The Development of Airport Identity of Chiang Mai International Airport Through the Creation of Airport Sense of Place

Prapop Anantakoon[1*], and Therdchai Choibamroong[2]

Graduate School of Tourism Management, National Institute of Development Administration, Thailand

Corresponding Author. E-mail: prapop.anan@stud.nida.ac.th[1], therdchai.c@nida.ac.th[2]

Abstract

This research aimed to 1) study the successful and challenging factors of airports of Thailand Public Company Limited in developing airport identity of Chiang Mai International Airport, Thailand; 2) identify the perception of airport stakeholders towards the implementation of airport identity of Chiang Mai International Airport, Thailand; and 3) propose a framework in planning and development of airport identity of Airports of Thailand Public Company Limited. The sample was 31 interviewees. They were selected by purposive sampling and snowball sampling. The instrument for collecting data was an in-depth interview. Analysis of data by Content Analysis. The research results were found as follows; 1) Airports of Thailand Public Company Limited had a Thailand Gateway Policy to develop the airport identity of six international airports; 2) Airport stakeholders had a perceived value of the airport sense of place; and 3) propose a development framework to create a successful airport identity consisting of airport strategy, airport design, airport attributes, airport revenue management, and airport community engagement.

Keywords: airport identity; airport environment; airport stakeholders; sense of place

Introduction

The airport has transformed its functional role of air passenger processing service through a socioeconomic role in the dissemination of local culture, trade, and commerce. The airport contributes to the formation of a city identity, which has the reflection of a country's character and cultural heritage that conveys a sense of place (Yerimou & Themistocleous, 2024). A sense of place is subsequently created to portray a location, country, or history in a service experience to create a

memory of the destination imprinted. Thus, this practice is commonly found by airport operators or retailers to have an identity based on the country's historical and cultural heritage reference that is disseminated through symbols, pictures, and artworks (Rowley & Slack, 1999). These practices aim to stimulate an affinity with people and places, as suggested that customers were stimulated with the familiarization of personality traits, purpose of visit, and experience (Bitner, 1992). Such stimulating experiences of air travelers' awareness and place familiarization of the airport create an intention to revisit and revisit the destination (Milman & Pizam, 1995).

The implementation of a destination gateway has always been a strategic policy of national carriers and airport operators globally to foster brand awareness and destination image formation to compete in the global market (Yerimou & Panigyrakis, 2020). The airport branding supports a sense of place and customer loyalty, which leads to the perceived image of service quality of airport service, airport retail stores and restaurants, and airport facilities. Airports of Thailand (AOT) has implemented the corporate policy of Gateway to Thailand through 6 AOT International airports (Airports of Thailand, 2021). Currently, AOT airport design features the unique concept of harmonizing modern architecture with local identity with a focus on its functionality (Kanok–Nukulchai & Vimuktayon, 2009). Despite interception under the modern terminal design, Suvarnabhumi airport terminal provides evidence of intricate links between airports and their parent cities in the cultural dimension by displaying art and cultural reference through various airport attributes (Noobanjong, 2009). Similar AOT practices of developing airport identity through vernacular architectural airport terminal design and layering the airport attributes with local art and culture references have been identified in all the AOT regional international airports in Thailand.

Chiang Mai has administrative, cultural, and tourism significance and institutes itself as the regional center of the North (Renard, 1999). Chiang Mai International Airport was the earliest airport to employ vernacular architecture reference and Thai–Lanna art and cultural heritage at various airport attributes. Strategically, it is one of the AOT strategic airport hubs providing connecting flights to northern Thailand. Despite being the fourth busiest airport, it receives approximately 10 million passengers with a maximum capacity of handling 8 million passengers per year. (Airports of Thailand, 2022). Chiang Mai contributes to Thailand's tourism GDP and local trade and commerce, providing tourism visitors, and revenues significantly dropped during the COVID–19 outbreak, as shown in Table 1.

Table 1 Chiang Mai Domestic Tourism Statistics 2019 – 2022

Item	2019	2020	2021	2022
Total Chiang Mai visitors	11,165,860.00	6,007,763.00	3,734,006.00	8,773,225.00
Total Chiang Mai tourism receipts	110,670.33	49,841.03	3,734,006.00	8,773,225.00
Number of Occupants	8,609,517.00	4,449,143.00	2,243,296.00	5,691,931.00
Occupancy rate (%)	74.28	41.80	20.48	56.53

Source: Ministry of Tourism & Sports (2022)

Research Objectives

The development of the airport identity conveying the air travelers' perceived value of socio-geographic characteristics of the city was found to promote a sense of place, destination revisited, and local economy engagement. Therefore, the research aims to focus on examining the following:

1. To study the successful and challenging factors of airports in Thailand in developing airport identity.

2. To identify the perception of airport stakeholders towards the implementation of the airport identity of Chiang Mai International Airport, Thailand.

3. To propose a development framework for planning and development of the airport identity of Airports of Thailand Public Company Limited.

Hence, to achieve the research aim, three research questions were asked:

RQ1: What are airport stakeholders' perceptions of the airport identity of Chiang Mai International Airport, Thailand?

RQ2: What are the important airport attributes promoting the airport identity of Chiang Mai International Airport, Thailand?

RQ3: What is the development framework for the development airport identity of Chiang Mai International Airport, Thailand?

Scope of Research

Scope of Content The scope of the content of this research study covers the concepts of the airport environment, perceived value, sense of place, and airport terminal design.

Scope of Area The scope of the study is Chiang Mai International Airport, Thailand.

Scope of Demography The population of this qualitative study consists of 31 key informants, divided into three groups as follows: (1) Airport of Thailand executives and staff; (2) art and culture scholars; and (3) travel and tourism stakeholders

Scope of Time The duration of the research study from 2019 – 2022. The research process covered the research process of problem identification, literature review, research design, data collection, data analysis, and data reporting.

Literature Reviews

Airport environment and traveler experience

A positive airport experience is regarded by air travelers as the perceived quality of airport products and services. Subsequently, airport experience promotes airport levels of service and air revenue (Bogicevic, 2014; Hackett & Foxall, 1997; Jiang & Zhang, 2016; Moon, Yoon, & Ha, 2015). A practical airport design derives from the well-functioning infrastructure of both airport airside and landside, amiable airport ambiance, and well-designed airport amenities. (Hackett & Foxall, 1997; van Oel & van den Berkhof, 2013). In this regard, the integrated approach of airport environment management is the planning and design of the aesthetic element of the physical environment, psychological interpretation, and sociological interaction with air travelers. As a result, a well-perceived airport environment should display the physiological elements of the airport's geographical location, reflecting local values, symbols, and culture.

Perceived values of Air travelers.

The concept of air travelers' perception of the airport environment is discussed in the capacity of their cognitive capability of the surrounding environment that influences their behavior. According to Sheth et al. (1991), consumers' choice of products and services was found to be influenced by the multidimensional perceived value of functional value, social value, emotional value, and epistemic and conditional value, which are affected by the affinity of the products and services. Subsequently, these five consumption values influence consumer choice behavior according to the proposed theory of consumption values. The attributes of perceived value, satisfaction, and trust were also confirmed to have a direct impact on the perceived quality. The attributes of emotional response or sense of place in the experienced traveler were found to be factors promoting the tourist's affection for the destination (Dehghanloo & Akhoondnejad, 2017). To such extent, air

travelers were found to perceive the stimulus airport attributes through physical contact of the five senses from five body organs through sight perception, hearing perception, sensing perception, tasting, and touching perception (Raturi, 2018). Thus, these findings have identified the understanding of the relationship between humans's five sensing processes and the environment and how the stimuli induce the knowledge of the airport attributes, which aids the knowledge of the air travelers' perceived value.

Airport Attributes

Airport attributes are the airport components that have a functional role in facilitating and navigating passengers through the airport. These components have visual and emotional benefits in serving as air travelers' touch points at the airport. Mainly, the key airport attributes consist of (1) airside infrastructure; (2) passenger terminal; (3) cargo terminal; and (4) airport support elements (IATA, 2016). It could also extend from airport hardscape to airport softscape, such as airport service delivery and quality, which in turn creates an airport's physical and psychological environment. Airport attributes that resemble authenticity were found to trigger positive experiences. Zhang et al. (2014) also identified the authentic attributes that had an impact on the tourists' perceived value of the destination. Among them are value for money, accessibility, safety, scenery, activities, hospitality and entertainment, cultural experience, and tourist facilities. Also, Soonsan (2018) found that destination image, especially country image, is relevant in promoting the host country's destination. Both destination image and country image influence tourists' perception in selecting the destination in the aspects of attitudes, evaluation, and intention. A destination's character was found to be the attribute stimulating the tourists' purchase intention. In sum, airport attributes consist of both the hardscape of airport components and facilities and the airport's softscape of image, ambiance, and hospitality.

Sense of Place

Sense of place has a social connection with man and a place. It provides an understanding of the relationship between tourists and the surrounding environment, which implicates tourists' experience and post–visit behavior. Sense of place stimulates tourists' experience of the place as well as knowledge of the place (Seamon & Sowers, 2008). Tourists embark on a journey to explore an authentic experience and find a sense of place at the destination rewarding (Kim et al., 2018). Similar to air travelers, they embark on a journey in search of authentic experiences differing from

their everyday surroundings. These authentic experiences exhibited through genuine art objects, original historical sites, well-known local persons, events, local brand names, or local festivals identify the references of destination identity. (Wang, 1999). In essence, destination identity does not only have a geographical significance but a cultural landscape significant underlying its architecture, history, and social structures (Smith, 2015). Also, a sense of place has a connecting context with authenticity in areas of heritage, artifacts, and the environment around them (Hay, 1998). Therefore, the airport's sense of place should project local community identity, culture, and belief. These displayed attributes promote airport experience and airport affinity to air travelers.

Research Methodology

Population and sampling design

The research study employed a qualitative approach using in-depth interviews for data collection. Chiang Mai International Airport was selected for this case study. Participants were selected using purposive sampling and snowballing who resided in Bangkok and Chiang Mai. The interview was conducted between April and June 2021. There were 31 participants in total. Participants were Thai nationals with a profession related to the interview groups, which were 26 participants from Airport of Thailand executives and staff, 7 participants from art and culture scholars, and 8 participants from airport stakeholders from the tourism and travel industry.

Measures and data collection

The qualitative research tool The interview question consisting of 6 questions was assessed by the Item-Objective-Congruence Index (IOC) by five experts to identify discrepancies and adjust them. The IOC result of the in-depth interview question was 0.83. Each interview was consented to and permitted to use a recording device for data collection and analysis purposes. The Thai language was used as a medium of communication. The interview duration was approximately 40 minutes to 1 hour. The interview records were transcribed and coded into categories and then analyzed with the content analysis method. This research study has been conducted under the ethical code and conduct research methodology. It was granted permission to conduct the research study by the Ethics Committee in Human Research, National Institute of Development Administration.

Data Analysis

The data analysis uses the content analysis method, which supports the transformation of data to provide contextual knowledge, facts, and new insight (Krippner,1980). The method aims to compress or broaden the narrative of a particular phenomenon. Therefore, the outcome of the analysis is a conceptual description of the phenomenon that will be used to build the designed model of the airport sense of place (Elo & Kyngäs, 2007).

Research Results

The result of an in-depth interview found the following outcomes based on the three research objectives: Firstly, "What are airport stakeholders' perceptions of the airport identity of Chiang Mai International Airport, Thailand? Secondly, "What are the important airport attributes promoting the airport identity of Chiang Mai International Airport, Thailand? Thirdly, "What is the development framework for the development airport identity of Chiang Mai International Airport, Thailand?

Perception of Airport identity of Chiang Mai International Airport, Thailand

Airport environment and airport attributes were found to stimulate novel travel experiences for air travelers. The interview results revealed that the Thailand Gateway Policy is a strategic tool for airports in Thailand to create a sense of place at an international airport. It consisted of airport environment design to enhance the socio-geographical location of all airports of Thailand International Airport. Regarding Chiang Mai International Airport, the airport's authentic environment of Thai-Lanna was found to promote a sense of place and behavior. Air travelers were identified to have an imprinting memory of the airport service journey, which has a psychological impact and social affinity to the travel destination. Participants from the airport industry observed that most Thai tourists perceived the functional value of airport attributes at Chiang Mai International Airport. It is derived from the functional usage of airport passenger processing services and airport safety concerns.

"Air travelers probably focus on the functional value of the airport. Another is the social value of our Thai-Lanna ambiance, which reflects the AOT Thailand Gateway policy. The arrivals want to get out quickly. They pay attention to quick service. During the peak hour, the baggage pick-up and parking are the most important problems." (ID1)

"Passengers pay attention to the function requirements of the airport. I do not think they would pay attention to any airport experience." (ID5)

"They may pay attention to the safety and reliability service aside from the functional value, but I think the passenger has the emotional attachment to the airport and the city." (ID8)

Other participants from other professions also concurred with the perceived functional value.

"Air passengers only wish for on-time flights and smooth service. They also have diverse levels of expectation. Most business travelers would expect only a transportation service. The other sophisticated traveler may expect more from an airport." (ID12)

Other respondents noted that the airport operator required commercial space for ground service, shops, and restaurants to meet the airport revenue target. It was also identified that the airport industrial formula had achieved a fifty-fifty revenue ratio from aeronautical and non-aeronautical revenue.

"Airport operators are competing in selling the commercial space. Many brand-name boutiques are competing for space. So, we'd rather have more commercial space." (ID1)

"Non-aeronautic revenue is also important to generate profit and future investment. The aeronautical revenue barely covers the cost. Maybe we must explore the business model of the private operator. Some are remarkably successful." (ID8)

The findings also found that Thai travers had multi-level dimensions of the perceived value of the airport. It was found that the airport service landscape was changing from the service provider to the experienced provider, making the airport's role in transitioning with socioeconomic and technological change in every travel and tourism dimension. The airport was not only serving as a transportation hub but also a gateway and community information center, where the local social value was put on display for the locals and the tourists.

"Airport nowadays is no longer an airport. It is transforming into a public information center. Everyone learns about the city's ways of life from observing the people and social activities at the airport." (ID15)

"Airport has the cultural element associated with it in various degrees. It transcends a "Genius loci (sense of place). Two types of airport attributes are tangible elements such as form, local material, and local wisdom design elements. Is the epistemic knowledge?" (ID20)

"Suvarnabhumi is the most checked-in airport, according to Facebook. They take pictures with the guarding giants at the departure hall. It is similar to Chiang Mai. They try to find a picture spot that looks very Chiang Mai. They took a picture with a hanging lantern inside the terminal. Some took a picture of Doi Suthep." (ID19)

"Airport ambiance provides an emotional and cultural learning experience. Modern travelers these days observe everything. Lighting, Decoration, Floor, and Type of Food in the Lounge. Soap in the toilet. Scent in the airport terminal. It is the ambiance and service experience that differentiate between airports." (ID 22).

"Many tourists have an emotional attachment to the airport and the city. They remember the architectural style and the food and souvenir shops at the airport. Especially my foreign clients probably perceived it as emotional value. They love to be in beautiful surroundings. Thai clients take pictures on social media to show where they are. That is probably a social value." (ID22)

"I think it is the epistemic value to express our cultural knowledge to the visitors. Our art and culture details have been put on display. Kale Roof. Toong. Nam Neung. Sai Oua. That is the dissemination of knowledge or soft power to Thai people from other regions and foreigners" (ID 23).

Therefore, there was an opportunity to disseminate the arts and cultural knowledge to Thai tourists at Chiang Mai International Airport by displaying Thai-Lanna art and cultural heritage through airport architecture, airport interior decoration, and airport service. Some airport attributes were found to have emotional value and social value, such as airport architecture, airport interior design, and airport scent. With regards to social value, the airport environment design with a sense of place was found to implicate social value to air travelers.

Airport attributes promoting airport identity of Chiang Mai International Airport, Thailand

The airport attributes conveyed a meaningful context beyond the purpose of usage. Air travelers had a perceived value beyond functional usage. The following airport attributes at Chiang Mai International Airport disseminated a sense of place: airport entrance, airport garden landscape, airport interior design, airport retail & restaurant, airport art, and airport staff hospitality. However, the current design of Chiang Mai International Airport requires improvement in design and accurate local cultural interpretations. Most of the participants found that Chiang Mai Airport displays a unique Thai-Lanna culture reference.

"The architectural style of the terminal has Lanna culture heritage, especially the Kalae roofing gable. Chiang Mai Airport is the pioneer in authentic design. The Kale roof is very visible along with the interior design at Chiang Mai Airport. These objects have the imprinted memory of every passenger coming and leaving Chiang Mai." (ID4)

Other participants noted that the airport landscape was an important attribute.

"For an airside view, Doi Suthep Mountain is viewed from the boarding corridor. If we had the tinted window, the passengers couldn't see the airside view. Passengers love taking the view. And Lanna's architectural style domestic terminal is very prominent from the runway." (ID 2)

"Tourists observe everything around them. They use all multidimensional perceptions. Everyone loves Doi Suthep, the scenic view, and aircraft." (ID20)

The airport interior also promotes a sense of place. All Lanna art culture objects were found to create the memory.

"The Toong flag and Lanna interior decoration also draw attention. Passenger has a good imprinting memory of Chiang Mai." (ID5)

"The overall ambiance of our airport. The Lanna airport signage. The Lanna style terminal. Though it is rather old, it is the symbol of the city." (ID7)

However, the misuse of the Lanna culture ceremonial objects such as the Toong flag or lantern was commonly found at the airport. Such misappropriation of Lanna culture objects was found to be offensive to the locals, as one participant noted.

"Lanna people offer the Toong flag to the dead so they could go to heaven. If we hung at the gate. Lanna might think it insulting. They are cursed to death even when they are not getting on the plane." (ID 2)

Among the important airport attributes, airport shops & restaurants were found to provide a local sense of place through the availability of local food, beverages, and souvenirs that attract air travelers. It also contributes to the airport's non-aeronautical revenue. Airport retail outlets could also play a critical role in promoting local businesses and distributing wealth and charitable benefits to the local community.

"Many international airports now focus on the commercial business of duty-free, retail shop, entertainment, and ground transportation. Our competition for airport retail space is extremely

competitive in leasing the strategic location. The airport food and product outlet supports the airport revenue target and subsidizes the whole airport operation (ID 3)

"Our airport wants to support the local school activities by providing them the platform to showcase the local music and culture performance at the airport terminal. Sometimes we display the art and craft of our local artisans to the visitors during the New Year festival, Songkran festival, and Loy Krathong festival. Aside, we also encourage our vendors to procure local supplies from local farmers. "(ID 4)

Airport staff service and hospitality are the key cultural attributes found during the interview.

"Thai airport staff and crew members are known for their smiles, while Japanese possess modesty gestures. Singapore used "role play" at the airport to appear courteous, as tourists encounter the rudeness of the local Singaporean on the street. We were complimented that our Lanna hospitality is genuine." (ID12)

One of the participants noted the Chiang Mai airport terminal and its surroundings conveyed a sense of place in Chiang Mai's mountainous landscape, especially the scenic view of Doi Suthep. Airport art. The other important airport attributes were airport toilets, which were frequently used by both departure and arrival passengers. Sanitization was the most important concern among air travelers.

Airport Sense of Place Strategy

Airports of Thailand had a corporate strategy of Thailand gateway policy by identifying six AOT international airports to be the regional airport hub. Suvarnabhumi Airport was the international airport hub for international inbound and outbound travelers. Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Chiang Rai International Airport, and Hat Yai International Airport were the gateways to the region. As a participation noted.

"The corporate strategy is a communication tool to disseminate that each airport is a gateway to Thailand. Every airport should reflect the image of the geographical location." (ID2)

"Suvarnabhumi Airport was the gateway to Thailand. Phuket International Airport was the gateway to the Andaman Sea. As for Chiang Mai International Airport, it was appointed to be the gateway to Lanna, which covers six northern provinces of Thailand." (ID7)

Other participants noted that Chiang Mai International Airport also displayed an authentic ambiance to create a sense of place in each geographical location corresponding to the assigned gateway.

"The corporate strategy is to disseminate the Thainess of each region. The airport architecture and interior of each of the six international airports are different and authentic." (ID5)

"Airport operators could project the country's image or status quo through airport architecture. Suvarnabhumi Airport shows the image of Thailand as a cultural but advanced and modern country through a modern terminal design with steel and glass components and displays of Thai arts and objects." (ID10)

Similar practices were found by the international airports overseas. Airport architecture, airport ambiance, and airport service and hospitality were the practices found in other international airports. Subsequently, the majority of participants who were in the airport industry identified Changi International Airport as the best practice in promoting the air traveler experience through the modern airport ambiance and airport amenities stimulating the air travelers effectively.

"Changi Airport, Singapore, is more advanced in creating the ambiance and stimulating travel experience. The passengers are not only seeing or hearing, but they can touch it. This new terminal offers many airport facilities and airport shops and restaurants. We are just a small airport. We must admit that each airport approach is different…" (ID 2)

Other participants from other professions observed best practices for promoting a sense of place of other overseas international airports are to create an airport identity through airport architecture, airport garden landscape, airport ambiance, and airport museum. The examples given for the best practice of airport ambiance were Bali International Airport, Mumbai International Airport, Changi International Airport, and Narita Airport, which had a prominent local cultural attribute identity.

"Airports in Bali and Samui are the two international airports that have a design reflecting the geographical location of the airport. Another one is Charles De Gaulle in Paris. It has the iconic design standing for French modernism style. (ID3)

"My favorite airport is Samui. The terminal applies an open–air vernacular architecture style of the tropical island, which is virtually stunning when viewed from the airplane. Everything is well

coordinated and thought through. The airport operator understands the customer experience." (ID 31)

"Airport in Japan has Japanese cultural element in every airport attribute from function to product & service. When leaving Narita Airport, it's known by everyone that they have to buy Tokyo Banana as a souvenir. In my opinion, Airports in Asia are very sensible when using authentic cultural commodities (ID5)"

Discussions

Airports of Thailand manages six international airports based on three pillars of corporate strategy: Gateway to Golden Land, Logistics Hub, and Digital Technology Innovation. Subsequently, the gateway to Thailand has been incorporated in the Airports of Thailand business plan and corporate communication to project the authenticity of the socio–geographical location of the airport. The art and cultural authenticity variables are reflected in airport architecture and airport ambiance at each airport. However, overseas international airports are more advanced with customer experience management by emphasizing creating airport branding and airport identity through airport ambiance and airport sense of place. Priority is given to providing airport experience, comfort, and connectivity, which coincide with the qualitative findings from the opinions of arts and culture scholars and travel and tourism stakeholders. The qualitative finding from art and culture scholars and travel and tourism stakeholders is that the airport attributes of Chiang Mai International Airport do not convey the effective storytelling of Thai–Lanna art and culture that it has to acquire art and culture scholars' consultancy in airport architecture and airport terminal interiors to covey effective storytelling in achieving the airport sense of place. Travel and tourism stakeholders also identify the negligence of local community engagement in design, trade, and commerce collaboration. It also found that the airports of Thailand had an obstacle in promoting a development policy dialog with art and culture scholars and airport stakeholders in promoting a sustainable Chiang Mai travel ecosystem and community support program. Airports not only serve the role of a logistic hub but also a culture, education, trade, commerce, and tourism gateway to the city.

Conclusion

The result of the qualitative finding identified Airports of Thailand executives and all stakeholders 'opinions of the following success and challenging practices in developing a sense of place of Chiang Mai International Airport. The key findings of the success and challenges factors in developing an airport sense of place of Chiang Mai International Air are shown in Figure 1.
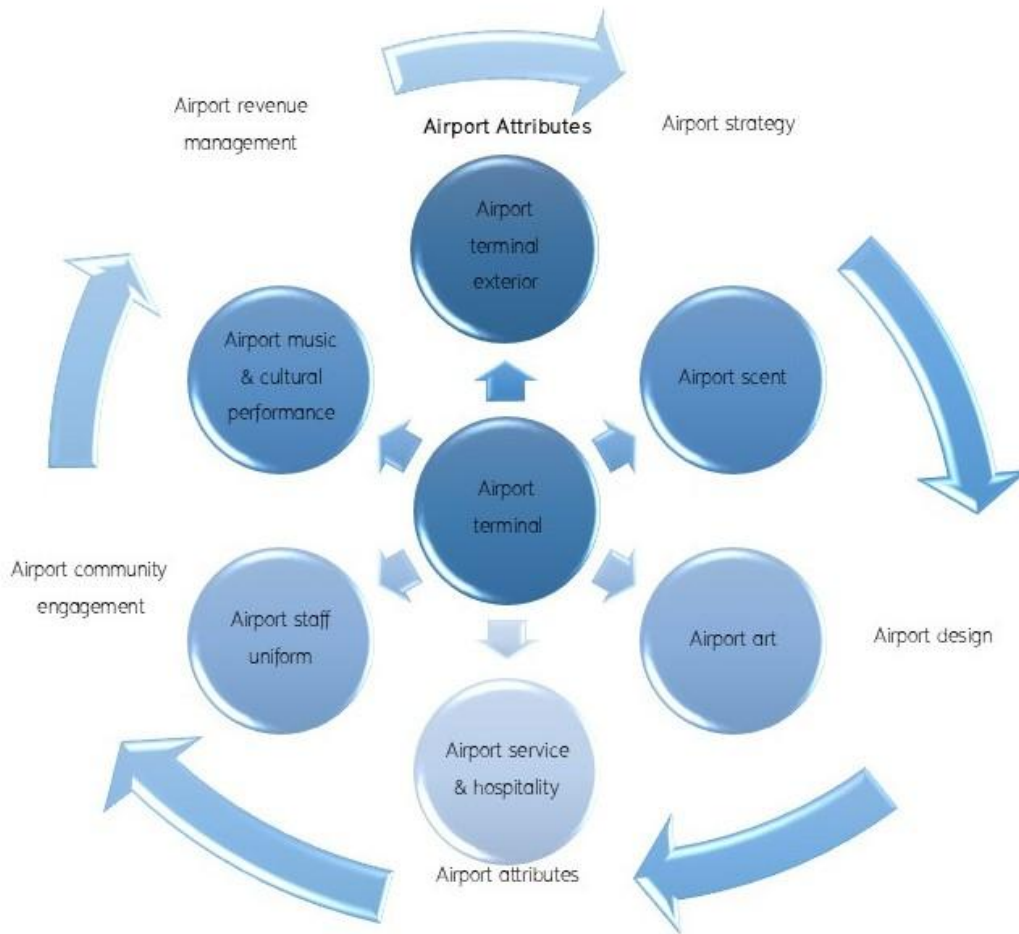
Figure 1. Development model of Airport identity Chiang Mai International Airport

Source: Development for this study.

Airport strategy

The airports of Thailand have a strategic direction to create a sense of place through Thailand's gateway policy. The Airports of Thailand's strategic direction for six airports of Thailand's international airports. It conveyed airport business direction, airport revenue performance, airport design, airport key performance Indicators, and airport and aviation industry key performance

indicators and regulatory compliances. As a result of the Thailand Gateway Policy, the airport architecture of Chiang Mai International Airport should adopt a design reference to Thai-Lanna identity in responding to the Thailand Gateway Policy of Airports of Thailand.

Airport design

Airport design is the key variable for the success and challenges factors of implementing a sense of place of Chiang Mai International Airport to project the airport image of each geographical location. It also presents the challenges factors of airport design cost and airport maintenance cost. Airport design consists of airport landscape, airport architecture, and airport interior design. The current airport design lacks an in-depth Thai-Lanna art and culture interpretation. It also lacks community engagement in assisting in airport design consultancy from the local art and culture scholars and featuring the local vendors and shops at Chiang Mai International Airport.

Airport attributes

Airport attributes were found to have a significant perceived value for air travelers. The key airport sense of place attributes of Chiang Mai International Airport consisted of airport landscape, airport terminal, airport scent, airport art, airport music, and culture performance, airport staff's uniform, and airport staff service and hospitality.

Airport revenue management

Airport revenue was found to have an impact on airport management and airport design according to the qualitative inquiry with Chiang Mai International Airport executives and staff, art and cultural scholars, and airport commercial stakeholders. Each airport should achieve a 50:50 airport revenue ratio of aeronautical revenue and non-aeronautical revenue to sustain profitable airport operations and maintenance.

Airport community engagement

Chiang Mai International Airport was found to lack community engagement in design, trade, and commerce at Chiang Mai International Airport. Alternatively, Airports of Thailand should engage in dialog and collaboration with the local community to be able to engage with local businessmen, farmers, and vendors with airport commercial space. Airports of Thailand should provide support and subsidy programs for the local businesses in the travel and tourism ecosystem to be able to operate in the airport mode.

Suggestions

The development model of the airport sense of place of Chiang Mai International Airport can be applied to all six airports of Thailand International Airport. It is crucially important to adapt the local art and cultural attributes within the context of a model. In addition, the model can apply to the New Chiang Mai International Airport and 28 regional airports of the Department of Airport.

The scope of the research study is specifically studying airport environment management or airport ambiance management. It could further extend to airport service-scape disciplinary.

New Knowledge

This research study sheds light on the novel knowledge of the development of airport identity through the creation of a sense of place, the perceived value of air travelers towards the airport attributes, and the development framework to create a successful airport identity consisting of airport strategy, airport design, airport attributes, airport revenue management, and airport community engagement. A strategy for the development of airport identity for the Airport of Thailand Public Company Limited is provided in Figure 2.

Figure 2 A strategy for the development of airport identity for Airports of Thailand Public Company Limited.

Source: Development for this study.

References

Airports of Thailand. (2021). *New normal digital transformation in the aviation industry: Annual Report 2021.* https://investor.airportthai.co.th/misc/AR/20220121–aot–ar–2021–th.PDF

Airports of Thailand. (2022). *Airports of Thailand Annual Report 2022.* https://investor.airportthai.co.th/ar.html

Bitner, M. J. (1992). Servicescapes: The Impact of Physical Surroundings on Customers and Employees. *Journal of Marketing, 56*(2), 57–71. DOI:10.2307/1252042

Bogicevic, V. (2014). *The effect of airport servicescape features on traveler anxiety and enjoyment*[Master's thesis, University of South Florida]. https://digitalcommons.usf.edu/etd/4987

Dehghanloo, S., & Akhoondnejad, A. (2017). Visitor motivation, satisfaction and loyalty: The case of international festival of Iran's tribes' culture. In Conference: *1st National Conference on Tourism: Managing Opportunities and Attractions*, Yazd, Iran.

Elo, S., & Kyngäs, H. (2008). The qualitative content analysis process. J*ournal of Advanced Nursing, 62*(1), 107–115. https://doi.org/10.1111/j.1365–2648.2007.04569.x

Ministry of Tourism & Sports. (2022). Domestic tourism statistics Q1–Q4 (Classify by region and province). https://www.mots.go.th/news/category/766

Hackett, P., & Foxall, G. (1997). Consumers' evaluations of an international airport: Afacet theoretical approach. *The International Review of Retail, Distribution and Consumer Research, 7*(4), 333–349. DOI:10.1080/095939697342923

Hay, R. (1998). Sense of place in developmental context. *Journal of Environmental Psychology, 18*(1), 5–29. https://doi.org/10.1006/jevp.1997.0060

IATA. (2016). *Airport development reference manual.* https://www.iata.org/publications/Documents/adrm10–toc–20161021.pdf

Jiang, H., & Zhang, Y. (2016). An assessment of passenger experience at Melbourne Airport. *Journal of Air Transport Management, 54*, 88–92. DOI:10.1016/j.jairtraman.2016.04.002

Kanok–Nukulchai, W., & Vimuktayon, V. (2009). Suvarnabhumi Airport, Thailand. *Structural Engineering International, 19*(1), 6–11. https://doi.org/10.2749/101686609787398164

Kim, H., Oh, C.–O., Lee, S., & Lee, S. (2018). Assessing the economic values of world heritage sites and the effects of perceived authenticity on their values. *International Journal of Tourism Research, 20*(4), 126–136. DOI:10.1002/jtr.2169

Milman, A., & Pizam, A. (1995). The role of awareness and familiarity with a destination: The central Florida case. *Journal of Travel Research, 33*(3), 21–27. DOI:10.1177/004728759503300304

Moon, H.G., Yoon, H.J., & Han, H. (2015). Role of airport physical environments in the satisfaction generation process: Mediating the impact of traveller emotion. *Asia Pacific Journal of Tourism Research, 21*(2), 1–19. DOI:10.1080/10941665.2015.1048260

Noobanjong, K. (2009). The passenger terminal at Suvarnabhumi international airport and Thai identity in the midst of globalization era. *Journal of Architectural/Planning Research and Studies (JARS), 6*(3), 23–44. https://so02.tci-thaijo.org/index.php/jars/article/view/168715

Raturi, R. (2018). Adapting deep features for scene recognition utilizing places database. In Conference: *2018 Second International Conference on Inventive Communication and Computational Technologies (ICICCT)*, 20–21 April 2018. DOI:10.1109/ICICCT.2018.8473136

Renard, R. D. (1999). The image of Chiang Mai: The making of a beautiful city. *Journal of the Siam Society, 87*(1–2), 87–98. https://thesiamsociety.org/wp-content/uploads/1999/03 /JSS_087_0h_Renard_ImageOfChiangMai.pdf

Rowley, J., & Slack, F. (1999). The retail experience in airport departure lounges: Reaching for timelessness and placelessness. *International Marketing Review, 16*(4–5), 363–376. https://doi.org/10.1108/02651339910281901

Seamon, D., & Sowers, J. (2008). *Place and Placelessness*, Edward Relph. In: Key Texts in Human Geography. DOI:10.4135/9781446213742.n5

Sheth, J.N., Newman, B.I., & Gross, B.L. (1991). Why we buy what we buy: A theory of consumption values Author links open overlay panel. *Journal of Business Research, 22*(2), 159–170. https://doi.org/10.1016/0148-2963(91)90050-8

Smith, S. (2015). A sense of place: Place, culture and tourism. *Tourism Recreation Research, 40* (2), 1–14. DOI:10.1080/02508281.2015.1049814

Soonsan, N. (2018). An investigation into the relationship between country image and destination image in tourism promotion: The case of Thailand. *NIDA Development Journal, 58*(2), 123–147.

van Oel, C. J., & van den Berkhof, F. W. (2013). Consumer preferences in the design of airport passenger areas. *Journal of Environmental Psychology, 36*, 280–290. https://doi.org/10.1016/j.jenvp.2013.08.005

Wang, N. (1999) Rethinking authenticity in tourism experience. *Annals of Tourism Research, 26*, 349–370. https://doi.org/10.1016/S0160-7383(98)00103-0

Yerimou, P., & Panigyrakis, G. (2020). *The role of atmospherics as an antecedent of airport and country image: A cross-cultural study.* In Conference: Global Marketing Conference (GMC), November 2020. Seoul, Korea.

Yerimou, P., & Themistocleous, C. (2024). *(Re)Defining airport experience: A new framework proposition.* In Book: Marketing Solutions to the Challenges of a VUCA Environment (pp.69-84). DOI:10.1007/978-3-031-58429-9_5

Zhang, H., Fu, X., Cai, L., & Lu, L. (2014). Destination image and tourist loyalty: A meta-analysis. *Tourism Management, 40*(4), 213-223. DOI:10.1016/j.tourman.2013.06.006