innovation Learning Society and being Public-spirited	<ul style="list-style-type: none"> • Create understanding in Sufficiency Economy as a way of life • Optimize the production and agricultural products processing to add value to potential agricultural product with market opportunities by promoting the use of inputs and appropriate technology, market research, including the promotion of research, knowledge, technology to farmers and product development such as rice, vegetables, herbs, beef cattle, pigs and chickens etc. • Support potential new services industry especially handicraft industry and health services by supporting research and product design and promoting cluster development as well as research and development to support innovation. • Develop tourism network and create awareness as the "host" with great hospitality and generosity as readiness to warmly welcome guests

Dimensions	Tactics
Agriculture, Industry, Service, Government Self Employment	<ul style="list-style-type: none"> • Provide people with opportunities to participate in all kinds of tourism activities and encourage public participation in the planning and tourism promotion including local administrative organizations as the driver for tourism with community's participation. • Encourage private sector's participation in the work/ project planning integrated tourism management with continuity by focusing on strengthening private sector.
Competition	<ul style="list-style-type: none"> • Develop tourist attraction to be impressive. • Develop facilities and economic infrastructure to support trade and services along the East-West Economic Corridor, including the development and strengthening local entrepreneurs. • Improve labor efficiency by accelerating the labor skill development to match the labor market's demands.
Democracy	<ul style="list-style-type: none"> • Promote democratic way of life of the people and political participation of all citizens.
Poverty	<ul style="list-style-type: none"> • Promote jobs for disaster victims, the poor, the disadvantaged, the elderly and the unemployed resulted by the economic crisis to earn and become self-reliant based on Sufficiency Economy including Community Enterprise Development.
Peace	<ul style="list-style-type: none"> • Provide security to tourists and the general public's life and property. • Promote and support the alarm systems in tourist attractions including prevention, rehabilitation plan for disaster affected groups.
Environment Global Warming	<ul style="list-style-type: none"> • Involve community in protecting local tourist attractions' environment and facilities.
Globalization	<ul style="list-style-type: none"> • Develop linkage among the provinces within the lower north group 1 (Phitsanulok, Sukhothai, Tak, Phetchabun and Uthairat) and transport links with neighboring countries.
Ethics/No Corruption	<ul style="list-style-type: none"> • Prevent and suppress corruption and misconduct by focusing on awareness, values, ethics promotion. • Involve people's network to monitor the public sector's operations.
Sustainability, Happiness and Balance	<ul style="list-style-type: none"> • Create understanding in Sufficiency Economy as a way of life • Support sustainable agriculture with emphasis on safety and chemical free. • Relieve environmental problems of cities and communities by focusing on providing knowledge and awareness of conservation and the efficient use of resources.

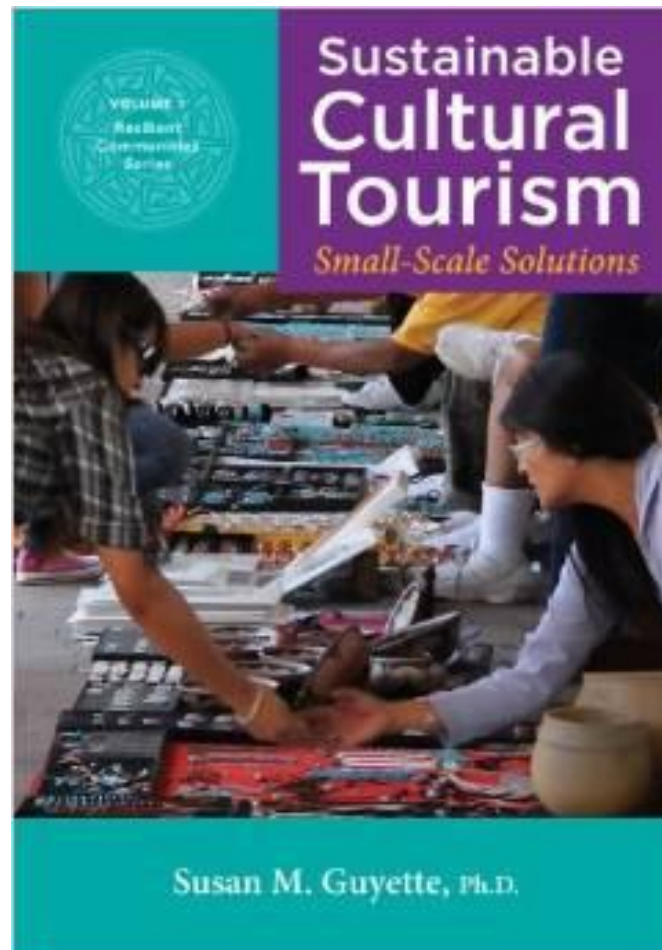
Sukhothai's human resource development covers all dimensions as identified in HR Architecture and truly makes it the Happy Dawn City.



Recommended Book

Sustainable Cultural Tourism: Small-Scale Solutions

Workshops on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster focused on cultural tourism. Therefore, this article would like to recommend a book related cultural tourism sustainable development: Sustainable Cultural Tourism: Small-Scale Solutions by Susan M. Guyette, Ph.D.



This book contains a value-based planning and cultural tourism development approach from within the community.

Cultural tourism brings about the opportunity for way of life, custom, belief, values language, environment cultural resources information sharing. This is useful for the conscious tourists and community. The challenge in cultural tourism planning is to guarantee that the exchange create win-win results for all parties.

The sustainable, small-scale tourism paradigm from this book is necessary for minimizing negative effects and generating the greatest benefits for socio-cultural, economic and ecological environment. Planning and management are success factors.

Cultural learning and understanding are crucial basis for sustainable tourism. Internal environment of community strengthens culture and encourages tourists to learn about the authentic culture. Skill and resources development provide small and large communities with regional work cooperation benefits. Strong tourism linkage increases benefits. The new cultural tourism not only presents culture but also significantly links between cultures.

A small-scale approach aligns with the opportunity brought by conscious tourists promoting equally give-and-take relation. Small-scale provides a community with chances to present its worthy history to the public and preserve the primitive lifestyle through the new kind of education cultural tourism accepted by the community. Sustainable cultural tourism brings about the revival of local traditions as time passes.

These are important basis of sustainable cultural tourism.

- Economic gain is not the most important incentive even though it is necessary to fulfill the basic needs and enable community to survive with sustainability.
- Traditional lifestyles and environment protection are more important than economic gain.

This book should be useful for many communities' sustainable cultural tourism development because tourism with good plans and sustainable management can feed community and preserve culture and environment.



Special Article

GMS Tourism Linkage

Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster proposed to create tourism linkage between Sukhothai and other GMS World Heritage cities like Laos' Luang Prabang and Cambodia's Siem Reap. It was like Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for Lanna Civilization and the Northern Tourism Cluster which promoted GMS tourism linkage as shown on these workshop results.

Group 1 proposed Lanna Civilization and the Northern Tourism Cluster to be GMS hub for transportation and tourist facilities because of its strategic location. Cross-border tourism, the rules of access and tourist service linkage should be facilitated. Danita Mata from Chiang Tung said that ethnic group's relatives had cross-border problem. If this problem was solved, they could come to receive medical treatment more easily and there would be also increasing tourists from Shan State or the Northern provinces in Thailand. There are similarities in several aspects like culture, lifestyle and identity, learning about events and festivals and resources. Chiang Rai and Phayao organize several events linking the two cultures and three lands. These include activities that reflect the Mekong River culture and identity.

Group 2 proposed Thai Lanna's opportunities after ASEAN Community started. They saw that Lanna people had outstanding identities like language, dress, food, lifestyle and beliefs. Another strength of Lanna is that all provinces linked to ASEAN except these 3 provinces: Lampang, Lumphun and Phrae. R3A route passes Phrae. There is railway junction at Nan which can go to Luang Prabang and Vietnam. The drum is another similarity can be promoted as the uniqueness and identity through the festival. There should be GMS cultural and tradition exchange. Local people should protect their local identity. Tourists should be encouraged to the authentic unique and identity in the local communities. There should be human resource development in term of people's language skill, knowledge about how to develop tourist attractions, tourism facilities, environment and accommodating regulations to support border crossing. There should be city planning especially on border passing rules and CBT Cross Border development.

Group 3 proposed to upgrade border tourist attractions and promote more tourist dispersion. When tourists come over the border but find no tourist attractions, they will pass to somewhere else. This leads to tourist congestion and accidents. Surveillance network such as travel volunteers, cultural and traditional protection network and security network should be created. Young Tour Guide Assembly should be continuously held all over Thailand. The border tourist attractions like rural villages or ethnic group with primitive way of life and wisdom should be developed. Their singing help tourists feel relaxed and happy. At Doi Pu Muan, there is a rule requiring the tourists to rent the local truck to get to the top. They are required to collect tealeaf and pay to the community. The local people perform their cultural shows and encourage the tourists to participate. When we look at Lanna Cluster, it is classified into cultural groups. It should be developed as food safety culture to promote food security in Lanna Cluster. Tourism products should be jointly developed as a single package. They should develop Ban Nam Piang Din by linking with Taunggyi and Inle Lake. Tourism products should be developed to link them as sister cities. For example, Soong Men Community has already signed a partnership MOU with Luang Prabang. The current network development has 2 route linkages. One is from Huay Kud to Luang Prabang. The other route is the Banmaichaidan which should be upgraded to be interesting. There should be customers network linkage so that they can transfer customers to another.

The most important thing is that linkage must be done based on sincerity and the real dedication.

Khemigka Thungkewthanakul



FIHRD's Activity in Memory

ACMECS World Heritage Cultural Tourism Development Project

Besides Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster, Foundation for International Human Resource Development (FIHRD) used to cooperate with Office of Tourism Development, Ministry of Tourism and Sports to organize a tourism project in Sukhothai.

Workshop on ACMECS Human Resource Development in Tourism A Learning Forum: Sustainable Cultural Tourism On 30 August- 4 September 2005 Pailyn Hotel, Sukhothai, Thailand





This workshop created positive relationship among the stakeholders in tourism sector of five world heritage cities in the ACMECS which were Myanmar's Bagan, Laos' Luang Prabang, Cambodia's Siem Reap, Vietnam's Hue, and Thailand's Sukhothai and also strengthened the relationship among all participants, studied more about and preserved the culture of these cities. Moreover, this workshop provided an opportunity for the delegates from the five cities to work together on sustainable tourism development, promote these cities as package with the sustainable cultural tourism brand and the historic and cultural tourist attractions of these cities and created people to people diplomacy as well.

The activity highlights were Panel Discussion on "the Comparative Study of Five Cities' Historical and Cultural Similarities, Differences and Strengths, SWOT Analysis presented by these 5 cities' representatives, study visits to historical parks in Sukhothai, the presentation on "Logistics and Tourism in the Greater Mekong Sub-region", the presentation on "Sustainable Cultural Tourism" and Workshop on Cooperation plans among these 5 cities.

The recommendations on important cooperation from this workshop were joint marketing as one tourism destination by starting from 2 cities and expanding to 5 cities, transportation linkage, inter-city flights for these 5 cities, human resource development cooperation and cooperation with UNESCO.

These recommendations were proposed again in Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster. They reflected that Foundation for International Human Resource Development (FIHRD) has been establishing the basis for cultural tourism development for a long time. It is also an interesting issue at the present. FIHRD has been truly continuing working on this area which can lead to sustainable development in the future.

Another globally recognized ASEAN leader: Lee Kuan Yew passed away.



The news of Lee Kuan Yew terribly shocked me and the world because Lee Kuan Yew has been Singaporean leader who we have been familiar with for more than 40 years. He passed away faster than we expected because he seemed healthy and well took care of his health. Finally, his life and soul could not sustain.

I would like to convey the deep condolences the Singaporeans. Singapore is our good friend and ASEAN member.

I have been continuously following Lee Kuan Yew's leadership. I read all the books that Lee Kuan Yew wrote and his many analysis articles from abroad.

Today, I am going to start with his leadership strength analysis. Next time, I will talk about some weaknesses. Several of his strengths can be useful lesson learnt for Thais and Thai leaders because they can analyze learn and apply. They need to use my 2R's Theory: Reality and Relevance. Singapore is a small island with 5 million populations so it cannot be compared to population of 70 millions population of Thailand

When they understand 2R's Theory, they can apply his strengths to Thailand. This can be very useful. In my opinion, there are several points.

The first one is that he well turned crisis into opportunities. One crisis is being isolated from Malaysia. Lee Kuan Yew turned crisis into opportunity to determine to overcome obstacles.

This teaches us that when we face crisis, we should not become discouraged and desperate. Singapore's change leadership strategy for survival is a very important point we should analyze. How can they do it successfully and sustainably?

The second one was that Lee Kuan Yew was a perfect Transformational Leadership. That is to lead successfully lead change from one point to another point. This differs from Transactional Leadership which is to improve the existing situation. Lee Kuan Yew did it and should be a very good lesson.

The results came from 3 success factors as follows. First, he set the vision on where Singapore should go. He led underdeveloped country to be reach the world-class level. Singapore was successfully developed from the third world to the first world within only within just 30-40 years.

Second, he had a small cabinet consisting of 10 members. Lee Kuan Yew was good at using people of different potential. It was like Field Marshal Sarit Thanarat who chose smart people, was brave to manage them and used wisdom to work. He graduated from Cambridge's Law School. He did not only apply his law knowledge but also knew more than what he learnt from university to manage the country. He applied his wisdom to wider dimensions and emphasized more on socio-economic and globalization aspects.

Third, he knew that Singapore did not natural resource so he had to develop human resource or human capital as the main policy.

I got a lot of great ideas on human capital from Lee Kuan Yew. While I was working at the Human Resources Institute of Thammasat University, Lee Kuan Yew stimulated his top leaders to emphasize on people because they were the most valuable asset of the country and organization.

Several times, Lee Kuan Yew invited the business leaders to talk and have breakfast together. This reflected the importance of effective and efficient investment in quality human capital. This is a serious problem of Thailand because we live on the available natural resources as shown on this quotation "water has fish and paddy has rice". Therefore, the value of Thai leaders at all levels is looking at people as cheap labor. They focus more on labor intensive economy development than skill and knowledge development to promote human capital value. This has been a costly lesson for us up to now.

Finally, Lee Kuan Yew was the role model for the new generation of leaders. For example, he lived as a lifelong learner and applied ethical capital to run his policy with transparency.

I wrote this article while I was in Sukhothai organizing Workshop on Integrated Tourism and Sport Management Development Roadmap Promotion for World Heritage and Ecotourism Linkage Cluster as a part of Tourism and Sport Organization Network Integrated Management Development Project for Entering ASEAN Community on March 23-25, 2015. I was glad to see Sukhothai to be a World Heritage city which could create a lot of 3V's: Value Added, Value Creation and Value Diversity for tourism and sport.

- There should be more academics, businesses, communities and public sector networking linkage especially academic areas like English and foreign languages including finance, IT and modern marketing.
- There should be ASEAN World Heritage Sites linkage in the future. At least World Heritage Sites in Sukhothai and Luang Prabang or Sukhothai and Angkor

Wat should be concretely linked. There should be negotiation with Bangkok Airways to provide flights to facilitating the visits.

When we look at Phitsanulok, Sukhothai, Ayutthaya, Kampangeth and Si Satchanalai as of World Heritage Site network in Thailand, we should expand to ASEAN with equality and shared dignity and honor.



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