Sustainable Tourism Destination Brand Identity

อัตลักษณ์แบรนด์จุดหมายปลายทางการท่องเที่ยวอย่างยั่งยืน

Ousanee Sawagvudcharee*
อุษณีษ์ เสวกวัชรี
Department of Interdisciplinary,
King Mongkut's Institute of Technology Ladkrabang
ภาควิชาสหวิทยาการ
สถาบันเทคโนโลยีพระจอมเกล้าเจ้าคุณทหารลาดกระบัง
*ousanee.sawagvudcharee@gmail.com

Abstract

The study aims to see sights of tourism destination brand identity under conditions of continuous growth. Tourist perceptions of attractions associated with a destination have become more increasing important for the tourism industry, the market, and the economy. A tourist destination is described as comprising tangible or intangible elements that rely heavily on the economic benefits of tourism, and it should have a unique identity to attract tourists. However, during the coronavirus (COVID–19) crisis, many businesses in the tourism industry have faced business problems in both their internal and external environments. These challenges have created a domino effect across related tourism businesses. The study is designed to address a research question that seeks to determine the types of brand identity for sustainable tourism destinations that support continuous development. Philosophically, the study adopts a subjective ontology, an interpretive epistemology, and a qualitative research methodology. Accordingly, data were analysed by using content analysis and thematic coding analysis based on two case studies of popular tourist sites in Thailand, covering the period of the COVID–19 pandemic. The outcomes of the study will provide guidelines for managing the brand identity of each tourist destination, which can improve the achievement of tourism goals.

Keywords : tourism destination brand identity, tourism psychology, tourists' perception, extrinsic knowledge, intrinsic tacit knowledge

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บทคัดย่อ

งานวิจัยนี้ มีวัตถุประสงค์เพื่อศึกษาอัตลักษณ์ของแบรนด์จุดหมายปลายทางทางการท่องเที่ยวภายใต้การเติบโตอย่างต่อเนื่อง การรับรู้ของนักท่องเที่ยวต่อสถานที่ท่องเที่ยวจุดหมายปลายทางมีความสำคัญมากสำหรับอุตสาหกรรมการท่องเที่ยว การทำการตลาด และเศรษฐกิจทางการท่องเที่ยว เพราะจุดหมายปลายทางทางการท่องเที่ยวถูกอธิบายว่าเป็นทั้งสิ่งที่จับต้องได้และจับต้องไม่ได้ซึ่งมีประโยชน์ทางเศรษฐกิจของการท่องเที่ยวเป็นอย่างมาก และควรมีอัตลักษณ์เฉพาะตัวเพื่อดึงดูดนักท่องเที่ยว อย่างไรก็ตาม สถานการณ์ช่วงวิกฤตโรคระบาดไวรัสสายพันธุ์–19 ธุรกิจจำนวนมากในอุตสาหกรรมการท่องเที่ยวต้องเผชิญกับปัญหาทางธุรกิจทั้งจากสภาพแวดล้อมภายในและภายนอก ทำให้ส่งผลกระทบต่อธุรกิจอื่น ๆ อย่างต่อเนื่อง จากปัญหานี้งานวิจัยนี้จึงได้รับการออกแบบมาเพื่อค้นหาคำถามการวิจัยที่พยายามกำหนดรูปแบบของอัตลักษณ์ของแบรนด์จุดหมายปลายทางทางการท่องเที่ยวที่ยั่งยืน เพื่อการพัฒนาอย่างต่อเนื่อง ด้วยวิธีการวิจัยเชิงคุณภาพ มีการใช้เครื่องมือในการวิเคราะห์ข้อมูล คือ การวิเคราะห์เนื้อหา และการวิเคราะห์คำสำคัญ โดยการใช้กรณีศึกษาจากแหล่งท่องเที่ยวที่สำคัญ และเป็นที่ยอดนิยมของประเทศไทยคือ เกาะเต่า และเกาะช้าง ซึ่งทั้งสองสถานที่นี้ได้รับผลกระทบในช่วงการระบาดของไวรัสสายพันธุ์–19 โดยเฉพาะจากนักท่องเที่ยวชาวต่างชาติ ผลลัพธ์จากการศึกษาจะให้แนวทางในการจัดการเอกลักษณ์แบรนด์จุดหมายปลายทางการท่องเที่ยวสำหรับจุดหมายปลายทางท่องเที่ยวแต่ละแห่งซึ่งสามารถปรับปรุงการบรรลุเป้าหมายการท่องเที่ยวได้

คำสำคัญ : อัตลักษณ์ของแบรนด์จุดหมายปลายทางทางการท่องเที่ยว จิตวิทยาทางการท่องเที่ยว การรับรู้ของนักท่องเที่ยว ความรู้ภายนอก ความรู้ภายใน

Introduction

Tourism destination brand identity is globally important for both tourism destinations and most tourism businesses since they can be used to define and represent the uniqueness of each destination. This includes a destination's logo, symbol, slogan, character, story (or a story that conveys awareness), image, and personality, and it should be related to a function of tourists' emotions or experiential attributes of each destination and tourism psychology (Preechawong & Sawagvudcharee, 2016). These should lead to beneficial value, defined by the offering that each destination creates (Konecnik & Go, 2008; Preechawong et al., 2019). This can make each tourism destination attractive and become engraved in one's mind more so than that of a competitor destination (Keller, 2003; Pike, 2004). Likewise, it can also depend on the perception of tourists, who will gain from each destination's brand identity, which nowadays has become more important for groups of people who are involved in the tourism businesses concerning each tourism destination (Wheeler et al., 2011; Rajesh, 2013). Two tourism destinations in Thailand, Koh Chang Marine National Park and Koh Tao, are no exception, as most of the tourism business competition has placed emphasis on tourists' perceptions, where they can definitely identify, recognize, and remember places unique to a destination. When choosing a vacation destination, most tourists often consider various influences, such as slogan culture, natural attractions, history, stories and points of interest,

brand and personality, and others, which should get their attention to visit it invariably (Rahman et al., 2022). However, some tourism destinations have faced a problem of creating their own unique identity that makes tourists remember their feelings as tourism psychology, including Koh Chang Marine National Park and Koh Tao, Thailand (Wheeler et al., 2011; Preechawong & Sawagvudcharee, 2016). These two destinations have significant attractions and their own identity, but they still have found it difficult to continuously manage sustainability. Moreover, they have also found some difficulty in analyzing resources, competencies, and capabilities of the localities (Preechawong & Sawagvudcharee, 2016; Sawagvudcharee & Yolles, 2019; Sawagvudcharee & Limpabandhu, 2019). By "sustainability" is meant that a brand has created for itself a meaning or purpose beyond profit to enable it to successfully become integrated environmentally, economically, and socially through its business operations, thereby creating a future attraction for tourism. A brand is perceived to be sustainable if it can credibly convey benefits of sustainability to tourists that are both noticeable and relevant to them. An important factor is the creation of thrust between the tourist and the brand, thereby encouraging repeat tourism. Thus, creating a tourism destination brand identity becomes significant in the development of strategic marketing plans and for the attraction of repeat tourist visits. It is also good for tourism market value as well as tourism economics.

In terms of sustainable tourism in destination brand identity, tourism attractions should be able to create a unique image with unique characteristics. These can help to provide a stronger, prominent image than other competitors, leading to improved imprinting on tourists. One of the major problems with the perception of tourists is that there are many tourism attractions that are very similar or identical, and destinations often lack the ability to create their own unique destination brand identity (Preechawong & Sawagvudcharee, 2016). The lack of a unique and powerful tourism destination brand identity can lead to confusing most tourists. It can also lead to most tourists creating unreasonable expectations and negative tourism brand identities, especially those who are displeased with experiences they have gained. They may choose to never reconsider and revisit or be viral. Therefore, this study intends to seek insights and acquire a better understanding of sustainable tourism destination brand identity. To do so, their study has adopted the case study approach, where it has been used to create in-depth, multi-attribute understanding of complex issues set within a real–life context. This should help inquirers develop a theory–based approach able to recognize major issues, and this will allow the creation of appropriate guidelines. Koh Chang Marine National Park and Koh Tao, both in Thailand, will therefore function in this respect. Thus, this study responds to the major question of *"What forms should sustainable tourism destination brand identity take to deal with tourism destinations as a continuous development?"*

Literature Review

Most of the tourism business competitions have focused on tourists' recognition and the perceived destination brand identity where tourists can identify and memorize a place and attraction uniquely and easily. It leads the following topics to become more significant. Therefore, this part will cover some related topics of the study, which are tourism destination brand identity, knowledge management, and tourism psychology.

Tourism Destination Brand Identity

Preechawong & Sawagvudcharee (2016) noted that tourism destination brand identity is developed from a perception of numerous stakeholders' supply–side mixture from the point of view of tourists impressed by the destination. It also should be centered on local communities, their hometown, and perceptions of tourists (Bregoli, 2012). Both groups should develop a well–designed destination brand identity. Since a tourism destination brand identity has become of significant interest, it is known that it should involve an appropriate process for developing a significant capability to attract tourists domestically and internationally. Moreover, in terms of identity, Preechawong & Sawagvudcharee (2016) indicated that it should refer to a distinctive sense of self and mutual sense in awareness of each individual and also to social, community, and cultural relations to define who 'I' am. Hence, identity can be viewed as two sides of the same coin: one side is a unique feeling; on the other hand, the other is where relevant others feel the same way about it. Hence, tourism destination brand identity involves a destination logo, symbol, culture, slogan, history, brand, character, story (or a story that conveys awareness), image, and personality, which should bring each destination different from each other. Therefore, tourism destination brand identity plays a crucial role in the success of tourism destinations; positioning itself as sustainable would improve its image and attract more tourists.

Knowledge Management

Knowledge is naturally organic with a flow, receiving, sending, a self–structuring process, and patterns and is valuable and worth it in itself. Knowledge management is seen to be significant for business competitive advantage and difficult to manage effectively in all industries (Yolles, 2000). Yolles (2000) mentioned that *"knowledge creation is an important consideration for organizations…knowledge is seen to be important for competitive advantage, and in the latter, old knowledge is often seen to be of little value in changing situations."* Knowledge has a relationship with human cognitive interests, purpose, and influences, and it should lead to human perception, belief, feeling, and emotional engagement. "Knowledge management" can refer to the comprehensive process of more effectively collecting, sharing, maintaining or managing, and deploying knowledge (Yolles, 2000). It involves three primary forms of knowledge: explicit, tacit, and implicit knowledge. (Yolles,

2000). Explicit knowledge can be referred to as formal knowledge; in contrast, tacit knowledge is intangible, like innovative thinking and the ability to perceive and understand (Despres & Chauvel, 1999; Yolles, 2000; Sawagvudcharee & Yolles, 2019). The last consideration is implicit knowledge, and this is a hybrid that can be codified in ways that tacit knowledge cannot be, but it has not been as yet. People can teach implicit knowledge, but it has not yet been caught in the proper ways. Therefore, it is possible to jump to conclusions that knowledge management should be useful for assisting people to create effective, sustainable tourism destination brand identities, such as push vs. pull or Communities of Practice (CoPs).

Tourism Psychology

Tourism psychology is explained as a study of individual tourists' behavior about experience and relationships to have a picture about a tourist and his/her personality, attitude, belief, values (culture), and lifestyle (Simkova, 2013). On the other hand, it is also necessary to study and analyze how each tourism destination should apply psychology to attractions or destinations to make tourists aware of tourism destination brand identity. Skavronskay et al. (2017) explained that tourism psychology is intended to investigate hedonic imagery and metal processes and non-hedonic travel activity as well. A study of tourism psychology is divided into two main approaches: (1) the behaviorist approach (a connection between stimuli and behavior) and (2) the cognitive approach (get insights into the mental processes that occur between stimuli and behavior), as Skavronskay et al. (2017) explained. Villamira (2001) noted that it is very important to study and analyze individual tourists' behavior to get insights into their needs, wants, attitudes, and motivations to understand tourists' inspiration to visit destinations and use available services and tourists' needs and satisfaction. Therefore, psychology in tourism should be useful for managing destination brand identity in order to make tourists get perceptions, attraction, and a good experience to remember.

Koh Chang Marine National Park

Koh Chang Marine National Park is in Thailand's Gulf, where it is one of Thailand's most attractive and renowned marine national parks, called Mu Ko Chang National Park. It covers the area of 650 km² with over 52 islands. It is not far from the Cambodian border and is popular and best well–known for its waterfalls, trails, viewpoints, and beautiful natural coral reefs. On the other hand, most people always know one popular island, called Koh Chang (or Chang Island), where many hotels and resorts have been developed. The national park contains some proper evergreen forests, and the coral reefs remain relatively pristine and under an International Union for Conservation of Nature (IUCN) Category II protected area, where large–scale ecological processes are protected, sideways with the complement of species and ecosystem characteristics of the area, and education and recreation are promoted.

The national park is still natural, and the highest peak is at the summit of Khao Salak Phet in Ko Chang Island (about 740 meters asl.), and the weather is lukewarm as the effect of both the Northeast Monsoon and Southwest Monsoon, which leads to the travelling restriction by boat. In terms of wildlife in the National Park, there are many kinds of wildlife, such as 110 bird species (such as heart–spotted woodpeckers, copper–throated sunbirds, Pallas's grasshoppers, and so on and so forth). Indochinese lutungs, wild boars, crab–eating macaques, common palm civets, snakes, and reptiles—the park headquarters is in the northwest of the island, and there is the convenient large pier service in front of the office. Moreover, there are three dimensions of destination culture here: (1) food culture, (2) traditional lifestyles, and historical events. In terms of food culture, seafood is the popular food culture, shrimp paste, and then the foods made from shrimp paste. Another one is local foods. In terms of traditional lifestyles, farming and fishing are the destination identity and personality here.

Koh Tao

Koh Tao is one of the best–known islands for tourists around the world. It is located near Koh Phangan and is a subdistrict of Koh Pha–ngan District of Surat Thani Province. It covers an area of 21 km² and was known by European cartographers and mariners as Pulo Bardia, which was first settled by Malayo–Polynesian peoples. Its environment and nature are similar to Koh Chang Marine National Park's, as it has beautiful natural coral reefs and a charming beach and is very popular for diving as a center for environmentally friendly diving practices. Koh Tao has been one of Thailand's major tourism destinations so far and an important breeding ground for hawksbill and green turtles. The island attracts an increasing number of climbers, with a little over 25 dive sites to explore. It is one of the unforgettable destinations for divers and adventurers. Koh Tao has been developed in many ways, as it has been attracting tourists for more than 40 years. It is also located in a diving industry with now one of the leading centers for diving education in the world. Moreover, it is well–known for snorkelling, hiking, rock climbing, and bouldering, with the most popular place being Sairee, which is located on the west coast.

Methodology

This section will discuss materials and methods that have been used in this study. It applied a subjective ontology, an interpretive epistemology and employed a qualitative methodology to respond to the question of *"What forms should sustainable tourism destination brand identity take to deal with tourism destinations as a continuous development process?"* The objective is to see the sights of tourism destination brand identity under continuous development by using a content analysis and a thematic coding analysis for data analysing two case studies of well–liked tourist sites in Thailand: Koh Chang Marine National Park and Koh Tao. Therefore, it will be divided into 2 parts as follows.

Data

This study is concerned with tourism destination brand identity by using two case studies of popular tourist sites in Thailand: Koh Chang Marine National Park and Koh Tao. A documentary research method was employed, which are the techniques used to categorise, investigate, interpret, and identify written documents, such as travel leisure magazines, get lost magazines, vocations & travel magazines, world travel magazines, tip travel magazines, amazing holiday magazines, National Geographic magazines, and travel newspapers which have been published about tourism of the case studies as ethnomethodology.

Data Analysis

This study applied qualitative data collection and analysis by collecting text, written words, phrases, and symbols describing the case study destination from people as qualitative research. To analyse data in the qualitative study part, the researcher applied the technique of open coding to carry out the earliest sifting of the collected data. The open coding helped the researcher to locate themes and to subsume under categories the data initially coded. Moreover, the research applied an axial coding combined with a thematic coding in order to concentrate on definite data and to try to organise a set of initial codes. This helps them to create new ideas from additional codes. In addition, the researcher also analysed data by using qualitative data analysis software.

Results and Discussion

From the past, tourism destinations have played a very important role for the tourism industry around the globe because they help to create jobs, generate money, and make countries known (Pereira et al., 2012). However, these days, most tourism destinations have faced many problems, such as creating memorable experiences for tourists, understanding tourist consumer behaviour, and developing effective tourism marketing plans and implementations to stay ahead of competitors (Rahman et al., 2022). Thus, at this stage, place marketing and the development of destination brand identity have become interesting and should be significant strategic tools for most tourism businesses due to increasing competition among tourism destinations. The notion of destination brand identity should be focused in order to sustainably market each destination among the international and local places due to a lack of empirical study on the increase in destination branding and because most research so far has been just emphasised on destination image. Therefore, this section represents the three key findings that have been analysed from the study as follows:

Building a Relationship with Tourists via Tourism Psychology Model

Tourism psychology is a new emergent area where psychological notions are applied to tourism settings to study tourists in movement (travel). The study has found that Koh Chang Marine National Park and Koh Tao, Thailand, have significant, unique destination brand

identities which might be getting insights into most tourists' cognition. Virdi & Traini (1990) mentioned that tourist motivation, their thinking, and information processing are important in the tourism psychology concept, not just tourist behaviour and attitudes. Since a tourist generally spends his/her free time in the environment which he/she has chosen and which is somehow different to what he/she is used to in everyday life, tourism psychology should relate to tourists' cognition. Figure 1 shows a model of tourism psychology which has been found from the study. The ontological nature of this model is discussed in some depth in Yolles & Fink (2021), where it is applied to personality, and it derives from generic living systems theory that is concerned with those systems seeking to maintain their viability, that is, their survivability and development.

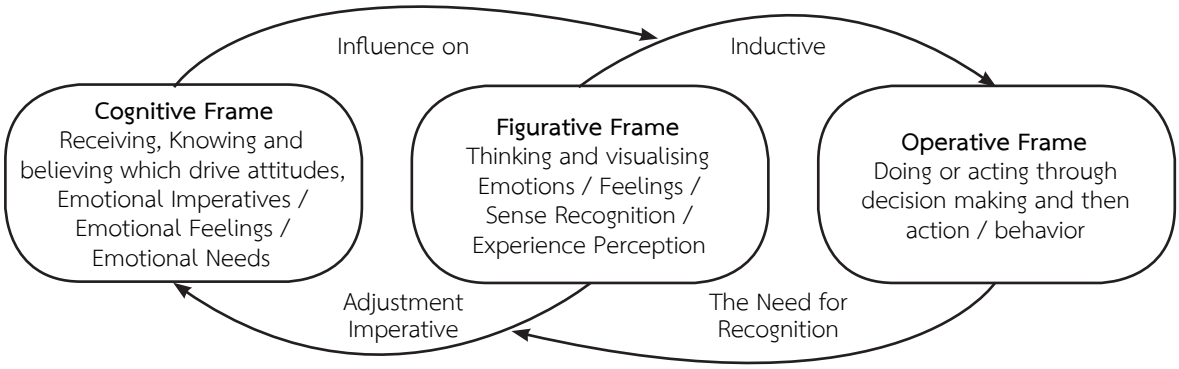


Figure 1 A Tourism Psychology Model (Sawagvudcharee, 2024)

Figure 1 shows the notion of tourism psychology from the study analysed. It has found that tourism psychology is an in–depth tourist's connection process that intertwines culture (values, beliefs, attitudes, and behaviours), emotion, perception, feeling, knowledge, and action. According to Figure 1, it shows the three divisions of the tourism psychology connection: (1) cognitive frame, (2) figurative frame, and (3) operative frame, which is a link between each domain cyclically. The cognitive frame relates to the procedures of receiving, knowing and believing. It is a psychological action of obtaining knowledge, understanding, and perception through thought, tourism journeys, persona, and experience. The figurative frame relates to the processes of thinking, perceiving, and visualising of tourists. These should be expressed by emotions, feelings, senses, recognition, experiences, and perceptions of tourists. The last one is the operative frame, which relates to the decision–making of tourists. It will be shown by their action or doing or behaviour or repeat visit or word of mouth. Hence, if people can understand the tourism psychology, it should be easy for them to get in–depth into tourists' cognition and lead to a sustainable tourism destination brand identity.

A Linkage between Sustainable Competitive Advantage and Viable Hybrid Knowledge Management for Sustainable Tourism Destination Brand Identity

A competitive advantage should be involved in sustainable tourism destination brand identity management, as it can allow most tourism businesses to produce goods or services better or more interesting and attractive than other rivals. It has knowledge management (KM) as a valuable strategic resource and viable systems paradigms (Sawagvudcharee & Yolles, 2017). According to the study, when the tourism destination brand identity sustains returns that go beyond the regular for its industry, it is said to pose the destination a tourism destination improvement over its rivals in a given marketplace. In fact, the objective of tourism strategy is to achieve such a sustainable tourism destination brand identity development. Hence, it should be a connection between knowledge and sustainable competitive advantage for managing tourism destination brand identity sustainability, as Figure 2 shows. The competitive advantage can allow most tourism destinations to outperform their competitors, such as the two case studies of the research: Koh Chang Marine National Park and Koh Tao. It allows them to access important resources of tourism destination businesses, such as inexpensive labour with an understanding of development and maintenance of tourist attractions; highly trained and skilled personnel; highly skilled labour; well–developed tourist areas to remain natural without being boring; high entry barriers; and access to new appropriate technology and proprietary information.

According to the study, an appropriate business competitive advantage and continuous development with intrinsic tacit and explicit knowledge can allow them to implement a significant tourism destination brand identity strategy not being implemented simultaneously by any current or potential player. It can perform at a greater level than others in the same industry, economy, and market. It can also lift them to get better development, promote tourism destination innovation and allow connecting with extrinsic knowledge, as Figure 2 shows. This can be gained by offering tourists better value, and being able to advertise products or services with lower prices or higher quality stimulates the interest of tourist consumers. This is the reason behind tourism destination brand loyalty or why tourist customers prefer one particular product or service over another, referring to the study's data analysis.

Furthermore, an effective value proposition is significant to sustainable tourism destination brand identity, as it can offer tourists better and greater value. It can also give a chance to tourism destinations to develop their brand identity to touch tourists' emotions and feelings in most situations where tourists will see, touch, hear or perceive their products or services. This can provide an opportunity for a tourism destination to develop a suitable short–term plan and long–term plan in order to gain a tourism business competitive advantage over its competitors in the industry. Moreover, the effective value proposition can help to create

a better defensive position in the industry and generate a higher return on investment (ROI). A tourism destination's brand identity should be manipulated from the several resources over which it has direct control, and these resources have the ability to generate a competitive advantage. Greater performance outcomes and advantage in production resources and knowledge reflect competitive advantage. It also provides the understanding that resources and knowledge held by tourism destinations and a business and marketing strategies will have a profound impact on generating a competitive advantage. Hence, a viable business strategy and knowledge management may not be adequate unless it possesses control over unique resources and tourism business environments that have the ability to create such a relatively unique advantage. According to well–established tourism destination brand identity variation methods, a business pursuing an optimal strategy will follow the shortest economic path that makes the most efficient use of resources.

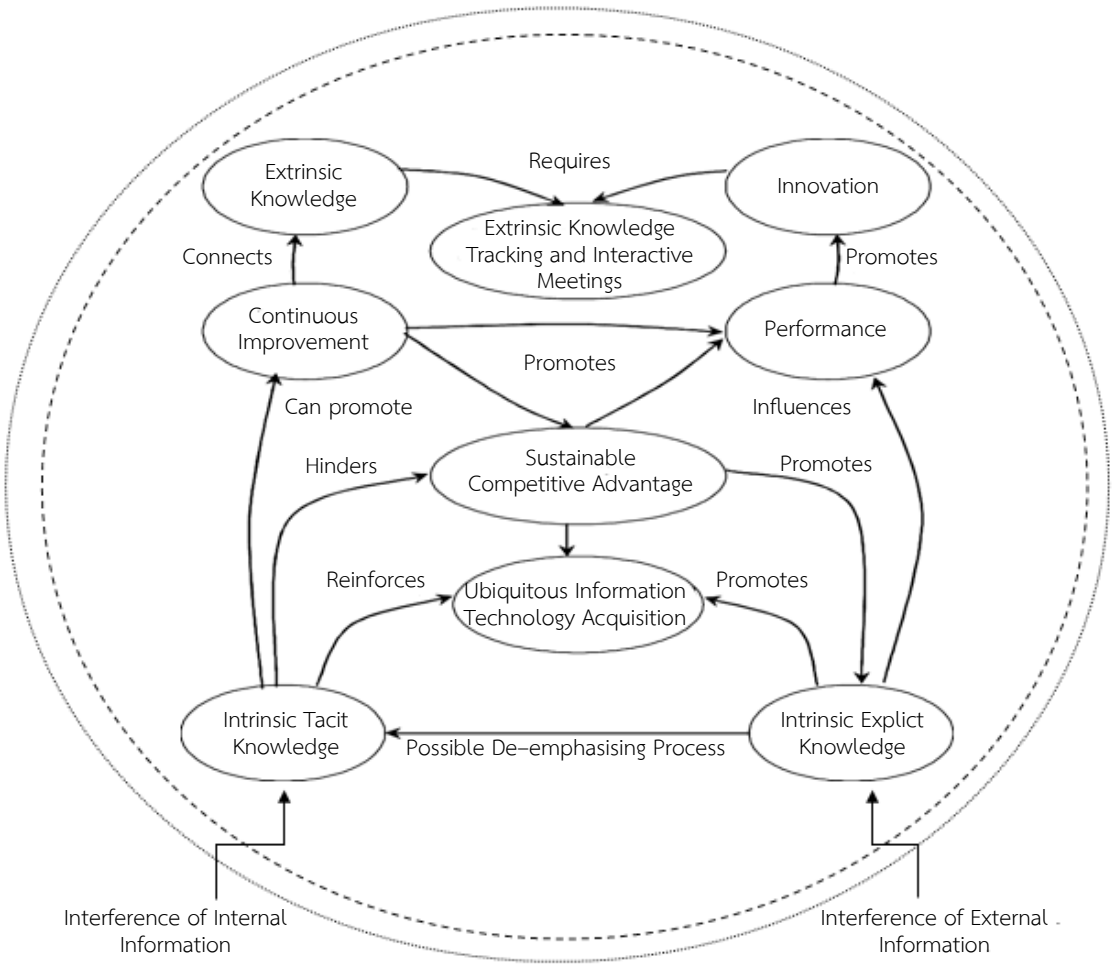


Figure 2 The Model of a Correlation Between Knowledge Management and Sustainable Competitive Advantage (Sawagvudcharee, 2024).

Figure 2 shows a model of viable hybrid knowledge management. It presents the relationship between knowledge (including extrinsic, intrinsic tacit, and intrinsic explicit), innovation, and sustainable competitive advantage, referring to what the study has found. It was developed from a viable systems approach, connected to knowledge creation and migration. The notion of knowledge creation and its spiral was started to develop by Nonaka & Takeuchi (1995) in terms of a positivist perspective. According to the study, it has been found that each one has been associated with its own knowledge and control processes. It has also been connected with cognition, one with organising, one with the industrial environment, and one with behaviour. It is disturbed by the interference of internal and external information. Therefore, this model should help to understand the tourism destination life cycle, which leads to keeping an eye on each stage of it.

Reforming Sustainable Tourism Destination Brand Identity

Destination brand identity for tourism contains the exclusive traits connected with a destination that enable stakeholders or tourists to easily distinguish a target destination brand from other brands (Tsaur et al., 2016). Basically, it is significant to the tourism industry, including contemporary tourism, but there is little research that has been done, particularly with reference to tourists from emerging markets. The perception of tourist behaviour from receiving each tourism destination brand identity can give a chance to build a connection to mediate tourists' satisfaction, engagement, and loyalty and enhance the firms to develop effective marketing strategies. According to the study, tourism destination brand identity specifies what the brand desires to position for and has numerous roles. Aaker & Joachimsthaler (2000) mentioned that a tourism destination brand identity is about a set of associations which can lead to a brand strategist seeking to generate and represent a vision of how a specific brand should be perceived by its target tourist audience. However, it should be known how to cyclically maintain it. It should help tourism destinations create a connection between a specific brand and their tourists by producing a value proposition possibly either involving benefits or providing credibility, which endorses the tourism destination brand in question.

According to the study, tourism destinations can be branded, and each identity can be created uniquely with considerable care in the transfer of branding principles to a tourism destination framework with an awareness of spoiling place characteristics such as social connections, history, and geography. These are applied in the contemporary global context to build/create identity and, in turn, contribute to having a place differentiated from its rivals, referring to the study. De Chernatony (1999) mentioned that it "even goes on to say that modern brand analysis should treat both the brand identity concept and the brand image concept as interrelated". Figure 3 shows that in a tourism destination's brand identity, special consideration should be given to examining the specific characteristics of the brand as an organisation which

must address the topic of destination culture, its local people/community and their association with the contrasting interest groups – commercials, politicians and tourists. However, it should be aware of a recognition that culture is produced on a specific basis by residents, traditional local people, and specifically minor-scale artisans and artists and is presented by entrepreneurs to tourists. Moreover, there is another challenge: tourism destination brand identity is seen in its role of strengthening a destination's identity rather than deleting it. Hence, a proper development of destination brand identity should balance out continuity and change and stand a better chance of gathering the challenge of sustainably developing a tourism destination's brand identity. On the other hand, it should try to avoid the threat of culture, tradition, and character erosion, such as the transformation from a 'place' of social or local community meaning to a 'non–place' driven specially by commercial interests, which lead to building a characteristic of super–modernity, referring to the study.

At this time, the tourism situation has changed as well as the environment around it and tourists' behaviour. According to the study, the tourism industry has to adapt to the changes, including Thailand's tourism industry, and the market/economic need in order to keep up and develop the global tourism capabilities. The tourism business and marketing environment are challenging everywhere around the globe due to the fact that tourists are more well–developed, more skilled and more specialised with technologies and information systems. Consequently, the tourist consumer behaviour is more complicated and mercurial; most tourism destinations have developed new attractions and increased the marketing investment in their businesses and marketing plans (Sawagvudcharee, 2024). Moreover, the traditional tourism business and marketing are difficult to reach a variety of tourist needs and requirements in terms of access to the target market and marketing budgets. Nevertheless, the challenges, forces, and competitions have been more likely to increase; then, the tourism destination brand strategy is significant for marketing tourism destinations by including six components. These are (1) destination continuous improvement strategy, (2) viable hybrid knowledge management, (3) destination marketing strategy, (4) tourist buying behaviour analysis and decision marketing understanding, (5) destination sustainable strategic tourist repeat buying, and (6) destination sustainable strategy management to deal with sustainable destination brand identity properly, as Figure 3 shows. This will direct the competitive positioning in tourism destination marketing, where it will build appropriate reputation, brand image and recognition of each destination uniquely. Moreover, it will also add value to the destination and build integrated marketing communication for most tourists or tourist target consumers. Likewise, developing a destination brand identity from inside out will create the market perception relevant to the tourist's global perception, referring to the study.

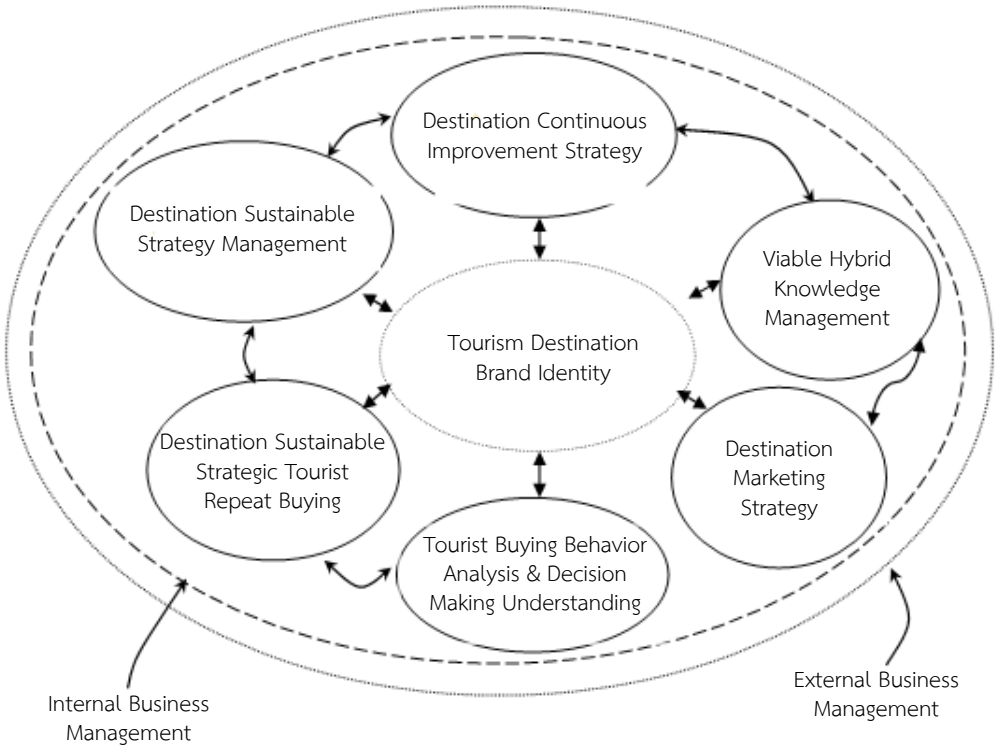


Figure 3 A Sustainable Tourism Destination Brand Identity Model (Sawagvudcharee, 2024)

From the study, it has been found that there are six domains and two interferences involved in managing sustainable tourism destination brand identity, as Figure 3 shows. These domains are:

1. The destination continuous improvement strategy contains an appropriate strategic plan for assisting continuous tourism–destination development. It involves any tourism destination process to help the concentration on improving the way things are done systematically and elementarily.

2. Viable hybrid knowledge management contains a strategic plan for building a connection between knowledge, innovation, and ecological competitive benefit for managing a sustainable tourism destination brand identity.

3. A destination marketing strategy contains a suitable tourism destination marketing strategy plan and process to let people be able to market in a professional and target manner connection.

4. Tourist buying behaviour analysis & decision–making understanding involves an effective, appropriate, continuous analysis procedure to gain insight into tourist purchase demand, feelings and thoughts, and other personal behaviour.

5. Sustainable strategic tourist repeat buying involves an appropriate understanding, strategy and procedure to be able to analyse tourists' journeys and perceptions and experiences.

6. Sustainable strategic management of destinations contains suitable effective strategies to drive tourism destinations and attract identity for tourists. This can help the development of tourism to be continuous and effective and sustainable marketing.

Tourism destination brand identity should be developed to meet most tourist needs and wants when seen from various channels and upon arrival, which should be based on the major tourist attractions. These are (1) must–see, (2) must–do, and (3) must–have–done and should be able to promote the destination by pull factors. The implementation process of the tourism destination brand identity should originally be focused on the brand identity's amplification, a marketing position, and economic growth and, thereafter, on its marketing strategy. Moreover, today's society is in the digital transformation era, where value comes before price. It leads most tourism destinations to let tourists accept the value before visiting and experience the destination, which should help them to get more opportunity for destination brand acceptance and be able to be a part of the value of the destination brand (engagement, endorsement, and empowerment). Therefore, developing the tourism destination brand identity requires quick creation and responsiveness to take a competitive advantage.

Conclusion

The purpose of this study was to develop a clearer understanding of sustainable tourism destination brand identity by using a case study method. Koh Chang Marine National Park and Koh Tao, Thailand, are the interesting illustrations. This should help people to get profit from contemporary developments in mainstream tourism psychology associated with viable hybrid knowledge management notions. It should also lead people to gain insights into tourists' motivation, destination choice, attitudes, satisfaction, memory, and personal growth. According to the study, the main question is, *"What forms should sustainable tourism destination brand identity take to deal with tourism destinations as a continuous management process?"* Because most people realise that how to create a unique tourism destination identity is significant these days. It should help people in the tourism industry develop appropriate strategic business and marketing plans and easily attract repeat tourist visits. It is also good for each country's tourism market value and tourism economics. Moreover, a research methodology for this study explains how qualitative research was conducted. A case study approach was used as well as a qualitative method that was applied. The study employed a documentary method as a technique to categorise, investigate, interpret, and identify the physical sources. After that the data were coded and analysed by using thematic, axial, and selective coding.

Managing tourism destination identity diversity is one of the problems of the global tourism business (Pike, 2004). It occurs because each destination has variety and a different identity and has an impact on the success of the tourism industry's ability, including the case

studies of Koh Chang Marine National Park and Koh Tao, Thailand. Hence, having a better understanding of the general dynamics of managing tourism destination identity has been a significant activity and an important process to create classifications of destination identity which allow it to be decomposed into generic elements which can be used to map any tourism destination identity management based on each unique one.

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