

Strategic Management for Tourism Business Survival Under The COVID-19 Crisis of The Elephant Park in Mae Taeng District, Chiang Mai Province, Thailand.

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Received December 29, 2021; Revised April 11, 2022; Accepted April 20, 2022

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 was 1. Study the income situation of the elephant park business in Mae Taeng District, Chiang Mai Province under the COVID-19 situation. 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.

The results showed that the 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 affects 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, Adaptation Strategy, Travel Business, COVID-19

Introduction

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.

Objectives of the Study

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

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.

Limitation of the Study

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.

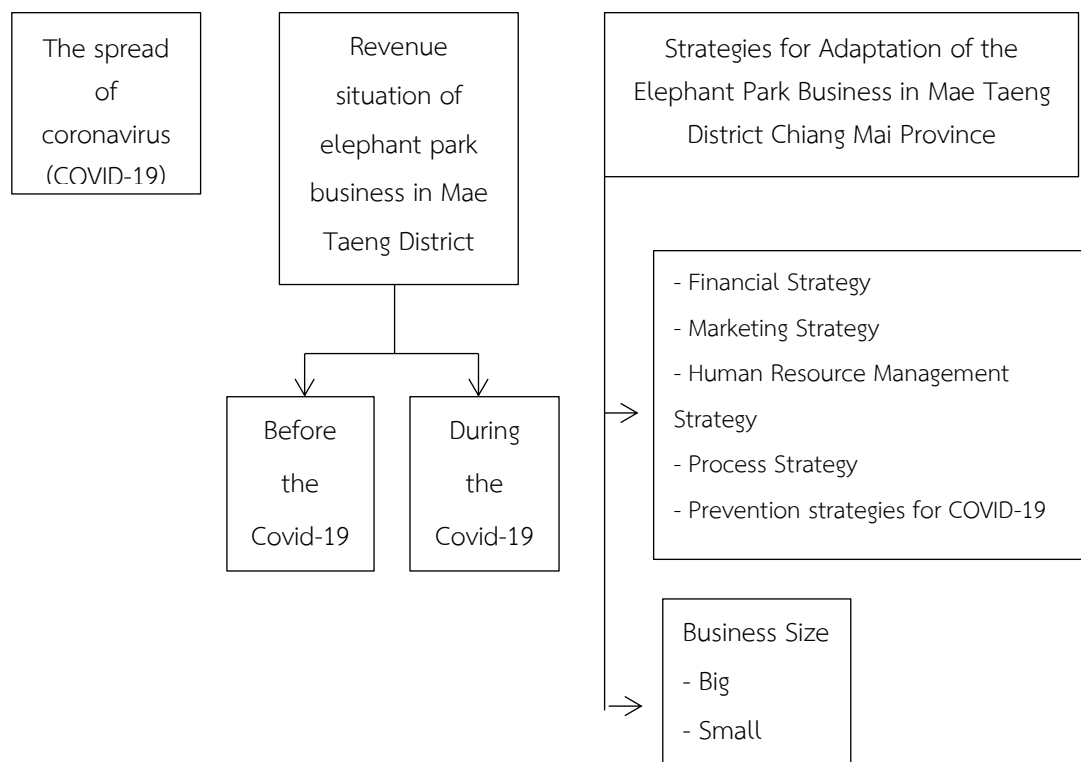


Figure 1 Conceptual Framework

RESEACH METHODOLOGY

Locale of the Study

The local of the study is each elephant park in Mae Taeng District, Chiang Mai, Thailand. This thesis have conducted studies and collected research data in each elephant park of Mae Taeng District, Chiang Mai Province, Thailand.

Population and Sampling Procedures

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 by studying the business of 2 large elephant parks and studying the business of 2 small elephant parks as follows: Researcher finds and collects information about elephant park business in Mae Taeng District, Chiang Mai and do the following: 1. The researcher made a letter requesting permission to conduct the research to the managers of each elephant park in Mae Taeng District, Chiang Mai to request assistance to interview information. 2. The following non-participant observations were performed: 2.1) Observational instruments include observation forms, cameras, audio recorders and interview form 2.2) Carry out observation within the area of each elephant park, they are classified into large elephant

parks, as follows; 1) Mae Taeng Elephant Park and 2) Mae Taman Elephant Park and small elephant park businesses, namely 2) Boonlert Elephant Park and 2) Panda Elephant Park by site visit observation and field survey at elephant camp. 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 3. In-depth interviews with service providers the details are as follows: 3.1 Provider in-depth interview tools include: 1) Unstructured interview form explore information about the income situation of the elephant park business before and during the COVID-19 situation and to explore the adaptation strategy of the elephant park business in Mae Taeng District, Chiang Mai 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 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 introduce and 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. Interview 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.

The total time spent in interviews is 30-40 minutes per person.

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

Measurement of Variables

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. 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 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 and Results for Qualitative Research

The researcher used a survey of Strategic Management for the Survival of Tourism Business During COVID-19 Crisis of Elephant Park in Mae Taeng District, Chiang Mai, Thailand., an in-depth Interview were conducted, the interviewing 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. This semi-structured interviewing is commonly used in qualitative research that requires flexibility in the data collection questions. While maintaining the content that covers the study issues in their entirety.

Research Findings

Case Study of Mae Taeng

Elephant Park

Annual income (Estimated income)

The researcher asked 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.

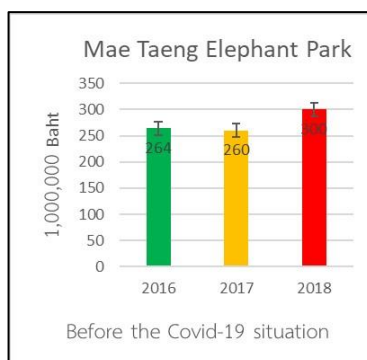


Figure 2 Maetaeng Elephant Park annual income before the COVID-19 situation

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.

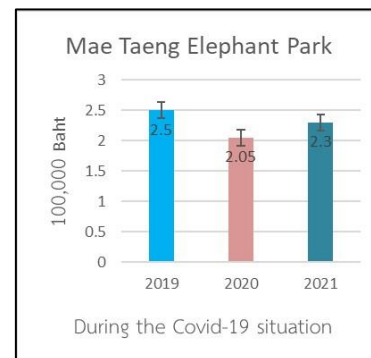


Figure 3 Maetaeng Elephant Park annual income during the COVID-19 situation

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

Table 1 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 1, 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

A case study of the Mae Taman Elephant Park

Annual income (Estimated income)

The researcher asks 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.

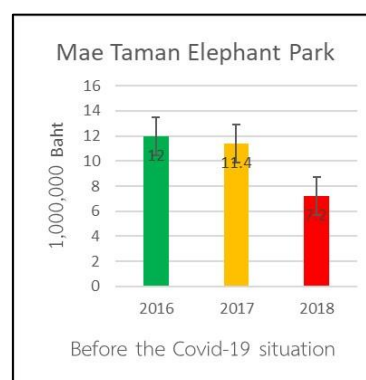


Figure 4 Maetaman Elephant Park annual income before the COVID-19 situation

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.

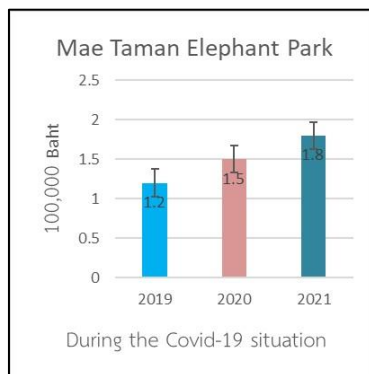


Figure 5 Maetaman Elephant Park annual income during the COVID-19 situation

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

Table 2 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 2, 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

A case study of the Boonlert Elephant Park

Annual income (Estimated income)

The researcher asked 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.

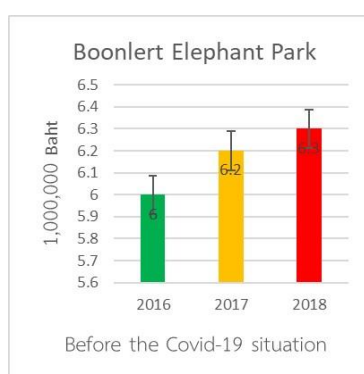


Figure 6 Boonlert elephant park annual income before the COVID-19 situation

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.

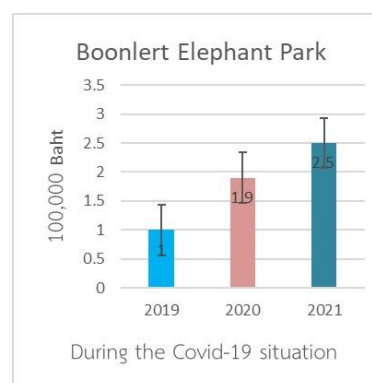


Figure 7 Boonlert elephant park annual income during the COVID-19 situation

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

Table 3 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

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		
5. Prevention Strategies for COVID-19	1	2				4.33	Excellent
Total						3.73	Good

From table 3, 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)

Case Study of Panda Elephant Park

Annual income (Estimated income)

The researcher asks 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.

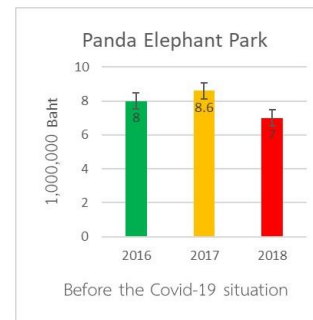


Figure 8 Panda elephant park annual incomes before the COVID-19 situation

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.

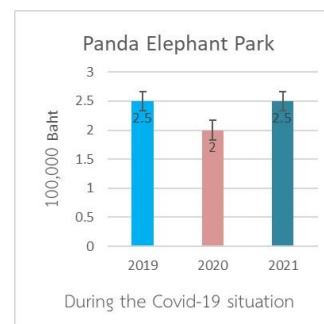


Figure 9 Panda elephant park annual income during the COVID-19 situation

And annual income during the COVID-19 situation (Estimated income) in the year 2019 estimated income about 250,000 Baht, in the year 2020 estimated

income about 200,000 baht, and in the year 2021 estimated income about 250,000 baht. Average 3 years income equals 233,333 baht.

Table 4 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 4, 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

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

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. Mae Taeng Elephant Park	274,666,667	228,333	274,438,334	99.92
2. Mae Taman 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

Figure 10 Average income of large elephant park business in Mae Taeng District, Chiang Mai

From Figure 10 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.

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.

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

Figure 11 Average income of small elephant park business in Mae Taeng District, Chiang Mai

From Figure 11 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, thought It was the average income that decreased by 97.06 percent.

Strategic study of elephant park 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

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 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

Summary Implication and Recommendation

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

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.

Recommendation

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.

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