

**ALLIANCE STRATEGIES OF CRUISE TOURISM INDUSTRY
FOR CORPORATION DEVELOPMENT BETWEEN PHUKET
AND SINGAPORE**



Wattanaporn Trungtreechart

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism and Hospitality
Management)**

**The Graduate School of Tourism Management
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2022**

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ABSTRACT

| | |
|------------------------------|---|
| Title of Dissertation | ALLIANCE STRATEGIES OF CRUISE TOURISM INDUSTRY FOR CORPORATION DEVELOPMENT BETWEEN PHUKET AND SINGAPORE |
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The purposes of this research were 1) to study cruise tourists' behaviours; 2) to assess and compare the effectiveness of cruise tourism management between Phuket and Singapore; 3) to study the cruise tourism management factors affecting the cruise tourists' intention to revisit; 4) to study the process to build an alliance for cruise tourism at the regional level in order to attract cruise lines to the region, and 5) to propose alliance strategies of cruise tourism for cooperative development between Phuket and Singapore. To obtain the data according to the study objectives, the mixed method was used by integrating both quantitative and qualitative studies.

An online questionnaire was used to collect the data from 400 cruise tourists who took the cruise trips along the Phuket-Singapore route, and purposive sampling was used to select the cruise tourist informants. The descriptive analysis was in frequency, percentage, mean, and standard deviation (SD), whereas the inferential analysis was performed with a paired t-test, exploratory factor analysis, and multiple regression. Moreover, the in-depth interview was also performed to collect the data from a particular population of small size but significant in terms of their opinions as to the key informants. There were 35 key informants relating to the cruise tourism of Phuket and Singapore, and they were officers in government and private agencies and cruise tourists. The interview data were analysed with the coding analysis. The study results are described below.

(1) The cruise tourists' behaviours were classified into 3 parts. 1) The behaviours before taking the cruise trips: Most cruise tourists used to take the cruise trips 2 – 3 times with the purpose of holidays/leisure. Their cruise duration was mostly for 4 – 7 days during the annual vacation. Most cruise tourists made the decision by themselves to take the cruise trips, and travelling safety was their main

motivation for taking the cruise trips. These cruise tourists received the cruise information from online media. Most of them made the cruise reservation through the websites of the cruise liners 3 – 4 months in advance, and they paid for the cruise trips by themselves. 2) The behaviours during taking the cruise trips: Most cruise tourists travelled with their families at every port of call due to the quickness and convenience of customs and immigration. Their average spending at each port was 100 – 200 USD, and most of them planned for their friends or relatives to take them on shore excursions. The most favourite onboard activity was a casino, whereas the favourite shore excursion activity was a cultural trip. 3) The behaviours after taking the cruise trips: Most cruise tourists told their cruise experience to friends or colleagues, and the channel for telling or recommending about the cruise experience was through Facebook/Page. Most tourists had the intention to revisit, and the reason for their intention to revisit was safety.

(2) Regarding the cruise tourists' opinions on the effectiveness of the cruise tourism management between Phuket and Singapore, Singapore has shown readiness for cruise tourism in several aspects, especially in the port with the widest gap from Phuket. However, Phuket has slightly more inshore excursion activities than Singapore.

(3) Regarding the analysis of the factors affecting the cruise tourists' intention to revisit, the factors with positive effects on the cruise tourists' intention to revisit were the factors of port management, cruise tourism management, the image of tourist attractions, shore excursion management, and services, and port.

(4) In addition, the study results showed that the process of building the cruise alliance at the regional level to attract the cruise liners consisted of eight steps: 1) analysis of the motivation to build alliances, 2) selection of alliances, 3) formation of alliance structure, 4) negotiation and mutual agreements, 5) analysis of suggestions for improving the alliances, 6) establishment of the alliances, 7) business plan setting and implementation, and 8) follow-up, examination, and evaluation of implementation.

(5) Based on the above study results, the researcher proposes six alliance strategies for cruise tourism for the cooperative development between Phuket and

Singapore: 1) expansion of the cruise tourism market both inside and outside the country; 2) development of ports, port management, and facilities; 3) development of the cruise tourism management process; 4) development of various tourist attractions, places, and activities; 5) formation of a good image of cruise tourism in the Southeast Asian region; and 6) promotion of understanding and participation among cruise tourism stakeholders.



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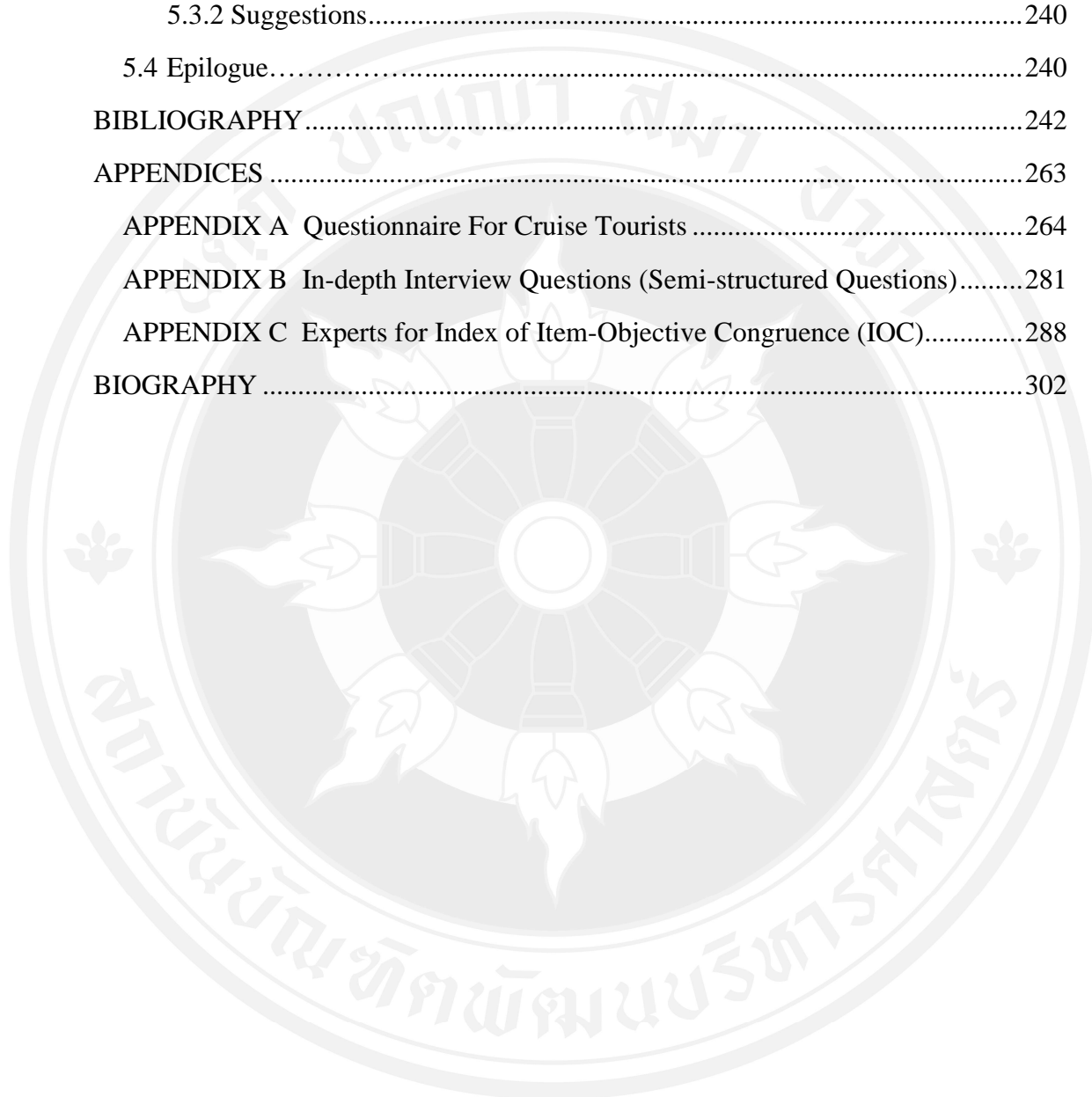
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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Study

At present, tourism industry has an important role in economic systems of many countries around the world. According to the statistics of United Nations World Tourism Organization (UNWTO), there were 1.4 billion tourists around the world in 2018, increasing from the previous year at the percentage of 4 and likely increasing more and more in the following years. World Tourism Organization estimates that there will be tourists travelling around the world more than 1.8 billion by 2030 or at the expansion rate at the average percentage of 3.3 per year (World Tourism Organization, 2019)

Similarly, in Thailand, the number of tourists continuously increase, leading to income earning to the country at a quarter of the whole revenue and also drive the national economy. This results from an important stimulus measure for tourism promotion i.e., fee exemption of Visa on Arrival for foreign tourists from 21 countries who temporarily come to Thailand not more than 15 days. This measure is effective during 15 November 2018-13 January 2019 (Tourism regulations of Thailand, 2018, 26 December) and has been extended since then. Tourists increasingly and continuously come to Thailand in the first half (January-June) of 2019 i.e., 19.6 million or at the increasing rate of 0.7%. Although in the first five months of visa fee exemption made the public sector lose 2,955 million baht of income, they could earn from tourists' expenditure during their travelling in Thailand at 104,616 million baht (Kasikorn Thai Research Centre, 2017; Ministry of Tourism and Sports, 2017).

It is seen that tourism industry grows significantly with more diversity of tourism types. The main tourism target in the past, i.e., leisure tourism, has changed. Nowadays, tourists' behaviours and demands push to variety of tourism such as food tourism, community-based tourism, family tourism, Bleisure tourism (i.e., business and leisure tourism), and ecotourism etc. In addition, an important role of information

technology in tourism industry facilitates tourists to access travelling information more easily, conveniently, and quickly. Modern technology communication is helpful for searching information such as tourist attractions, travelling, accommodation reservation. Moreover, the growth of low-cost airlines helps tourists travel quickly and conveniently with less expenditure. As travelling becomes easy, the number of local and foreign tourists increase more and more every year (Kasikorn Thai Research Centre, 2019; Tourism Authority of Thailand, 2019).

According to National Tourism Development Strategic Plan 2017-2021, Thailand gives importance on tourism development in different areas for the benefits of economy, society, culture, and environment. This plan is consistent to tourists' objectives changing from the past. As a result, tourist behaviours are divided into 13 groups: cultural tourism, sea sun sand tourism, MICE (meetings, incentive travel, conventions, and exhibitions) tourism, sport tourism, adventure tourism, shopping tourism, gastronomy tourism, entertainment tourism, health and wellness tourism, ecotourism, medical tourism, cruise tourism, and religious tourism (National Tourism Policy Committee, 2017). Moreover, Thailand emphasizes on development and promotion of cruise tourism. According to Cruise Tourism Promotion Strategic Plan 2018-2027, basic infrastructures are developed, and related laws and regulations are revised in order to increase tourism potentials and develop Thailand to become the centre of regional cruise tourism (Ministry of Tourism and Sports, 2017, 2019)

Cruise tourism is one type of tourism which is very popular in European and American tourism industry. Its growth rate expands continuously from the past to present (Monpanthong, 2018a). During 1990-2019, the growth rate of cruise tourists was at 6.63% per year. According to Cruise Lines International Association (CLIA), the number of cruise tourists in 2016-2019 were 25.15, 26.17, and 28.52 million respectively (Cruise Lines International Association, 2019).

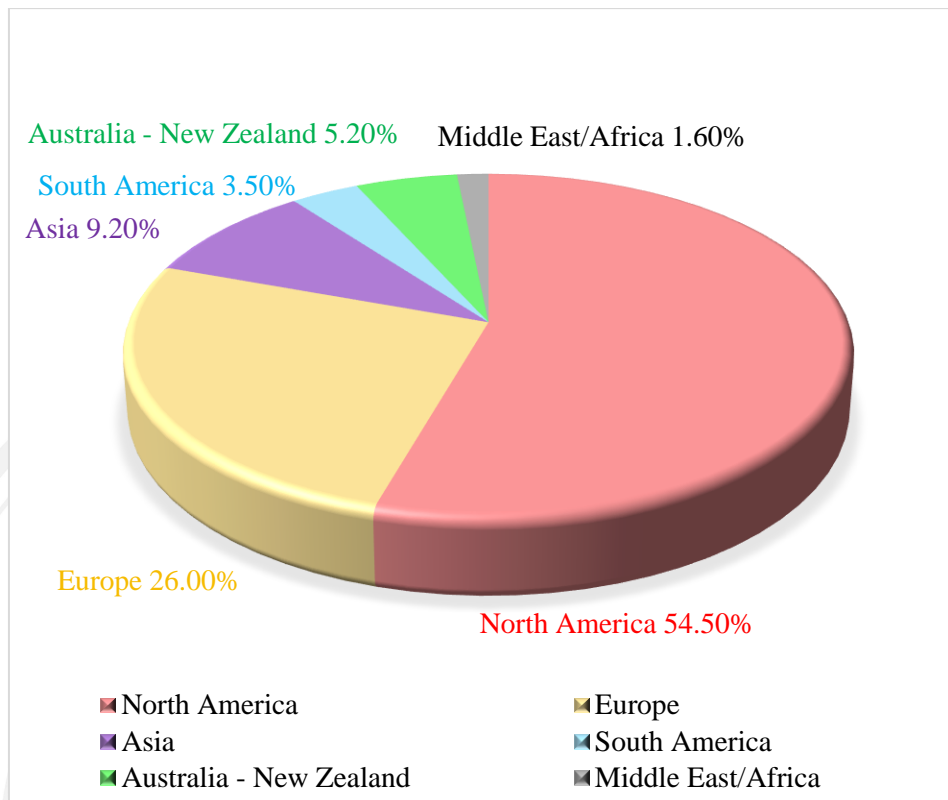


Figure 1.1 The Number of Cruise Tourists, Divided According to the World Regions
Source: Cruise Lines International Association (2019).

Figure 1.1 shows the number of cruise tourists in 2019, divided according to the world regions. The largest number of cruise tourists were in North America at 54.5%, followed by Europe at 26.0%, and Asia at 9.2% (Cruise Lines International Association, 2019). It can be seen that cruise tourism in Asia grows rapidly on the third ranks of the world. This reveals the potential of cruise tourism' rapid growth in Asia. Business has moved from western to Asia. In 2013, there were 1.51 million tourists in Asia whereas in 2019, there were 4.26 million, increasing three times in only 5 years (Cruise Lines International Association, 2018). To increase growth of cruise tourism industry, cooperation from related sectors is needed such as cruise ports, cruise lines, airlines, hotels as well as related entrepreneurs e.g., shops, restaurants, souvenir shops, travel agencies, sales of package tours, and stakeholders in communities. Every time the cruise is on the line, it stops more than one ports. This makes income distribution to all related business. According to Cruise Lines

International Association in 2019, cruise tourism could employ people 1,166,000 and could earn direct income 50.53 billion dollars (Cruise Lines International Association, 2020). Therefore, cruise tourism industry is comparable as the golden industry with economic value. Many countries around the world focus on developing cruise tourism in a more concrete way by developing policies, development plans, related components such as ports, basic infrastructures, and facilities as well as products and services to meet the growth needs of cruise tourism and to gain competitive opportunities (Monpanthong, 2018a)

Huge benefits originate from cruise port cities, competition to offer territorial waters for being cruise ports. For example, the government of Croatia focuses on cruise tourism industry to earn main income for the country, so they seriously build cruise ports for increasing more income from cruise business (Business Centre Department of International Economic Affairs, 2016). Similarly, countries in the Asian region have a continuous increasing growth rate because of various factors such as the variety of ports distributed in many areas, distinctive and unique tourism products in each country, and all-year cruises. Tourists perceive that cruise tourism is worth and cruise lines are interesting (Mulkunee, 2017). Many countries in this region also prepare to support the growth of cruise tourism industry. For example, Hong Kong builds additional ports and China builds 6 large cruise ports to support the expansion of the foreign cruise lines which have more destinations in Asian region (World Tourism Organization, 2016). According to Cruise Lines International Association (CLIA), 10 top destinations in Asia of cruise tourists in 2018 were Japan, Republic of China, Thailand, Vietnam, Malaysia, Hong Kong Special Administrative Region of the People's Republic of China, Singapore, Indonesia, Taiwan, and the Philippines (Cruise Lines International Association, 2018). Cruise markets in China grow rapidly on the second rank of the biggest markets in the world. In addition, the cooperation is made among South Korea, Malaysia and Singapore to set the 21st Maritime Silk Road which is an important strategy to stimulate cruise tourism industry and expand mutual benefits among China and Asian countries (Ministry of Tourism and Sports, 2017). Therefore, the Asian region has an important role on the future cruise tourism industry, opportunity to develop ports, and other contexts related to cruises in order to expand the market and distribute income to different areas in

Asia. Cruise tourism in Asia is divided into 3 sub-regions: East Asia, Southeast Asia, and South Asia; and all of these areas has continuous growth rate (Monpanthong, 2018a).

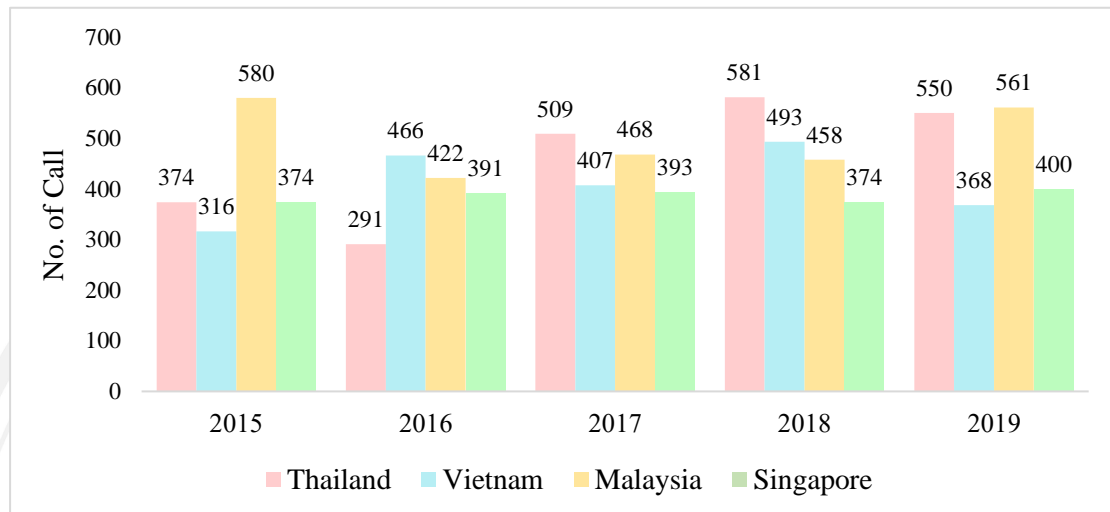


Figure 1.2 The Number of Cruises Docked at the Ports in Southeast Asian Countries in 2015-2019

Source: Cruise Line International Association (2015, 2016, 2017, 2018, 2019).

Furthermore, the Southeast Asian region is also the destination of several cruise lines such as Genting Cruise Lines (Star Cruises, Dream Cruise, and Crystal Cruise), Norwegian Cruise Line (NCL), Cunard Line, Costa Cruises, Princess Cruises, Seabourn Cruise Line, Celebrity Cruises, Silversea Cruises, and Royal Caribbean International (RCI). The neighbor countries of Thailand such as Vietnam, Malaysia, and Singapore are popular destinations which have Singapore as the turn-around port. Figure 1.2 illustrates the number of cruises docked in Southeast Asian Countries. This indicates that important cruise destinations in this region are Singapore, Malaysia, Vietnam, and Thailand which have increasing growth rate of docking at the ports. However, these countries' growth rates are fluctuated, not stable because of the main problems i.e., unstandardized cruise ports, except Singapore which is the home port in Southeast Asia (Monpanthong & Choibamroong, 2015)

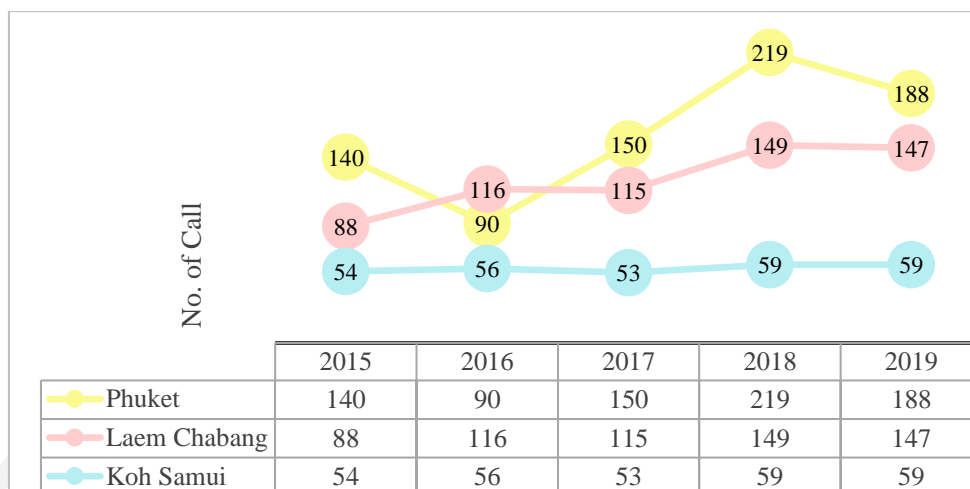


Figure 1.3 Port of Call in Thailand in 2015-2019

Source: Cruise Line International Association (2015, 2016, 2017, 2018, 2019).

Cruise tourism in Thailand does not grow constantly because of some limitations such as insufficiency of infrastructures and facilities to support cruise tourism, not modern as other countries in Southeast Asia. Figure 1.3 reveals the number of cruises docked at the ports in Thailand in 2015-2019. As seen, the number is fluctuated, not constant so Thailand necessarily give importance on cruise tourism development in order to make Thailand become a hub centre connecting cruises lines in Southeast Asian (Southeast Asian Nations, 2016). This conforms to the main objectives of Cruise Tourism Promotion Strategies 2019-2027 to push Thailand to become a hub centre of cruise tourism in Southeast Asian with quality and international standard, and to distribute income and stability through communities and the country (Ministry of Tourism and Sports, 2017).

However, from the overall situations of cruise tourism around the world, Thailand has opportunity to become cruise lines for large cruise entrepreneur. Thailand has provided cruise tourism for more than 30 years, starting from Star Cruises a leading cruise lines in Asia-Pacific region. It has carried cruise tourists to Phuket Port in Thailand. Later, it adds more lines with the Port of Call at Koh Samui Port and Laem Chabang Port respectively. Other cruise lines increasingly began to travel and stop at Thai port of call (Mulkunee, 2017)

Phuket is the biggest and famous island in Thailand, entitled as the Pearl of Andaman so a lot of tourists popularly travel to Phuket. According to the statistics about the number of tourists travelling to Thailand in 2019, the number of tourists in Phuket are on the second rank of Thailand and on the first rank of southern Thailand with the income earning on the second rank of the country (Economic Tourism and Sports Division, 2020). Phuket has readiness and high potential to be a marine tourism city and is the main target of marine and cruise tourism in Thailand. The statistics about the number of cruises docked at 3 Thai ports i.e., Laem Chabang Port, Koh Samui Port, and Phuket Port indicates that Phuket is the main destination of cruise tourists. There are several important contributing factors. For example, Phuket is a famous city for marine tourism which is well-known among tourists around the world. It has distinctive and diverse tourist attractions such as natural attractions, community-based attraction, and cultural attraction with unique tradition. Other pleasant attractions include Phi Phi Island, Yao Island, Phang Nga Bay, Khao Rang, Khao Phingkun, Laem Phrom Thep, Wat Chalong, Waterfalls, mangrove forests, safaris, elephant farm, tiger farm, Phuket Fantasy, and Thai traditional dance etc. Moreover, there are all types of facilities to support cruise tourists. These facilities include various classes of hotels, famous and quality restaurants, and various services such as ship maintenance, material procurement, and parts for ship repairs. There are a lot of shipyards, convenient transportation, and the international airport for domestic and international direct flights to many countries. All of these provide convenience for Thai and foreign to visit Phuket. Furthermore, there are many government agencies in Phuket Province such as Phuket Immigration Office, Marine Office Phuket Branch, Phuket Customs House, tourist policemen, and Phuket Office of Temporary Passport, consular of 21 countries in Phuket. Therefore, Phuket is attractive for most tourists (Chumongkol & Amporn, 2019; Sirirak, 2011).

However, although the current growth of cruise tourism in Phuket is likely increasing, cruise tourism in Phuket is still limited in 6 aspects which need to be urgently developed and improved (Monpanthong, 2018a). 1) Port management should be developed on safety standards of small boats for transferring passengers, general liability insurance, sufficiency of local boats for tourists, appropriateness of passenger fees, development of logistic systems in the ports such as car routes or route map in

the port, officers for facilitating traffic in the port, and standard of cleanliness and sanitary in the port. 2) Development of basic infrastructure and facilities in Phuket Port should be done on improving buoy lines at temporary Patong Jetty according to the standard, building more jetties to reduce problems of many cruises' arrivals at the same time, and improving basic facilities to support cruise tourism such as information centres, internet service, and sufficient public toilets, and parking lots easy to access. 3) People related to cruise tourism should be developed on specialized knowledge and foreign languages such as Chinese, Japanese etc. 4) Policy, rules, and regulations should be developed and cruise tourism should be promoted concretely according to the development framework of cruise tourism. 5) Transportation and link systems should be developed on public transportation system such as passenger cars, buses, taxis, or shuttle bus services to link among the port, airport, and tourist attraction. Service fees should be determined to prevent frauds from tourists. And 6) Potentials of products and service should be upgraded. Although Phuket Island possesses variety of beautiful natural attractions, products in tourism should be produced by creating uniqueness and adding value for them according to the demand of the target group.

It is obvious that Phuket has both strengths to be promoted and weaknesses to be eliminated. Singapore is an island country with the area size similar to Phuket Island, and it is the only country in Southeast Asia which is successful in cruise tourism management. Therefore, Singapore can be a model of best practice in cruise tourism management. At present, cruise tourism management is complicated and more difficult. Because of the advance of technology, tourists' behaviours change to use technology to plan and manage their own independent trips. Moreover, complication may be caused by increase of competitors, limitation of resource, employees' skills, leaders' vision, and other rapidly changing factors. Because of strong business competition, organisations which want to be successful have to increase their operational effectiveness for responding to targeted tourists' demand. One important business strategy is alliance strategy which focuses on cooperation among organisations by blending distinctive skills of each organisation, sharing knowledge, and reducing risks of investment. Alliance strategy is an interesting option for management to use as the main strategy to run business for increasing their

ability to compete in the market and for leading to sustainable success of business operation (Kale, Singh, & Raman, 2009).

At present, there are very few research studies about alliance strategies in tourism business to form alliance for cooperatively developing and driving cruise tourism to grow in the Southeast Asian. The example research studies on this issue include China–Malaysia Port Alliance: A Case Study of Soft Infrastructure Connectivity (Ngeow, 2021); A Study on the Globalization Strategies of China’s Cruise Tourism Market Under the “Belt and Road” Initiative (Su & Qi, 2020); and A Probe About the New Ways of Deepening China-ASEAN Tourism Cooperation in the New Era (Rui, 2019). Therefore, the researcher wants to build alliance strategies in cruise tourism which is helpful for working and developing together with successful countries as well as countries with problems, obstacles, and limitation. Singapore is an experienced country and can be a model of success in cruise tourism industry with a standard home port. On the other hand, Phuket in Thailand still has limitations on under-standard port of call, infrastructure, and facilities. These limitations are obstacles of Thai cruise tourism development (Monpanthong, 2018a). Results from alliance strategies which focuses on sharing distinctive knowledge and skills of each country are helpful for integration in the development of cruise tourism industry in Southeast Asia, continuous growth rate of cruise tourism industry in the region, and sustainable ability to compete in markets.

Based on literature review, studies about alliance strategies in cruise tourism for the cooperated development between Phuket Island and Singapore Island are important for using the research findings as guidelines for cruise tourism development. Most existing research in this area is from other countries. The studied contents can be divided into 6 research topics as in the following ascending order i.e., cruise tourists, destinations of cruise tourism, marketing of cruise tourism, management of cruise tourism, cruise ports, stakeholders in cruise tourism and alliance. 1) Studies about cruise tourists such as tourists’ behaviours, expectation and satisfaction (Brida, Chiappa, Meleddu, & Pulina, 2014; Chang, Liu, Park, & Roh, 2016; Fan & Hsu, 2014; Fernández Gámez, Sánchez Serrano, Callejón Gil, & Cisneros Ruiz, 2019; Han & Hyun, 2017; H.-C. Kim, Chua, Lee, Boo, & Han, 2016; G. Lee & Lee, 2017; Lemmetyinen, Dimitrovski, Nieminen, & Pohjola, 2016; Li,

2019; Lyu, Hu, Hung, & Mao, 2017; MacNeill & Wozniak, 2018; Ozturk & Gogtas, 2016; Sanz-Blas, Buzova, & Carvajal-Trujillo, 2017; Sanz-Blas & Buzova, 2016; Satta, Parola, Penco, & Persico, 2015; M.-Y. Wang, Li, Chou, & Huang, 2014) 2) Studies about destinations of cruise tourism (Fernández Gámez et al., 2019; B. C. Lee, 2019; G. Lee & Lee, 2017; Lemmetyinen et al., 2016; Li, 2019; Lopes & Dredge, 2018; Ozturk & Gogtas, 2016; Pallis, Vitsounis, De Langen, & Notteboom, 2011; Penco & Di Vaio, 2014; Perea-Medina, Rosa-Jiménez, & Andrade, 2019; Pino & Peluso, 2018; Sanz-Blas, Carvajal-Trujillo, & Buzova, 2017; Whyte, Packer, & Ballantyne, 2018) 3) Studies about marketing of cruise tourism (Chen, 2016; Gouveia & Eusébio, 2019; MacNeill & Wozniak, 2018; Paoli et al., 2017; Papathanassis, 2017; S. B. Park, Ok, & Chae, 2016; Pavlić, 2013; Sanz-Blas, Buzova, et al., 2017; Sanz-Blas & Buzova, 2016; Thureau, Seekamp, Carver, & Lee, 2015; Tiago, Couto, Faria, & Borges-Tiago, 2018; van Bets, Lamers, & van Tatenhove, 2017; Whyte et al., 2018) 4) Studies about management of cruise tourism (Brooks, McCalla, Palla, & Van der Lugt, 2010; Dawson, Stewart, Johnston, & Lemieux, 2016; Denktas-Sakar & Karatas-Cetin, 2012; Fernández Gámez et al., 2019; Gui & Russo, 2011; Lyu et al., 2017; MacNeill & Wozniak, 2018; Papathanassis, 2017; Perea-Medina et al., 2019; Sanz-Blas & Buzova, 2016) 5) Studies about cruise ports (Blas & Carvajal-Trujillo, 2014; Chang et al., 2016; Gouveia & Eusébio, 2019) And 6) Studies about cruise stakeholders and alliance (Paoli et al., 2017; Penco & Profumo, 2019; van Bets et al., 2017)

Table 1.1 Foreign Research about Cruise Tourism, Classified According to the Studied Topics

| No. | Year | Authors | Study Topics | | | | | |
|-----|------|--------------------------------------|--------------|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | 2019 | Fernández Gámez et al. | ✓ | ✓ | | ✓ | ✓ | |
| 2 | 2019 | Gouveia André XS and Celeste Eusébio | | ✓ | ✓ | | | |
| 3 | 2019 | Byeong Cheol Lee | ✓ | | | ✓ | | |
| 4 | 2019 | Li Na | ✓ | | | ✓ | | |

| No. | Year | Authors | Study Topics | | | | | |
|-----|------|--|--------------|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| 5 | 2019 | Lara Pencoa and Giorgia Profumo | | | | | | ✓ |
| 6 | 2019 | Beatriz Perea-Medina et al. | | | | ✓ | | ✓ |
| 7 | 2018 | Maria João Lopes and Dianne Dredge | | ✓ | | ✓ | | |
| 8 | 2018 | Timothy MacNeill and David Wozniak | ✓ | ✓ | | | | ✓ |
| 9 | 2018 | Giovanni Pino and Alessandro M. Peluso | | | | ✓ | | |
| 10 | 2018 | Flávio Tiago et al. | | ✓ | | | | |
| 11 | 2018 | Lincoln James Whyte et al. | | ✓ | | ✓ | | |
| 12 | 2017 | Linde K.J. Van Bets et al. | | ✓ | | | | ✓ |
| 13 | 2017 | Heesup Han and Sunghyup Sean Hyun | ✓ | | | | | |
| 14 | 2017 | Gunwoo Lee and Min-Kyu Lee | ✓ | | | ✓ | | |
| 15 | 2017 | Jiaying Lyu et al. | ✓ | | | | | ✓ |
| 16 | 2017 | Chiara Paoli et al. | | ✓ | | | | ✓ |
| 17 | 2017 | Alexis Papathanassis | | | | | | ✓ |
| 18 | 2017 | Silvia Sanz-Blas et al. | | ✓ | ✓ | ✓ | | |
| 19 | 2017 | Silvia Sanz-Blas et al. | ✓ | | ✓ | | | |
| 20 | 2016 | Young-Tae Chang et al. | ✓ | | ✓ | | | |
| 21 | 2016 | Chun-An Chen | | ✓ | | | | |
| 22 | 2016 | Jackie Dawson et al. | | | | | | ✓ |
| 23 | 2016 | Chua, Lee, and Han | ✓ | | | | | |
| 24 | 2016 | Arja Lemmetyinen et al. | ✓ | | | ✓ | | |
| 25 | 2016 | U. Aytun Ozturk and Hakan Gogtas | ✓ | | | ✓ | | |
| 26 | 2016 | Seunghyun “Brian” Park et al. | | ✓ | | | | |

| No. | Year | Authors | Study Topics | | | | | |
|-----|------|--|--------------|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| 27 | 2016 | Silvia Sanz-Blas and Daniela Buzova | ✓ | ✓ | | | ✓ | |
| 28 | 2015 | Giovanni Satta et al. | ✓ | | | | | |
| 29 | 2015 | Brooke Thurau et al. | | ✓ | | | | |
| 30 | 2014 | Juan Gabriel Brida et al. | ✓ | | | | | |
| 31 | 2014 | Daisy X.F. Fan and Cathy H.C. Hsu | ✓ | | | | | |
| 32 | 2014 | Ming-Yuan Wang et al. | ✓ | | | | | |
| 33 | 2014 | Lara Penco and Assunta Di Vaio | | | | | ✓ | |
| 34 | 2014 | Silvia Sanz Blas and Elena Carvajal-Trujillo | | | | ✓ | | |
| 35 | 2013 | Ivana Pavlić | | ✓ | | | | |
| 36 | 2013 | Ziqiong Zhang et al. | ✓ | | | | | |
| 37 | 2012 | Gul Denktas-Sakar and Cimen Karatas-Cetin | | | | | ✓ | ✓ |
| 38 | 2011 | Lorenzo Gui and Antonio Paolo Russo | | | | | | ✓ |
| 39 | 2011 | Athanasios A. Pallis et al. | | | | | ✓ | |
| 40 | 2010 | Mary Brooks et al. | | | | | | ✓ |

Note: The study topics: 1 = Cruise tourists 2 = Marketing of cruise tourism 3 = Cruise port 4 = Cruise destination 5 = Management of cruise tourism 6 = Stakeholders in cruise tourism

Existing research about cruise tourism in developing countries are very rare because of the limitation of port development. In addition, research about cruise tourism in Thailand is also very rare and cruise tourism is new body of knowledge in educational and tourism industrial fields. Table 1.2 illustrates the summary of research about cruise tourism in Thailand. The study of Nijaree (1998) is the study of

The Roles of Cruise Line Business to Thai Tourism: A Case Study of the Successful of Carnival Cruise Lines, Inc. in The United States of America. The study of Duangphastra (2002) is the study for supporting tourism by ocean liners in Thailand. The study of Monpanthong and Choibamroong (2015) is the Analysis of Phuket's port of call management. The study of Mulkunee (2017) is Cruise Passenger's Behaviour and Demographic Profile of Thailand Port Visit, A Case Study of Laem Chabang Port. The study of Monpanthong (2018a) is Analytical Factors on Hybrid Port Management for Cruise Tourism. The study of Esichaikul and Chansawang (2017) is Problems and Obstacles of Developing Cruise Home Port in Andaman Tourism Cluster. The study of Achara Cheewatragoongit, Esichaikul, Chansawang, Boonyaset, and Ngamvichaikit (2018) is Model Development of Cruise Home Port for Cruise Tourism Extension in Andaman Tourism Cluster of Thailand. The study of Monpanthong et al. (2018) is The Study of Urgent Keystones for Thailand's Cruise Tourism Development. The study of Kedkaew (2018) is Guidelines in Developing Cruise Tourism Management of Koh Samui District, Surat Thani Province. Nuntatripob (2018) studied environmental dimension from the development of large cruise port. From the literature review, there is no research about alliance strategies for cruise tourism in order for the cooperated development of Phuket Island and Singapore Island. Only one quantitative research of Monpanthong (2018a) studied Efficiency of Cruise Port Management: A comparison of Phuket and Singapore.

Table 1.2 Research about Cruise Tourism in Thailand

| No. | Year | Authors | Titles of Research |
|-----|------|----------------------|--|
| 1 | 2018 | Paithoon Monpanthong | The Study of Urgent Keystones for Thailand's Cruise Tourism Development |
| 2 | 2018 | Panumart Kedkaew | Guidelines in Developing Cruise Tourism Management of Koh Samui District, Surat Thani Province |
| 3 | 2018 | Narakorn Nuntatripob | Environmental dimension from the development of large cruise port |
| 4 | 2018 | Paithoon Monpanthong | Efficiency of Cruise Port Management: A |

| No. | Year | Authors | Titles of Research |
|-----|------|---|--|
| | | | Comparison of Phuket and Singapore |
| 5 | 2017 | Suraporn Mulkunee | Cruise Passenger's Behaviour and Demographic Profile of Thailand Port Visit, A Case Study of Laem Chabang Port |
| 6 | 2017 | Paithoon Monpanthong | Analytical Factors on Hybrid Port Management for Cruise Tourism |
| 7 | 2017 | Ranee Esichaikul and Rochaporn Chansawang | Problems and Obstacles of Developing Cruise Home Port in Andaman Tourism Cluster |
| 8 | 2017 | Achara Cheewatragoongit et al. | Model Development of Cruise Home Port for Cruise Tourism Extension in Andaman Tourism Cluster of Thailand |
| 9 | 2015 | Paithoon Monpanthong and Therdchai Choibamroong | Analysis of Phuket's port of call management |
| 10 | 2002 | Chackrit Duangphastra | The study for supporting tourism by ocean liners in Thailand |
| 11 | 1998 | Pratthana Nijaree | The Roles of Cruise Line Business to Thai Tourism: A Case Study of the Successful of Carnival Cruise Lines, Inc. in The United States of America |

According to the above literature review and previous research, the studies about alliance strategies for cruise tourism between Phuket and Singapore are not found. Therefore, the researcher is interested in finding empirical evidence for being guidelines of alliance strategies for cruise tourism. The research could contribute to the cooperated development between Phuket and Singapore to study cruise tourists' behaviours during their travelling in Singapore and Phuket as well as to assess and compare effectiveness of cruise tourism management between Phuket and Singapore in cruise tourists' perspectives. To obtain data on stakeholders' perspectives, the interviews were conducted with people related to cruise tourism management about

advantages and limitations. To obtain guidelines of the cooperated development between Phuket and Singapore, the research findings could lead to determine model and propose alliance strategies for cruise tourism in order for promoting Phuket and Singapore to become potential cruise destinations in Southeast Asia.

The present research studies alliance strategies of cruise tourism industry for the cooperation development between Phuket and Singapore. In this study, mixed research methodology is used both in quantitative and qualitative forms. The focus of the study is on studying factors of cruise tourists' behaviours, and factors of cruise tourists' intention to revisit. Such findings contribute to marketing to develop tourism products and service for properly serving needs of cruise tourists. An in-depth interview is conducted with stakeholders and different sectors relating to cruise tourism in Phuket and Singapore, and the obtained data is analysed with TOWS Matrix Analysis to propose alliance strategies.

1.2 Research Questions

- 1) What are cruise tourists' behaviours?
- 2) How is effectiveness of cruise tourism management of Phuket and Singapore?
- 3) What are factors of cruise tourism management affecting cruise tourists' intention to revisit?
- 4) How is the process to build the cruise tourism alliance strategies?
- 5) What are appropriate the alliance strategies of cruise tourism industry for corporation Development between Phuket and Singapore?

1.3 Objectives of the Study

- 1) To study cruise tourists' behaviours
- 2) To assess and compare effectiveness of cruise tourism management between Phuket and Singapore
- 3) To study factors of cruise tourism management affecting cruise tourists' intention to revisit
- 4) To study the process to build alliance for cruise tourism at the regional level in order to attract cruise lines to the region
- 5) To propose alliance strategies for cruise tourism for the cooperated development between Phuket and Singapore

1.4 Research Contribution

Research contribution consisted of 3 dimensions: academic contribution, political contribution, and management contribution. The details are as follows.

1.4.1 Academic Contribution

In academic dimension, the findings are useful in the following aspects.

- 1) The research findings will be new body of knowledge about cruise tourism management which is appropriate to Thai contexts and can be further applied to other areas of cruise tourism.
- 2) Educators in marketing or tourism can apply the findings for their instruction, training, or lectures such as class lessons, training for guides, lectures for people interested in cruise tourism, or give insight to related public and private sectors to develop cruise tourism industry in Thailand more effectively.
- 3) The findings can be further studied in future research to develop cruise tourism industry.

1.4.2 Policy Contribution

The research findings contribute to related organisations such as Marine Department, Department of Tourism, Ministry of Tourism and Sports, Tourism

Authority of Thailand, Local Administrative Organisation relating to cruise tourism in Phuket, Association of Thai Travel Agent, or Hotel Association. This is useful for the cooperated development between Phuket and Singapore, and development of tourist attractions. In addition, the findings also point out strengths and weaknesses in different dimensions and provide guidelines for solution to gain competitive advantages.

Furthermore, the findings can be used as guidelines to develop cruise tourism in determining policy, planning for driving cruise tourism in Thailand, building alliance strategies for cruise tourism, and mutually developing Phuket and Singapore to be higher potential.

1.4.3 Management Contribution

Usefulness of management dimension is described as follows.

1) People and business in related areas can use the findings to effectively plan operation with the same direction, to build a dimension of service operation with memorable experience of teamwork, and to support and impress cruise tourists in order for them to revisit in the future.

2) The findings are useful for government agencies relating to cruise tourism management such as Marine Department, Department of Tourism, Ministry of Tourism and Sports, Tourism Authority of Thailand, and Local Administrative Organisation. The results inform them about effectiveness, potential, and limitations of cruise tourism management. This information can be used to plan transportation facilities for tourists and standardize rules and regulation on service and fees.

3) Tourism Authority of Thailand can use the findings for promoting cruise tourism for marketing planning to attract targeted tourists to Thailand and for driving cruise tourism entrepreneurs to set cruise lines to Thailand.

4) Local Administrative Organisation relating to cruise tourism in Phuket can use the findings to plan cultural tourism for tourists to travel and buy local souvenirs in communities. The study results can also be used to plan transportation facilities and organise public transportation sufficient for tourists' demand as well as to standardize service and fees.

5) Private organisations and association relating to cruise tourism such as Association of Thai Travel Agent, or Hotel Association can use the findings to plan work operation for providing service to tourists and for them to revisit more in the future.

6) Entrepreneurs in cruise tourism, cruise lines, cruise agencies, agents of tour management on land, and agencies for selling cruise trips can use the findings for planning work operation to promote cruise tourism in Phuket more because the research results inform them about the target tourists.

1.5 Scope of the Study

1.5.1 Scope of Contents

The study contents concern with alliance strategies for cruise tourism for the cooperated development between Phuket and Singapore. The scope of contents is divided into 5 areas according to the objectives of the study as follows.

- 1) Study about cruise tourists' behaviours
- 2) Assessment and comparison on effectiveness of cruise tourism management between Phuket and Singapore
- 3) Study of factors in cruise tourism management affecting cruise tourists' intention to revisit
- 4) Study about the process to build alliance for cruise tourism
- 5) Study appropriate methods to build alliance strategies of cruise tourism for the cooperation development between Phuket and Singapore

1.5.2 Scope of Population

The population and the samples for in-depth interview are divided into 3 groups: 1) cruise tourists, 2) personnel in public sectors, and 3) personnel in private sectors. The details are as follows.

- 1) Cruise tourists are tourists in Phuket who are cruising on the Singapore-Phuket-Singapore lines. They are selected as the main informants.

2) Personnel in public sectors include administrators or officers in public sectors of Phuket. Only personnel from official organisations responsible directly for cruise tourism are selected as the main informants.

3) Personnel in private sector consist of tourism entrepreneurs, cruise line agencies, travel agencies in Phuket and Singapore, employees in trade and business, marine transportation, land transportation, and other business relating to cruise tourism in Phuket. These people are also the main informants.

1.5.3 Scope of Area

The study is conducted in the areas of Phuket Province and Singapore by using survey and field work to collect data in Phuket Province and Singapore, covering the contexts of ports and the contexts relating to cruise tourism.

1.5.4 Scope of Time

The study duration is during January 2020-June 2021.

1.6 Definition of Terms

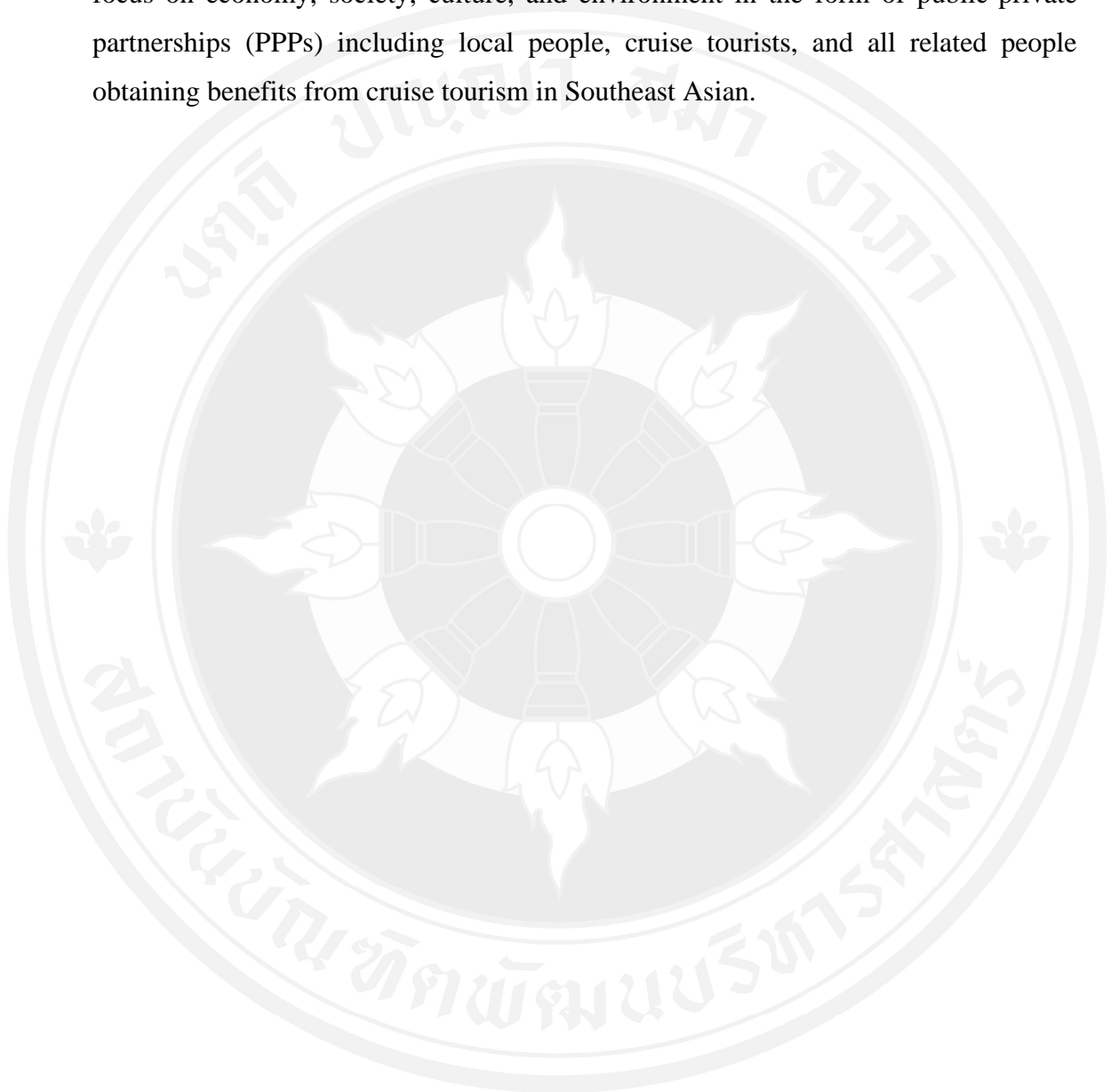
For mutual understanding between the researcher and readers, definitions of terms about the study of alliance strategies of cruise tourism for the cooperation development between Phuket and Singapore. The terms are defined as follows.

1) Cruise Tourism refers to sea trips integrated with accommodation, transportation, service, facilities, entertainment, and activities on cruise as well as the travelling from Home Port to different port of call along the cruise lines during last year, not over 2 years. The cruise line in the study is between Phuket and Singapore.

2) Components of Cruise Tourism Management refers to the readiness of the cruise destination and appropriate operational models under the limited environment of particular areas which facilitate for development, improvement, or changes into the better direction in order to serve the demands of tourists. Cruise management consists of 6 variables (6P's): 1) the port (Ports), 2) port management (Process), 3) image of tourist attraction (Perception), 4) tourist attractions for shore excursions (Places), 5)

management and services for shore excursions (Professional), and 6) alliance in cruise tourism (Partnership).

3) Alliance Strategies for Cruise Tourism refers to a plan for cruise tourism development in which strategies are planned for developing cruise tourism with the focus on economy, society, culture, and environment in the form of public-private partnerships (PPPs) including local people, cruise tourists, and all related people obtaining benefits from cruise tourism in Southeast Asian.



CHAPTER 2

LITERATURE REVIEW

The research about “Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore” is necessarily based on in-depth knowledge and understanding about the topic. Such knowledge and understanding are used as fundamental and guidelines for studying, analysing, and interpreting data as well as for explaining facts according to the objectives of the study framework. The purpose is to propose alliance strategies of cruise tourism industry for corporation development between Phuket and Singapore, which is helpful for stakeholders in development of cruise tourism. The researcher collects papers for reviewing the related literature and previous studies. The concepts, theories, and related research are presented on the topics shown in Table 2.1.

Table 2.1 Content Structure of the Literature Review and the Related Research

| Main topics | Sub-topics |
|--|--|
| 2.1 Concepts of cruise tourism | 1) Situations and contexts of cruise tourism 2) Definitions of cruise tourism 3) Classification of cruise ships 4) Cruise routes 5) Cruise lines |
| 2.2 Concepts of cruise tourism management | 1) Cruise ports 2) Stakeholders of cruise tourism 3) Components of cruise tourism |
| 2.3 Concepts and theories of cruise tourist behaviours | 1) Tourist behaviours 2) Tourist satisfaction 3) Tourist intention to revisit |

| Main topics | Sub-topics |
|--|---|
| 2.4 Concepts and Theories Relating to Research Hypothesis | <ol style="list-style-type: none"> 1) Research Hypothesis 2) Definitions of Hypothesis 3) Types of Research Hypothesis 4) Level of Significance |
| 2.5 Concepts and theories of strategic alliance management | <ol style="list-style-type: none"> 1) Strategic management 2) Strategic analysis 3) Strategy formulation (alliance strategy) 4) Strategy implementation 5) Strategy evaluation and control 6) Business alliance 7) Typologies of Public-Private Partnership (PPPs) 8) Related Papers and Research in Strategic Alliance |
| 2.6 Ports profile for Phuket and Singapore | <ol style="list-style-type: none"> 1) Singapore country and ports 2) Phuket province and ports 3) Case studies of best practice in port management models |
| 2.7 Overview of Literature Review | |

2.1 Concepts of Cruise Tourism

Cruise tourism is a type of sea excursions with variety of activities in a package, including services of transportation and accommodation (World Tourism Organization, 2012). On the cruise, facilities and recreational activities are offered by focusing on entertainment and enjoyment such as restaurants, casinos, shows, swimming pool, spa, and various shore excursion activities. To study the concepts of cruise tourism, the researcher divides it into 6 sub-topics: 1) overview of situations and contexts of cruise tourism; 2) definitions of cruise tourism; 3) types of cruise

ships; 4) size classification of cruise ships; 5) cruise routes; and 6) cruise lines. The description of each sub-topic is presented below.

2.1.1 Situations and Contexts of Cruise Tourism

Cruise tourism is an industry which has been important increasingly and continuously for more than 30 years. Its main targeted markets are in North Europe, Mediterranean Sea, and Caribbean Sea. Cruise tourism originated in 1801 when Charlotte Dundas developed a steam-powered ship. Later, in 1818, Black Ball Line launched the first 424-gross ton cruise ship entitled *Savannah* with capacity to support 8 passengers, departing from New York City to Liverpool in 28 days.

In 1837, Peninsula & Oriental Steam Navigation Company (P&O), the British shipping company, was the first company which offered full service of cruise tourism. After that there were more cruise lines such as Aurora Expeditions, Royal Caribbean International, MSC Cruises, Norwegian Cruise Line, and Carnival Corporation etc. (Gibson & Parkman, 2018).

According to Cruise lines international association (2020), the number of cruise tourists from 2009 to 2019 has a significant growth rate, as illustrated in Figure 2.1.

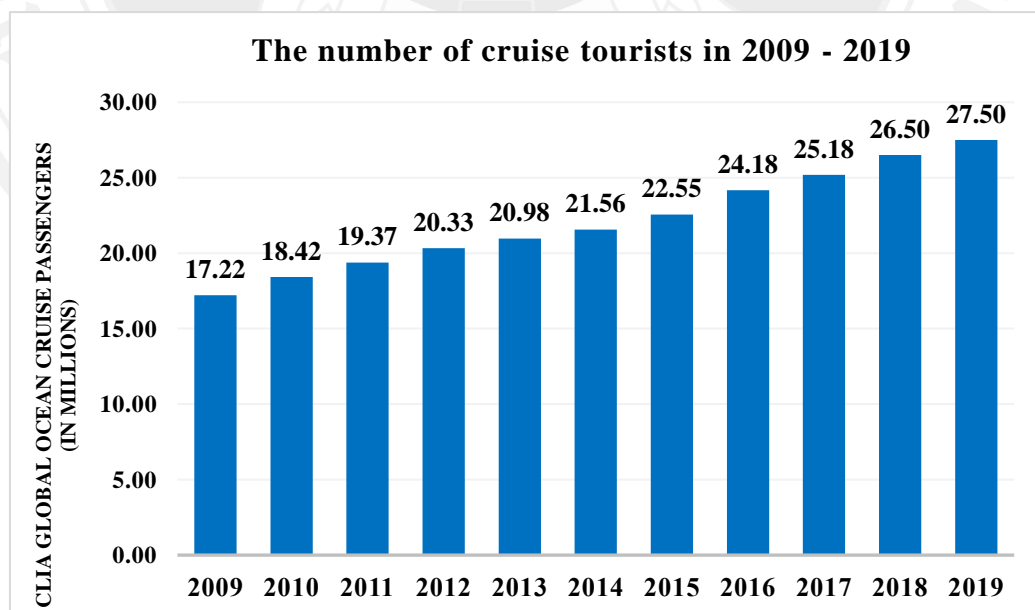


Figure 2.1 The Number of Cruise Tourists in 2009-2019

Source: Cruise Lines International Association (2019).

In addition, the cruise tourism industry's growth strategies to date have been driven by consumer demands for larger capacity new builds and ship diversification, more local ports and more destinations, and new on-board and onshore activities that match consumer demands. However, at the end of 2019, the novel coronavirus 2019, or COVID-19, halted the ocean passenger cruise industry at that time. In 2020, the number of cruise tourists was reduced to 7 million, but in 2021 the number increased to 13.9 million. Therefore, a cruise tourism recovery is expected, as shown in Table 2.2.

Table 2.2 The Comparison of the Cruise Tourist Numbers among the World Regions in 2013-2021

| Year | North America | Europe | Other World Regions | Total |
|-------------|----------------------|---------------|----------------------------|--------------|
| 2013 | 12,690,500 | 5,663,500 | 2,622,000 | 20,976,000 |
| 2014 | 12,825,841 | 5,701,541 | 3,028,618 | 21,556,000 |
| 2015 | 13,111,374 | 5,839,773 | 3,596,321 | 22,547,468 |
| 2016 | 13,817,924 | 6,213,801 | 4,146,579 | 24,178,304 |
| 2017 | 12,645,600 | 6,996,000 | 5,536,400 | 25,178,000 |
| 2018 | 12,927,800 | 7,285,100 | 6,291,700 | 26,504,600 |
| 2019 | 12,929,200 | 7,564,900 | 7,014,800 | 27,508,900 |
| 2020 | 3,225,500 | 1,935,300 | 1,931,800 | 7,092,600 |
| 2021 | 6,118,596 | 3,754,580 | 4,032,711 | 13,905,900 |

Source: Cruise Market Watch (2019).

Regarding the situations of cruise tourism in Asia, the growth constantly increases. The statistics of cruise tourists from 1990 to present shows that the number of cruise tourists grows rapidly and continuously.

This leads cruise tourism in Southeast Asia to become the destinations of many cruise lines. Cruise tourists demand more and more to visit exotic tourist attractions with cultural diversity (Y. Wang, Jung, Yeo, & Chou, 2014a).

This increases competition among cruise ports in proportion to the rapid and continuous growth of cruise tourism industry in Southeast Asia. Therefore, these ports are upgraded on their capacity to support services for a large number of huge cruise ships and cruise tourists (Asean Cruise News, 2016).

Although the number of cruise tourists in Southeast Asia is not many when compared to the other main regions, its growth rate increases rapidly. The rapid growth of cruise tourism also occurs in Thailand where cruise tourism has provided services for more than 30 years.

At the beginning, cruise lines used small cruise ships for servicing tourists in high season i.e., a few cruise ships in each season. Later in 1990 Star Cruises carried passengers to Phuket Main Port, Koh Samui Port, Lam Chabang Port, and Klong Toey Port. Since then, other cruise lines began to have destinations to Thai ports (Monpanthong, 2017).

According to CLIA's report, the number of cruise ships which stopped at different ports in Thailand during 2014 – 2019 had the growth rates at 27.6, -22.2, 74.9, 14.1, and -5.3 respectively (Cruise Lines International Association, 2017). It can be seen that these rates were fluctuated.

However, in comparison among the growth rates of cruise tourism in Asia in 2014 – 2019 (Figure 2.2), the average growth rate in Asia was at 14% whereas the rate in Southeast Asia was at 7%. Thailand had the average growth rate at 13% i.e., the similarly high at the rate of 88% in Asia and higher than those in Southeast Asia (Cruise Lines International Association, 2019).

This indicates that Thailand has high potential to become the cruise destinations in Southeast Asia and has advantages on cruise tourism in many ways. For example, Thailand has diversity of tourist attractions with unique traditions and cultures, so it is suitable for being the centre of tourism in Southeast Asia.

However, Thai tourism still has a lot of limitations, problems, and obstacles such as on infrastructures and facilities, and substandard and insufficient ports for supporting tourists. Moreover, laws, rules, regulations and facilitating operations are not universal; no main organisations are responsible for developing cruise tourism continuously; and lack of personnel who know how to manage cruise tourism properly.

Furthermore, Thailand is not the main target of cruise lines in Southeast Asia since Singapore is still the home port and the main destinations of cruise tourism because Singapore has developed infrastructures and facilities to support the growth of cruise tourism. Accordingly, Thailand still has limitations which should be urgently developed and improved (Monpanthong, 2018a)

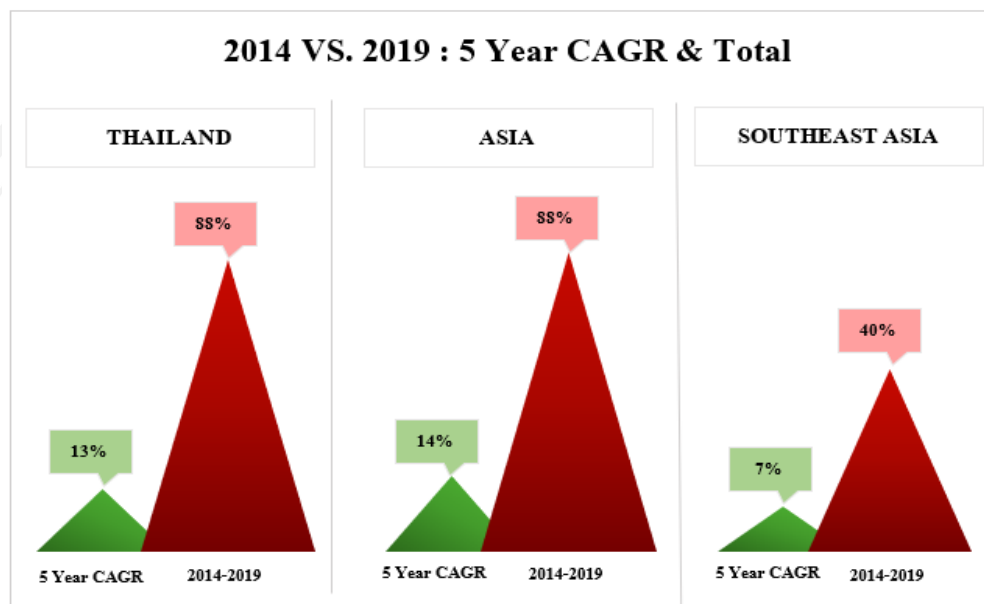


Figure 2.2 Comparison of Cruise Tourism's Annual Growth Rates in 5 Years
Source: Cruise Lines International Association (2019).

2.1.2 Definitions of Cruise Tourism

Cruise tourism is defined differently by researchers and educators. Some of its definitions are exemplified in Table 2.3.

Table 2.3 Definitions of Cruise Tourism

| Name | Year | Definition |
|---|-------------|--|
| Dwyer and Forsyth | 1998 | A type of excursion along the defined cruise route for tourists with special interest and high income |
| Hritz and Cecil | 2008 | An excursion on a cruise ship which is like a floating resort from one destination to another destination |
| Eijgelaar et al. | 2010 | An excursion on a cruise offering service with the cooperation of a travel agency and an airline to manage cruise excursion for travelling, relaxation, conference, or business |
| Gui and Russor | 2011 | A type of package tour according to itinerary with facilitating services on accommodation, meals, entertainment, recreation, and activities |
| United Nations World Tourism Organization (UNWTO) | 2012 | A package of basic activities including floating accommodation, transportation, and recreational facilities |
| Pranic, Marusic, and Sever | 2013 | Cruising on the sea or ocean with a purpose to travel or business; a sea excursion not more than 12 months and tourists can do activities during the excursion |
| Hur and Adler | 2013 | An excursion to destinations for travelling in which tourists can do various activities on a cruise ship for relaxation |
| Bagis and Dooms | 2014 | A package of transportation, accommodation with facilities like a hotel, various activities for servicing tourists |
| Monpanthong | 2016 | An integration of accommodation and travelling from a home port to port of call within 1 year with activities on the cruise ship and on shore excursions for building tourists' experience |
| Chen | 2016 | A type of excursion which blends transportation with |

| Name | Year | Definition |
|--------------------|------|---|
| | | accommodation, tourist attractions, services and facilities for entertainment and various activities on a cruise ship |
| Dowling | 2017 | A sea excursion for relaxation |
| Gibson and Parkman | 2018 | Passenger transportation along a cruise route on the river or the sea together with activities and facilities on the cruise ship as well as management on shore excursion at port of call |

According to the above definitions, it can be concluded that cruise tourism is a sea excursion which integrates accommodation, transportation, services, facilities, entertainment, and various activities on the cruise ship as well as travelling from a home port to different port of call or cities along the cruise route in the duration not more than 1 year.

2.1.3 Classification of Cruise Ships

Cruise ships can be classified with different criteria such as types of excursions, duration of excursions and levels of luxury, excursion services, size or volume of cruise ships, passenger capacity, and market segmentation. The details are as follows.

2.1.3.1 Types of Excursions

Cruise excursions can be divided according to the types of excursions. Dowling and Weeden (2017) classifies them into 3 types: 1) World Cruise, 2) Theme Cruise/ Special-Interest Cruise, and 3) Freighter Cruise.

1) World Cruise is a type of a cruise excursion around the world. This type is suitable for a group of tourists who have a lot of time and spending power for high expenditure, focus on private service with luxury and quality, and can afford an expensive excursion.

2) Theme Cruise/Special-Interest Cruise is a type of cruise excursion with creative activities according to tourists' interests such as in

entertainment and performance, health and exercises, education, and activities with specific interests etc.

3) Freighter Cruise is a cruise excursion on a cargo ship which provides accommodation for tourists. This type of cruises is another option for tourists who want to escape from disorder of other ship routes. In freighter cruise, the tourists are limited not more than 12, the service is similar to that of general cruises, and the price is moderate.

2.1.3.2 Duration of Excursions and Levels of Luxury

Cruises can also be classified according their duration of excursion and level of luxury. Chansawang (2002) divides cruises into 2 types: a cruise type divided according to its duration of excursions, and a cruise type divided according to levels of luxury.

1) A cruise type divided according to its duration of excursions is categorized into short excursion in 2-7 days, medium excursion in 1-2 weeks, and long excursion in more than 2 weeks.

2) A cruise type divided according to its levels of luxury is grouped into volume cruise for travelling with facilities on the cruise, but not focusing on luxury; premium cruise focusing on middle class customers and providing accommodation, meals, facilities and various activities on the cruise; and luxury cruise which serves luxurious meals and accommodation, focusing on service quality rather than the number of tourists.

2.1.3.3 Excursion Services

Research Centre for Coastal Tourism (2002) classifies cruise ships according to their services for excursions into 2 types: river cruise and cruise ship.

1) River cruise provides several types of services ranging from small ships for cruising services along the rivers, ferries, and motor boats to large ships for luxury services at night.

2) Cruise ship consists of different sizes and various aspects of services such as small ships for transferring tourists to different islands in a short distance, cruise ship between countries, and large cruise ships with services of accommodations, meals, entertainment and facilities.

2.1.3.4 Ship Sizes in Tonnage

Cruise ships are also divided by its tonnage or gross registered tonnage (GRT). GRT is the accurate and reliable measurement for ships' size classification, and it is commonly used by Marine Department and port officers for charging berth and pilot fees. Table 2.4 illustrates the size classification of cruise ship in GRT (Monpanthong, 2017; World Tourism Organization, 2010).

Table 2.4 Size Classification of Cruise Ships

| Sizes of Cruise Ships | Weight (GRT) | |
|-----------------------|--------------------|-------------------|
| | Monpanthong (2017) | UNWTO (2010) |
| 1. Mega Ship | 90,001 and above | 100,000 and above |
| 2. Large Ship | 60,001 – 90,000 | 80,001 – 100,000 |
| 3. Medium-sized Ship | 30,001 – 60,000 | 40,000 – 80,000 |
| 4. Small Ship | 3,000 – 30,000 | Less than 40,000 |

2.1.3.5 Passenger Capacity

Cruise ships can be divided according to their passenger capacity or ship volume by counting the number of passengers, crews, and officers on the cruise ships, or by counting the number of top or bottom bunk beds. This size classification of cruise ships is uncertain, so it is not commonly used. Table 2.5 shows the size classification of cruise ships according to their passenger capacity (Gibson & Parkman, 2018; World Tourism Organization, 2016).

Table 2.5 Size Classification of Cruise Ships According to Their Passenger Capacity

| Types of Cruise Ships | Passenger Capacity (Person) | |
|-----------------------|-----------------------------|------------------------------|
| | UNWTO (2016) | Gibson and Parkman (2018) |
| 1. Mega Ship | 4,000 and above | 2,000 and above |
| 2. Large Ship | 2,000-4,000 | 1,000-2,000 |
| 3. Medium-sized Ship | 1,000-2,500 | 400-1,000 |
| 4. Small Ship | Less than 1,000 | Less than 400 |
| 5. Boutique | - | Less than 300 |

2.1.3.6 Market Segmentation

Cruise ships can be divided according to market segmentation. At present, the services on cruise ships are modified according to their sizes and the ships are built to be huge enough for supporting the increasing demands of tourist markets. Medium-sized and small ships still provide more services for tourists in specific groups. Gibson and Parkman (2018) classifies cruise ships according to market segmentation as shown in Table 2.6.

Table 2.6 Classification of Cruise Ships According to Market Segmentation

| Types | Contemporary | Premium | Exclusive | Luxury |
|---------------------|---|---|-----------------------------------|-----------------------------|
| Market segmentation | 59% | 30% | 4% | 2% |
| Cruise duration | 3-7 days | 7-14 days | More than 7 days | More than 7 days |
| Ship sizes | Large, Mega | Medium, Large | Small, Medium | Small, Medium |
| Cruise lines | AIDA, Carnival, Costa, Disney, NCL, P&O | Celebrity, Cunard, Dream Cruises, Holland | Hurtigruten, National Geographic, | Crystal, Cunard, Silversea, |

| Types | Contemporary | Premium | Exclusive | Luxury |
|-------------------------------|--------------------------|------------------------------------|--|------------------|
| | Cruises, Royal Caribbean | America, Oceania, Princess, Viking | Noble Caledonia, Windstar | Seabourn, Regent |
| Routes | Caribbean, Mediterranean | | | |
| Average | 100-250 | Caribbean, Mediterranean, Alaska | Around the world, Antarctic, Greenland, Asia | Around the world |
| Expenditure per person (US\$) | | 200-500 | 400-1,200 | 300-600 |

In addition, cruise ships can be classified by dimensions. In this classification, the length is measured from bow to steam, the width is measured at the widest distance of the beam, and the depth is from the ship draft. Moreover, cruise ships can be classified according to speed in knot where 1 knot equals 1 nautical mile per hour (1 nautical mile is about 1,852 kilometers).

In this research, the researcher used the classifications of ship size or volume and passenger capacity because the classification of ship tonnage is the most commonly used in ports for charging berth and pilot fees. The ship size is related to the passenger capacity, so it affects the management of cruise tourism such as port management planning, marketing planning etc., as shown in Table 2.7.

Table 2.7 Classification of Ship Weight and Passenger Capacity

| Types of Cruise Ships | Weight (GRT) | Passenger Capacity (Person) |
|------------------------------|---------------------|------------------------------------|
| 1. Mega Ship | 100,000 and above | 4,000 and above |
| 2. Large Ship | 80,001-100,000 | 2,000-4,000 |
| 3. Medium-sized Ship | 40,000-80,000 | 1,000-2,500 |
| 4. Small Ship | Less than 40,000 | Less than 1,000 |

2.1.4 Cruise Routes

A cruise route is an important factor to present unique selling proposition of a cruise line, and to increase competitive potentials among cruise business. In designing cruise routes, the consideration is on port of call at the main destinations and other factors such as operating expenses, marketing aspects, tourist seasons, cruise demands, cruise duration, port characteristics or destinations, cruising time, distance between ports and access of port areas, incomes and safety (Monpanthong, 2017). Cruise routes can be classified by different criteria such as cruise duration and geographical aspects.

2.1.4.1 Classification of Cruise Routes According to Cruise Duration

Cruise routes are classified according to cruise duration into 3 itineraries. 1) Perennial itinerary is the route in constant and predictable climate which is suitable for cruising all year. Such routes are usually in tropical regions such as in Caribbean Sea, Mediterranean Sea, North Asia, and Southeast Asia. 2) Seasonal itinerary is the route where climate is an important variables of cruise seasons. Cruising on this route can be done only in some seasons. The examples are the routes in Baltic Sea, Norwegian, Alaska, and New England where cruising services are available only in summer whereas the routes in South America and Australia, cruising services are available only in winter. 3) Repositioning itinerary is the cross-region route to increase chances for excursions. In each region, high and low seasons may cause several inconveniences. For example, passengers have to travel to and return from many cities, the departure and destinations are in different places, and passengers are transferred to another cruise ship during the cruise (Monpanthong, 2017).

2.1.4.2 Classification of Cruise Routes According to Geographical Aspects

Cruise routes are classified according to geographical aspects in 12 zones: 1) Caribbean Zone, 2) The Bahamas, 3) Bermuda Sea, 4) Alaska Islands, 5) Europe and Atlantic, 6) Western Mediterranean Sea, 7) Eastern Mediterranean Sea, 8) Southeast Asia, 9) South Pacific, 10) Middle East and Indian Ocean, 11) South America, and 12) other regions. Gibson and Parkman (2018) divides cruise routes according to geographical aspects into 5 regions: 1) Caribbean Sea, 2) Europe and

Mediterranean Sea, 3) North America, 4) Oceania and South Asia, and 5) other regions.

Moreover, Cruise lines international association (2019) divides cruise routes in Asia into 3 regions: 1) East Asia i.e., China, Japan, Hong Kong and South Korea; 2) Southeast Asia i.e., Thailand, Singapore, Malaysia, Indonesia, the Philippines, Vietnam, and Myanmar; 3) South Asia i.e., India, Sri Lanka, and Maldives (World Trade Organization, 2010).

The popular cruise routes in Thailand are in 2 zones: Andaman Coast and Gulf of Thailand. These routes are linked to different countries in these regions and the details of each route zone are described as follows.

1) Andaman Coast has the cruise routes starting from Singapore to the main destinations in Kuala Lumpur, Penang, Langkawi, and Phuket, as illustrated in Figure 2.3.



Figure 2.3 Examples of the Cruise Routes Along Andaman Coast

Source: Cruisecritic (2020).

2) Gulf of Thailand also has the cruise routes starting from Singapore along the Gulf to different destinations such as in Koh Samui, Bangkok, Ho Chi Minh, Danang, and Hong Kong, as illustrated in Figure 2.4.



Figure 2.4 Examples of the Cruise Routes along the Coast of the Gulf of Thailand
Source: Cruisecritic (2020).

In this study, the researcher used the cruise routes classified by geographical aspects in 5 regions: 1) Caribbean Sea, 2) Europe and Mediterranean, 3) North America, 4) Asia, and 5) other regions. Regarding Asian regions, the zones are also classified according to geographical aspects: 1) East Asia, 2) Southeast Asia, and 3) South Asia.

2.1.5 Cruise Lines

Cruise lines are business which provides cruise services for cruise tourists. P&O initiated the first commercial cruise line in 1837 with route itinerary in Europe and America. Later, cruise excursions have been developed and advanced more so they become very popular among European and American tourists (Gibson & Parkman, 2018). Several cruise lines began to run cruise business. At present, there are 3 main lines which provide service with the market segmentation up to 75.10% or about 13.9 millions of tourists (Cruise Market Watch, 2021).

Table 2.8 Market Segmentation of the Cruise Lines

| Cruise Lines | No. of Passengers (Percentage) | Income (Percentage) |
|--------------------------------|---|----------------------------|
| Carnival Cruise Lines | 42.00 | 37.10 |
| Royal Caribbean Cruise | 23.60 | 21.20 |
| Norwegian Cruise Line Holdings | 09.50 | 12.60 |
| All Others | 24.90 | 29.20 |
| Total | 100.00 | 100.00 |

Table 2.8 presents the market segmentation of the cruise lines. Carnival Cruise Lines has the most market segmentation, followed by Royal Caribbean Cruise (RCCL), and Norwegian Cruise Line Holdings (NCLH), respectively. The description of the cruise lines are as follows.

1) Carnival Corporation & PLC

Carnival Corporation & PLC is the biggest world-class cruise line. It was established in 1972 by Ted Arison with 9 different brand names, 98 ships, and 240,404 beds. Carnival Cruise Lines penetrates different targeted markets by offering services to middle-class, high-class and elderly tourists. Whereas Aida and Costa mainly serve middle-class European, Italian, and German people; Seabourn provides special and luxurious services to high-class market (Cruise Mapper, 2022; Cruise Market Watch, 2021).

Table 2.9 The Cruise Routes under the Management of Carnival Corporation & PLC

| Cruise Routes | No. of Ships (Ship) | Passenger Capacity (Person) |
|----------------------|----------------------------|------------------------------------|
| Carnival | 23 | 70,700 |
| Princess | 17 | 45,500 |
| AIDA | 15 | 36,786 |
| Costa Cruises | 12 | 35,900 |
| Holland America | 12 | 20,400 |
| P&O Cruises | 7 | 16,600 |

| Cruise Routes | No. of Ships (Ship) | Passenger Capacity (Person) |
|-----------------------|----------------------------|------------------------------------|
| P&O Cruises Australia | 3 | 5,000 |
| Cunard | 3 | 6,700 |
| Seabourn | 6 | 2,818 |
| Total | 98 | 240,404 |

2) Royal Caribbean Cruises Ltd.

Royal Caribbean Cruises Ltd was established in 1968. Then in 1989, it took over Celebrity and merged the two cruise lines. Therefore, Royal Caribbean Cruises Ltd has become the second biggest cruise line, offering services only in Caribbean Sea. This cruise line provides services under 3 brand names with 50 ships and focus on middle-class families (Cruise Mapper, 2022; Cruise Market Watch, 2021).

Table 2.10 The Cruise Routes Under the Management of Royal Caribbean Cruises Ltd.

| Cruise Routes | No. of Ships (Ship) | Passenger Capacity (Person) |
|----------------------|----------------------------|------------------------------------|
| Royal Caribbean | 24 | 88,000 |
| Celebrity | 14 | 28,500 |
| Silversea | 9 | 3,100 |
| Azamara | 3 | 2,100 |
| Total | 50 | 121,700 |

3) Norwegian Cruise Line Holdings Ltd.

Norwegian Cruised Line was established in 1966. Later in 2014, it took over Oceania Cruises and Regent Seven Seas Cruises from Prestige Cruise Holdings. Therefore, NCLH becomes the third biggest cruise line which provide services to destinations in different regions such as Alaska, Europe, Bermuda, Hawaii, and Australia. NCLH operates under 3 different brand names with 28 ships for serving the targeted tourists who prefer luxury (Cruise Market Watch, 2021).

Table 2.11 The Cruise Routes Under the Management of Norwegian Cruise Line Holdings

| Cruise Routes | No. of Ships (Ship) | Passenger Capacity (Person) |
|---------------------------|--------------------------------|------------------------------------|
| Norwegian | 17 | 49,800 |
| Oceania Cruises | 6 | 5,200 |
| Regent Seven Seas Cruises | 5 | 3,400 |
| Total | 28 | 58,400 |

4) Genting Hong Kong Limited

Genting Hong Kong Limited began the cruise business in 1993 with Star Cruises which is the leading cruise lines in Asia Pacific and provides services in various routes in Asia. Its main targeted customers are Asian people such as Singapore, Malaysia, and Japan. Genting Hong Kong Limited has cruise line networks including Star Cruises for contemporary style, Dram Cruises for luxury in Asian styles, and Crystal Cruises for luxury in world-class markets (Cruise Market Watch, 2021).

Table 2.12 The Cruise Routes under the Management of Genting Hong Kong Limited

| Cruise Routes | Weight (GRT) | Passenger Capacity (Person) | No. of Rooms (Room) |
|----------------------|-------------------------|--|--------------------------------|
| Star Cruises | | | |
| - SuperStar Gemini | 50,764 | 1,530 | 765 |
| - SuperStar Aquarius | 51,039 | 1,511 | 756 |
| - Star Pisces | 40,053 | 1,027 | 599 |
| - The Taipan | 3,370 | 64 | 32 |
| Dream Cruises | | | |
| - Global Dream | 208,000 | 4,700 | 2,350 |
| - World Dream | 150,695 | 3,376 | 1,686 |
| - Genting Dream | 150,695 | 3,352 | 1,674 |

| Cruise Routes | Weight (GRT) | Passenger Capacity (Person) | No. of Rooms (Room) |
|------------------------|-------------------------|--|--------------------------------|
| - Explorer Dream | 75,338 | 1,856 | 928 |
| Crystal Cruises | | | |
| - Crystal Serenity | 68,870 | 980 - 1254 | 545 |
| - Crystal Symphony | 51,044 | 904 - 1040 | 477 |
| - Crystal Endeavor | 19,800 | 200 | 100 |

Source: Cruise Mapper (2022); Cruise Market Watch (2021).

5) Other Cruise Lines

Regarding the other cruise lines, some cruise lines have small ships, some have medium-size ships, and some offers products for specific groups. Table 2.13 shows the details about the other cruise lines.

Table 2.13 The Other Cruise Lines

| Cruise Lines | No. of Ships (Ship) | Passenger Capacity (Person) |
|-----------------------------|----------------------------|--|
| Ponant/Paul Gauguin Cruises | 22 | 4,400 |
| MSC Cruises | 19 | 62,700 |
| Hurtigruten | 14 | 6,300 |
| Lindblad Expeditions | 11 | 900 |
| Viking Cruises | 8 | 7,400 |
| TUI Cruises | 7 | 17,000 |
| Windstar | 6 | 1,200 |
| American Cruise Lines | 5 | 700 |
| Fred Olsen | 5 | 5,700 |
| Quark Expeditions | 5 | 798 |
| Disney | 4 | 8,500 |
| Hapag Lloyd | 4 | 2,500 |
| Marella Cruises | 4 | 5,300 |

| Cruise Lines | No. of Ships (Ship) | Passenger Capacity (Person) |
|------------------------------|----------------------------|--|
| Phoenix Reisen | 3 | 2,250 |
| Star Clippers | 3 | 600 |
| Blount Small Ship Adventures | 2 | 200 |
| Celestyal Cruises | 2 | 3,300 |
| Grand Circle Cruise Line | 2 | 100 |
| Paradise Cruise Line | 2 | 2,600 |
| Saga Cruises | 2 | 1,998 |
| SeaDream Yacht Club | 2 | 200 |
| Virgin Voyages | 2 | 5,720 |
| Hebridean Island Cruises | 1 | 100 |
| Voyages to Antiquity | 1 | 400 |
| Total | 136 | 140,866 |

Source: Cruise Market Watch (2021).

According to the above description, it can be concluded that the large cruise lines use marketing strategies to merge business; have variety of the targeted customers on their cruise routes; offer various products; and expand their route bases of cruise excursions into different regions. On the other hand, the small cruise lines still penetrate the market of the targeted groups or offer products for specific groups.

2.2 Concepts of Cruise Tourism Management

At present, cruise excursions become popular increasingly among tourists around the world because this type of excursion provides chances for tourists to experience diverse cultures along the cruise routes. Therefore, cruise tourism management refers to the process to manage different components relating to cruise excursion, destinations linking among regions, locations, physical aspects and cultures for tourists' sightseeing in tourist attraction (Notteboom & Rodrigue, 2012). One of the main components of cruise tourism is the "port" which is as important for cruise

tourism as the airport for the planes. Ports are one of infrastructures important for driving the economy of the country (Dowling & Weeden, 2017). In this study, the literature review concerning cruise tourism is divided into 3 parts: 1) cruise ports, 2) stakeholders of cruise tourism management, and 3) components of cruise tourism.

2.2.1 Cruise Ports

Alderton and Saieva (2013) defines “port” as the area with facilities for numerous ships to dock, anchor, and conduct activities on ships and on shores such as unloading goods from ship to shore or loading them from shore to ship. In other words, the ports are the areas for ship/shore interface. Similarly, Suthiwartnarueput (2009) defines the functions of the ports as procurement of facilities such as piers, locks, quays; and control for assistance in conservancy and navigation aids, towage, pilotage, and cargo handling operation. In addition, (Monpanthong & Choibamroong, 2015) defines the port as the management of all components to be a destination linking among countries, locations physical aspects, and cultures. Meanwhile, the port is also the main factor for selecting destinations as a port of call for cruise ships. Therefore, cruise lines arrange cruise routes by selecting port of call which can attract tourists to buy packages of cruise excursion (Tongzon, 2005). In fact, cruise lines and ports work collaboratively for offering satisfying trips for tourists. The cooperation of ports and port officers for sustainable operation is very important. Cruise lines select port of call with effective services and attractive landscapes for stimulating tourists’ interest. In addition, large cruise lines mainly consider factors of service quality, stakeholders’ involvement, and community acceptance. Each port of call becomes a tourist attraction for passengers when community accept tourists’ visits or accept improvement for developing cruise tourism development. When a port is selected to be a part of a cruise route, it can be classified into one of three types: 1) home port, 2) port of call, and 3) hybrid port (Monpanthong & et al, 2018). The description of each port type is presented below.

2.2.1.1 Home Port

A home port, port of passenger transfer, or port of embarkation/disembarkation is the starting and ending points of cruise excursion. The starting point of excursion may or may not be the same port as the ending point, depending to

the excursions (Bagis & Doods, 2014; Sener, Varma, Booth, & Fujimoto, 2015). The home port has several main components such as infrastructures, port facilities, logistic system, transportation network, security, safety supervision, and immigration (Hawke, 2012; Lekakou, Pallis, & Vaggelas, 2009; Pavlić, 2013). These components are necessarily developed to be potential for attracting tourists in order to be the centre of cruise tourism industry (Monpanthong, 2018a; Thomas & Stoeckl, 2015). The home port can earn income more than other ports about 8 times (Achara Cheewatragoongit, 2019), especially the ports with clusters of travel such as in Caribbean Sea, North Europe, Mediterranean Sea, or North America. The examples of effective ports are Marina Bay Cruise Centre in Singapore, Port of Miami in the USA, Port of Barcelona in Spain, and Kai Tak Cruise Terminal in Hong Kong etc.

2.2.1.2 Port of Call

A port of call or a port during the excursion is a temporary stop for the passengers to spend time for shore excursion in a short period not more than 10 hours (Monpanthong & Choibamroong, 2015) and there is not passenger transfer as in a home port (Monpanthong, 2018a). Port of call are classified according to their purposes into 3 types (Chang et al., 2016). 1) Destination cruise ports or tourist attraction ports are the famous ports in the world which are the main tourist attractions on the cruise routes and can attract a lot of cruise tourists. 2) Gateway cruise ports are technical ports without disembarkation, but a connection to destinations. For example, Lam Chabang Port is a port for passengers travelling to Bangkok, and Civitavecchia is a port for passengers travelling to Rome. 3) Balanced cruise port is the mixture of both ports mentioned earlier.

Port of call should have safety, security in life and property, interesting tourist attractions, and variety for attracting tourists well. In addition, other important factors include port attractiveness, infrastructure and facilities for off-shore anchorage of cruise ships, and ferries to transfer passengers for shore excursions (Monpanthong, 2017). The examples of the popular port of call are Jeju Port in South Korea, Phuket Port in Thailand, and Fukuoka Port in Japan etc.

2.2.1.3 Hybrid Port

A hybrid port is the blend of a home port and a port of call. It is the departure port at the starting point of the journey for passengers' embarkation, or the

ending point of the excursion for passengers' disembarkation. However, hybrid ports can also be port of call. As a departure port, it has to possess modern infrastructures and facilities for providing convenience and safety to cruise ships and tourists. However, as a port of call, it focuses on tourist attractions rather than infrastructures and facilities (Demetriou, 2011; Lekakou et al., 2009; McCalla, 1998). Therefore, hybrid ports should have systems of infrastructures, facilities, and security as well as interesting tourist attractions for attracting tourists. The hybrid port contributes to economical dimension to earn port income or to distribute income to stakeholders.

Regarding the selection of a homeport, a port of call, or a hybrid port; cruise lines consider from various factors such as port infrastructures, port facilities, security, immigration, capacity to support ships in various sizes, passenger capacity, port size, modernity, and effectiveness to become a home port which can increase income 8 times. However, large investment is necessary to develop infrastructure and facilities in order to attract cruise lines and tourists (Monpanthong, 2018a). Moreover, cruise tourism, the number of tourists, and large cruise ship building continuously grow. Therefore, the port becomes a very important factor on cruise tourism management at present to facilitate cruise ships and passengers effectively.

2.2.2 Stakeholders in Cruise Tourism Management

Cruise tourism management relies on cooperation among various organisations, including 5 primary stakeholders: public sector, private sector, cruise lines, local community, and cruise tourists. Table 2.14 illustrates the stakeholders in cruise tourism management who necessarily cooperate among another to work collaboratively for managing cruise tourism management effectively.

Table 2.14 Stakeholders in Cruise Tourism Management

| Organisation | Main Function |
|------------------------|--|
| 1 Public Sector | |
| - Marine Department | Supervision, promotion and development on effectiveness of shipping and merchant marine systems according to the international standards |

| Organisation | Main Function |
|---|--|
| | (Marine Department, 2019) |
| - Customs Department | Taxation from goods import-export or transfer and international sea excursions at frontiers (Customs Department, 2019) |
| - Immigration Office | Inspection of people and vehicles travelling in and out of the country (Immigration office, 2019) |
| - Tourist Police Bureau | Supervision on facilitation and safety for tourists (Tourist Police Bureau, 2019) |
| - Quarantine Office | Disease surveillance, supervision and operation for eliminating or preventing epidemics (Quarantine Office Ministry of Public Health, 2019) |
| - Ministry of Tourism and Sports | Development, support and promotion of tourism, sports and recreations industry (Ministry of Tourism and Sports, 2019) |
| - Tourism Authority of Thailand | Promotion of tourism marketing in Thailand (Tourism Authority of Thailand, 2019) |
| - Department of Tourism | Tourism services, tourist attractions, support of tourism business according to standards (Department of Tourism, 2019) |
| - Phuket Provincial Administrative Organisation | Promotion of tourist area development and economical activities in Phuket Province, and supervision of cruise ports. |
| 2 Private Sector | |
| - Travel agencies | Operation of tourism business, supervision of embarkation and disembarkation, contact with trade partners, hotel reservation, transportation, arrangement of meals and beverage, excursion arrangement, and tour guides. |
| - Shipping Agents | Cooperation when cruise ships arrive and reservation for ship docks and anchorage by agencies. |

| Organisation | Main Function |
|----------------------------|--|
| - Tourism Organisations | Distribution of information about cruise tourism in order to promote local and international tourism |
| - Port Entrepreneurs | Facilitation for cruise shops |
| - Other related business | Business in transportation, accommodation, restaurants, products, and souvenirs |
| 3 Cruise Lines | Companies operating cruise excursion with marine transport for tourists to impressed scenery in different cities |
| 4 Local Communities | Hosts to welcome tourists i.e., community leaders, people, and entrepreneurs |
| 5 Cruise Tourists | People who choose to cruise according to itinerary, and decide to buy different products and services |

2.2.3 Components of Cruise Tourism

Educators and researchers study factors which influence tourists' decision to select destinations. Table 2.15 and 2.16 shows the synthesis and conclusion of variable factors concerning cruise tourism components.

Table 2.16 Variables Concerning Cruise Tourism Components

| Variables | Research |
|------------------------------------|---|
| 1 Political Situation and Security | (Gibson & Parkman, 2018; Monpanthong, 2015, 2018a) |
| 2 Immigration | (Chen, 2016; Dawson, Johnston, & Stewart, 2017; Dowling & Weeden, 2017; Wendy R. London, Moyle, & Lohmann, 2017; Monpanthong, 2015, 2018a) |
| 3 Services of port officers | (Brida et al., 2014; Chen, 2016; Dawson et al., 2017; Fernández Gámez et al., 2019; G. Lee & Lee, 2017; Wendy R. London et al., 2017; Monpanthong, 2015; Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Sanz-Blas & Buzova, 2016; Satta et al., 2015; Whyte et al., 2018) |
| 4 Collaboration of stakeholders | (Chang et al., 2016; Chen, 2016; G. Lee & Lee, 2017; Monpanthong, 2015; Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Whyte et al., 2018) |
| 5 Social acceptance | (Gibson & Parkman, 2018; Monpanthong, 2015; Ozturk & Gogtas, 2016; Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017) |
| 6 Service provider and tour guide | (Dowling & Weeden, 2017; Fernández Gámez et al., 2019; Gibson & Parkman, 2018; G. Lee & Lee, 2017; Li, 2019; Lopes & Dredge, 2018; Monpanthong, 2015, 2018a; Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Sanz-Blas & Buzova, 2016; Whyte et al., 2018) |
| 7 Onshore excursion management | (Brida et al., 2014; Chang et al., 2016; Fernández Gámez et al., 2019; Gibson & Parkman, 2018; G. Lee & Lee, 2017; Li, 2019; Lopes & Dredge, 2018; Monpanthong, 2018b; Ozturk & Gogtas, 2016; |

| Variables | Research |
|---|--|
| 8 Activities on cruise and shore excursions | Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Sanz-Blas & Buzova, 2016; Whyte et al., 2018) (Chang et al., 2016; Dowling & Weeden, 2017; Fernández Gámez et al., 2019; Li, 2019; Lopes & Dredge, 2018; Monpanthong, 2015; Ozturk & Gogtas, 2016; Sanz-Blas & Buzova, 2016; Satta et al., 2015; Whyte et al., 2018) |
| 9 Risk management and emergency plan | (Brida et al., 2014; Wendy R. London et al., 2017; Monpanthong, 2015, 2018b; Penco & Di Vaio, 2014; Whyte et al., 2018) |
| 10 Security | (Dawson et al., 2017; Gibson & Parkman, 2018; Monpanthong, 2015, 2018b; Penco & Di Vaio, 2014; Satta et al., 2015; Whyte et al., 2018) |
| 11 Cleanliness and hygiene | (Dowling & Weeden, 2017; Wendy R. London et al., 2017; Monpanthong, 2015, 2018b; Whyte et al., 2018) |
| 12 Restaurants | (Brida et al., 2014; Dowling & Weeden, 2017; Fernández Gámez et al., 2019; G. Lee & Lee, 2017; Lopes & Dredge, 2018; Ozturk & Gogtas, 2016; Penco & Di Vaio, 2014; Whyte et al., 2018) |
| 13 Ship tender for passenger transfer | (Brida et al., 2014; Chen, 2016; Dowling & Weeden, 2017; Lopes & Dredge, 2018; Whyte et al., 2018) |
| 14 Process of passenger transfer | (Dowling & Weeden, 2017; Wendy R. London et al., 2017; Whyte et al., 2018) |
| 15 Waiting Area | (Brida et al., 2014; Chen, 2016; Gibson & Parkman, 2018; G. Lee & Lee, 2017; Wendy R. London et al., 2017; Monpanthong, 2018b; Penco & Di Vaio, 2014; Whyte et al., 2018) |

| Variables | Research |
|-------------------------------------|---|
| 16 Infrastructures | (Brida et al., 2014; Chen, 2016; Gibson & Parkman, 2018; G. Lee & Lee, 2017; Wendy R. London et al., 2017; Monpanthong, 2018b; Penco & Di Vaio, 2014; Whyte et al., 2018) |
| 17 Port capacity | (Wendy R. London et al., 2017; Monpanthong, 2018b; Penco & Di Vaio, 2014; Satta et al., 2015; Whyte et al., 2018) |
| 18 Port facilities | (Brida et al., 2014; Chen, 2016; Dawson et al., 2016; Gibson & Parkman, 2018; Monpanthong, 2015, 2018b; Penco & Di Vaio, 2014; Satta et al., 2015; Whyte et al., 2018) |
| 19 Port infrastructures | (Brida et al., 2014; Dowling & Weeden, 2017; Gibson & Parkman, 2018; Monpanthong, 2015; Penco & Di Vaio, 2014; Satta et al., 2015; Whyte et al., 2018) |
| 20 Tourist information service | (Chen, 2016; Monpanthong, 2015; Penco & Di Vaio, 2014; Satta et al., 2015; Whyte et al., 2018) |
| 21 Public transport | (Dawson et al., 2016; Dowling & Weeden, 2017; Lemmetyinen et al., 2016; Penco & Di Vaio, 2014; Perea-Medina et al., 2019) |
| 22 Port connectivity | (Brida et al., 2014; Dowling & Weeden, 2017; G. Lee & Lee, 2017; Wendy R. London et al., 2017; Monpanthong, 2015, 2018b) |
| 23 Transportation and accessibility | (Brida et al., 2014; Chen, 2016; Dawson et al., 2016; Dowling & Weeden, 2017; G. Lee & Lee, 2017; Monpanthong, 2015, 2018b; Penco & Di Vaio, 2014; Perea-Medina et al., 2019; Whyte et al., 2018) |
| 24 Value for money | (Dowling & Weeden, 2017; G. Lee & Lee, 2017; Lemmetyinen et al., 2016; Li, 2019; Monpanthong, 2015, 2018b; Sanz-Blas, Carvajal-Trujillo, et al., |

| Variables | Research |
|---------------------------------------|--|
| | 2017; Whyte et al., 2018) |
| 25 Shopping areas | (Brida et al., 2014; Chang et al., 2016; Chen, 2016; Dawson et al., 2016; Dowling & Weeden, 2017; Fernández Gámez et al., 2019; G. Lee & Lee, 2017; Li, 2019; Lopes & Dredge, 2018; Ozturk & Gogtas, 2016; Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Sanz-Blas & Buzova, 2016; Whyte et al., 2018) |
| 26 Tourist attractions | (Brida et al., 2014; Chen, 2016; Dowling & Weeden, 2017; Fernández Gámez et al., 2019; Gibson & Parkman, 2018; G. Lee & Lee, 2017; Lemmetyinen et al., 2016; Li, 2019; Lopes & Dredge, 2018; Monpanthong, 2015, 2018b; Penco & Di Vaio, 2014; Perea-Medina et al., 2019; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Sanz-Blas & Buzova, 2016; Satta et al., 2015; Whyte et al., 2018) |
| 27 Climate and marine conditions | (Chen, 2016; Gibson & Parkman, 2018; Monpanthong, 2015, 2018b) |
| 28 Sceneries of destinations or ports | (Gibson & Parkman, 2018; Wendy R. London et al., 2017; Monpanthong, 2015; Sanz-Blas & Buzova, 2016; Whyte et al., 2018) |
| 29 Agencies of shore excursion | (Lopes & Dredge, 2018; Monpanthong, 2015, 2018b) |
| 30 Reputation of destinations | (Fernández Gámez et al., 2019; Lemmetyinen et al., 2016; Li, 2019; Monpanthong, 2018b; Penco & Di Vaio, 2014; Sanz-Blas, Carvajal-Trujillo, et al., 2017; Sanz-Blas & Buzova, 2016; Whyte et al., 2018) |

Table 2.15 shows the research synthesis to obtain related variables concerning cruise tourism components as shown in Table 2.16. The researcher classifies these

variables as the main factors into 6 groups: 1) port (Port), 2) port management (Process), 3) image of tourist attraction (Perception), 4) tourist attractions for shore excursions (Places), 5) management and services for shore excursions (Professional), and 6) alliance in cruise tourism (Partnership). The description of each group is presented in Table 2.17.

Table 2.17 Components of Cruise Tourism which are Factors Affecting Tourists' Revisit

| Variables | Sub-variables |
|--|--|
| 1. Port (Port) | 1.1 Port infrastructures 1.2 Port facilities 1.3 Waiting Area 1.4 Restaurants 1.5 Process of passenger transfer 1.6 Ferries for passenger transfer |
| 2. Port Management (Process) | 2.1 Services of port officers 2.2 Immigration 2.3 Tourist information service 2.4 Cleanliness and hygiene 2.5 Infrastructures 2.6 Port capacity 2.7 Risk management and emergency plan 2.8 Security |
| 3. Image of tourist attraction (Perception) | 3.1 Reputation of destinations 3.2 Sceneries of destinations or ports 3.3 Value for money |
| 4. Tourist Attractions for Shore Excursions (Places) | 4.1 Tourist attractions 4.2 Shopping areas 4.3 Activities on cruise and shore excursions 4.4 Climate and marine conditions 4.5 Political Situation and Security |

| Variables | Sub-variables |
|--|--------------------------------------|
| 5. Management and Service for Shore Excursion (Professional) | 5.1 Transportation and accessibility |
| | 5.2 Port connectivity |
| | 5.3 Public transport |
| | 5.4 Onshore excursion management |
| | 5.5 Service provider and tour guide |
| | 5.6 Agencies of shore excursion |
| 6) Alliance in Cruise Tourism (Partnership) | 6.1. Social acceptance |
| | 6.2. Collaboration of stakeholders |

According to Table 2.17, cruise tourism components can be concluded as follows.

2.2.3.1 Port (Ports)

Cruise ports are an important factor and one component of cruise tourism. Therefore, port infrastructures are very important to support large cruise ships and the increasing number of cruise tourists due to the growth of cruise tourism industry. In addition, port facilities are also important to attract cruise lines and tourists. Ports consist of the following components.

1) Port Infrastructures

Port infrastructures consist of piers for cruise embarkation and disembarkation (Chen, 2016; Dowling & Weeden, 2017; Monpanthong & Choibamroong, 2015). Port infrastructures can be divided into 2 parts: infrastructures for facilitating cruise tourists and infrastructures for facilitating cruise lines. Infrastructures for facilitating cruise tourists include 1) passenger terminal, 2) pathway connection from cruise ships to ports or passenger terminals, 4) compressed air bridge, 6) metal detector and baggage, and 7) baggage conveyors and explosive detection system. On the other hand, infrastructures for facilitating cruise lines include 1) piers, 2) radar navigation system, 3) towing machines, 4) mooring supervision, 5) navigation facilities, 6) ship coordination centre, 7) administrative offices, and 8) maintenance services.

2) Tourist Facilities

Tourist facilities include facilities for serving basic needs of tourists: 1) waiting area, 2) ATM machines, 3) exchange service, 4) post offices, 5) tourist information service, 6) toilets, and 7) restaurants. Tourist facilities for creating atmosphere of international standards include 1) air-conditioned passenger terminal, 2) duty-free shops, 3) elevators or escalators, 4) souvenirs shop, 5) medical clinic, 6) book and magazine shops, and 7) meeting rooms.

3) Immigration Facilities on Departure and Arrival

When cruise ships stop at port of call for a short time, cruise tourists who arrive and depart piers have to be inspected according to immigration regulations. Therefore, facilities have to be arranged sufficiently for facilitating tourists to pass the process simply and quickly. Such facilities consist of 1) immigration, 2) custom clearance, 3) quarantine office, 4) local police and security guards

2.2.3.2 Port Management (Process)

Port management (Process) is another important factor of cruise tourism management because effective port management operate work quickly with standard and reliable service for cruise ships and passengers. Effective operation satisfies customer highly (Monpanthong & Choibamroong, 2015). Port management consist of the following components. 1) Service port officers are for providing different services. 2) Travel information services are for serving tourists' demand comprehensively. 3) Cleanliness and hygiene are necessary for cleaning ports, passenger terminals, toilets, roads, beaches, tourist attractions, public areas, and facilities. 4) Basic public utilities include water supply system, electrical system, road system, toilets, parking lots, wireless internet system, and water treatment and waste disposal systems etc. And 5) port capacity has to be developed and improved for supporting the increasing number of cruise tourists as well as for facilitating and impressing them (Wendy R London, 2017; Satta et al., 2015). 6) Risk management and emergency plan is to prevent possible risks and emergency cases which can lead to damage in tourists' life and property. This includes 4 steps: prevention, preparation, reaction, and recovery (Monpanthong, 2017). 7) Security is important factor for

tourists to prioritize their decision to travel to particular destinations (Gibson & Parkman, 2018; London, 2017)

2.2.3.3 Image of Tourist Attraction (Perception)

Image of tourist attraction or Image of Destination is an important factor with effects on tourists' decision to select the destinations or to revisit. There is a trend for tourists to select the destinations with good images such as tourist attractions with reputation, beauty, and value for money of activities. The image of tourist attraction consists of the following aspects.

1) Reputation of Destinations is attraction of destinations to be included in cruise lines' itineraries (Sanz-Blas & Buzova, 2016). For example, Marina Bay Cruise Centre in Singapore is a port with distinctive infrastructures and effective facilities. Phuket Port in Thailand is another important destination in the cruise route of Southeast Asia. It has famous tourist attractions with diversity to serve tourists' demand well.

2) Scenery Attraction of Destinations or Ports should be places with relaxing atmosphere and real travel. For example, Osanbashi Pier in Yokohama, Japan is an international cruise port. It is situated in the green area of the public park, and equipped with modern passenger terminals and various facilities such as restaurants and souvenir shops (Monpanthong, 2018a). Port Canaveral in Florida, USA is another port with various facilities such as outdoor restaurants with live music, retailing areas for cruise tourists who love shopping, decks for viewing the beach and playgrounds etc.

3) Value for Money: Value for money is the factor which is given importance by the cruise tourists. Value for money is delivered through tourism products and services in responding to the cruise tourists' demands (Andriotis & Agiomirgianakis, 2010; Lekakou et al., 2009).

2.2.3.4 Tourist Attractions for Shore Excursions (Places)

Tourist Attractions for Shore Excursions is the main factor in cruise tourism management, and it is the factor with effects on the tourists' decision to buy the tourism products and services as well as to revisit. In addition, the shore tourist attractions can attract the cruise liners to select the port and to determine the cruise routes. The shore tourist attractions include tourist attractions, shopping areas,

weather and marine conditions, and political stability and security. The description is as follows.

1) Tourist Attraction: The tourist attraction is the main factor in cruise tourism management, and it attracts cruise liners to select ports and to determine the cruise route (Dawson et al., 2017; Dowling & Weeden, 2017; Ozturk & Gogtas, 2016) in terms of variety of tourist attractions, supporting capacity of tourist attractions, and uniqueness of tourist attractions.

2) Shopping Attraction is a shore attraction which attracts a lot of tourists (Chang et al., 2016), and partly earn income for the destinations and people in communities.

3) Onboard and shore excursion activities: Travelling activities are presented in various ways with interestingness and value for money. These travelling activities are divided into 2 parts: onboard activities and shore excursion activities.

(1) Activities on cruise excursion are activities for relaxation during the cruise. On the cruise ship, there are various activities available for tourists in 5 categories. 1) Leisure and relaxation activities include spa, acupuncture, massage, yoga, indoor and outdoor swimming pools, and cinemas. 2) Recreational and adventurous activities include rock climbing. 3) Entertaining and shopping activities include theatres for operas, acrobatic shows, bars, lounges, cafes, bumper car area, roller skating rink, sports area such as basketball courts and football fields, exercise area and shopping in duty-free shops. 4) Activities in kid and family zone include library, demonstrative classes, table tennis, table games, game machines, and 5) casinos.

(2) Activities on cruise excursion are activities for tourists to involve and experience various activities, depending on tourist attraction types. 1) Activity tours are concerned with activities such as kayaking, cycling, rafting, elephant riding, horse riding or scuba diving. 2) Nature tours include activities such as animal watching and hiking. 3) Food and beverage tours are trips for trying various local food and drinks. 4) Culture tours are trips for learning about local cultures. 5) Tours for specific groups are concerned with activities such as cooking class.

6) Cultural path tours are trips for learning history. And 7) city tour is for sightseeing in particular cities (Monpanthong & Choibamroong, 2015).

4) Climate and Marine Conditions is one factor affecting tourists' decision to select cruise destination (Whyte et al., 2018). Similarly, according to (World Tourism Organization, 2016), climate and seasons are one of fundamental factors to make decision for determining cruise routes and safety.

5) Political Situation and Security is also an important factor. If political situation of a destination is disordered, cruise excursions will be at risk. For example, the cruise line Princess used Lam Chabang Port in Thailand as the home port, and then relocated its home port to Singapore because of the disorder in Thailand from protests and conflict situations (Gibson & Parkman, 2018; Monpanthong et al., 2018)

2.2.3.5 Management and Service for Shore Excursion (Professional)

Management and service for shore excursion are regarded as a fundamental factor for servicing and facilitating tourists and cruise lines. They are divided into 2 parts.

1) Management of Shore Excursion consisted of transportation and accessibility, port connectivity, and public transport.

(1) Transportation and Accessibility is facilitation for transferring passengers to destinations. There should be transportation routes with easy access without traffic problems, and not far from ports. Transport system includes cars, trains, planes, bus, and ferries etc. (Chittangwattana, 2016).

(2) Port Connectivity is the factor concerning port location. The ports should be situated in good location with connection and links among cruise routes between ports and destinations.

(3) Public Transport include transportation service for cruise tourists such as buses, electric trains, taxis, ferries etc.

2) Service for shore excursion include onshore excursion management and service provider and tour guide.

(1) Onshore Excursion Management refers to arrangement of interesting excursions with quality and uniqueness suitable for cruise tourists. This

leads to increase of sales and income for cruise lines, and to provide experience to cruise tourists.

(2) Service Provider and Tour Guide are important factors in shore excursion. As tourism is a business concerning service, service providers attempt to impress cruise tourists in order for them to revisit. Service providers include tour guides, cruise agencies, travel agencies, drivers and service officers at tourist attractions etc. (Monpanthong, 2018a; Satta et al., 2015).

2.2.3.6 Alliance in Cruise Tourism (Partnership)

Cruise tourism industry adjusts operational process to make it more effective by cooperating among alliance in cruise tourism. The aim is for enhancing competitive capability as well as for increasing ability to serve demand of cruise lines and tourists.

1) Social Acceptance: Communities are regarded as stakeholders who are affected mostly from tourism development. Therefore, land owners or local people should play administrative roles and obtain benefits from tourism with fairness of income distribution to communities (Monpanthong, 2018a).

2) Collaboration of Stakeholders: Organisations relating to cruise tourism in public sector, private sector, and communities necessarily understand their roles. They should cooperate among one another to take the roles in the integrated management of cruise tourism with the main aims in the same direction for developing effective cruise tourism (Chen, 2016).

2.3 Concepts and Theories of Cruise Tourist Behaviours

Cruise tourists are in one type of consumers whose behaviours and roles relate to decision-making for buying products and services in tourism. For example, in a buying process, some factors influence tourists' decision making to select service offered by cruise lines to different destinations. After using the services, each cruise tourist gains different experience with different levels of satisfaction and dissatisfaction. Then, such satisfaction and dissatisfaction affect tourists' intention to revisit or not.

2.3.1 Tourist Behaviour

Tourist behaviour refers similarly to consumer behaviour with closely similar definitions. Tourists are in a particular group of consumers and the services are consumer products. Researchers and educators define tourist behaviours variously. For example, tourist behaviour means tourists' actions with or without consciousness to serve their demand in any particular situations (Chittangwattana, 2016). Schiffman (2012) give an additional definition that tourist behaviours are behaviours from looking for products and services, buying selection, uses, and product or service assessment. Therefore, understanding tourist behaviours is helpful for understanding the reasons for choosing tourist products or services (Pearce, 2005).

In addition, Cronbach (1990) classified human behaviours into 7 aspects. 1) Goal refers to needs or objectives to perform particular behaviours. 2) Readiness refers to maturity and ability to serve demands. 3) Situation refers to incidence with chance to act for serving demand. 4) Interpretation is to consider situations before making decision to select methods or do any actions with expectation for the most satisfaction. 5) Response is an activity to serve demand by using the selected method in the interpretation step. 6) Consequence is result from doing any activity which may confirm or contradict the expectation. And 7) reaction to threat refers to the reaction when demand is not served.

In conclusion, tourist behaviours mean conscious or unconscious actions which are done automatically when stimulated by something. Such behaviours manifest in the forms of facial expression, words, gestures, decision-making, or some actions in order to make the others know or feel what they want to express. These behaviours may occur from the existing demographical circumstances such as status, income, gender, age, or education. These factors affect tourist patterns or behaviours and also affect their decision-making and behaviours during excursions.

The researcher studied and reviewed the literature from previous research relating to tourists' behaviours in order to identify and analyse tourists' behaviours before, during, and after the cruise trips as shown in the following tables.

Table 2.18 The Variables of the Tourists' Behaviours before the Trips

| Authors (Years) | Frequency in taking the trips | Purposes for taking the trips | Trip periods | Person influencing on decisions | Motivation to take the trips | Sources of trip information |
|--|--------------------------------------|--------------------------------------|---------------------|--|-------------------------------------|------------------------------------|
| Thammasungkeeti (2003) | | | | ✓ | | |
| Duman and Mattila (2005) | ✓ | | | | | |
| Andriotis and Agiomirgianakis (2010) | | ✓ | | | | |
| Meng, Liang, and Yang (2011) | ✓ | | | | | |
| Maher (2012) | | ✓ | | | | |
| Satta et al. (2015) | | ✓ | | | ✓ | |
| De Cantis, Ferrante, Kahani, and Shoval (2016) | ✓ | | | | | ✓ |
| Lemmetyinen et al. (2016) | | | ✓ | | | |
| Chittangwattana (2016) | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Achara Cheewatragoongit et al. (2018) | | | | ✓ | | |
| Mulkunee (2017) | ✓ | ✓ | | | ✓ | ✓ |
| Kedkaew (2018) | ✓ | ✓ | | | ✓ | ✓ |
| Kawasaki and Lau (2020) | | | ✓ | | | |
| Kumraksa (2020) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total | 7 | 7 | 4 | 4 | 5 | 4 |

Table 2.19 The Variables of the Tourists' Behaviours During the Trips

| Authors (Years) | Travelling duration | Travelling companions | Number of travelling companion | Perception or feelings during the trips | Spending during the trips | Activities during the trips |
|--------------------------------------|---------------------|-----------------------|--------------------------------|---|---------------------------|-----------------------------|
| Andriotis and Agiomirgianakis (2010) | | | | | | ✓ |
| Lertcharnrit (2011) | | ✓ | | | | |
| Meng et al. (2011) | ✓ | | | | | |
| Lam and Notteboom (2014) | | | | | | ✓ |
| Chen (2016) | | ✓ | | | | |
| Gargano and Grasso (2016) | | | | | | ✓ |
| Mulkunee (2017) | | ✓ | ✓ | | ✓ | ✓ |
| Gouveia and Eusébio (2019) | | ✓ | ✓ | ✓ | ✓ | |
| Kedkaew (2018) | ✓ | ✓ | ✓ | | ✓ | ✓ |
| Sun, Kwortnik, and Gauri (2018) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Kawasaki and Lau (2020) | ✓ | ✓ | | ✓ | | |
| Kumraksa (2020) | ✓ | | | | | |
| Total | 5 | 7 | 4 | 3 | 4 | 6 |

Table 2.20 The Variables of the Tourists' Behaviours after the Trips

| Authors (Years) | Intention to revisit | Telling and recommendation | Channels for telling and recommendation |
|--|-----------------------------|-----------------------------------|--|
| Schmoll (1977) | ✓ | ✓ | ✓ |
| Lertcharnrit (2011) | ✓ | ✓ | ✓ |
| Chittangwattana (2016) | ✓ | ✓ | ✓ |
| Ozturk and Gogtas (2016) | ✓ | | |
| Alaei, Becken, and Stantic (2019) | ✓ | | |
| Buzova, Sanz-Blas, and Cervera-Taulet (2019) | | ✓ | ✓ |
| Kumraksa (2020) | ✓ | ✓ | ✓ |
| E. Park, Kang, Choi, and Han (2020) | ✓ | | |
| Tsai and Bui (2021) | | ✓ | ✓ |
| Total | 7 | 6 | 6 |

According to Table 2.18, 2.19, and 2.20 the summary is about the variables of the tourists' behaviours before, during, and after the trips. Regarding the tourists' behaviours before the trips, the variables are concerned with the travelling demands, motivations, and plans for taking the trips. There are 6 variables: frequency in taking the trips, purposes for taking the trips, trip periods, person influencing on decisions to take the trips, motivation to take the trips, sources of trip information. In terms of the behaviours during the trips, the variables were surveyed in terms of travelling duration, travelling companions, number of travelling companion, perception, or feelings during the trips, spending during the trips, and activities during the trips. About the tourists' behaviours after the trips, the survey is about their intention to revisit, telling and recommendation about trip experience, channels for telling and

recommendation about trip experience. These variables were applied for studying the tourists' behaviours.

2.3.2 Tourist Satisfaction

Several researchers and educators define satisfaction variously. For example, satisfaction refers to quality or level of satisfaction which results from people's interests and attitudes on the quality of those objects (Good, 1973). Similarly, Quirk, Ciottone, Letendre, and Wapner (1987) Gerson (1993) and Hornby and Cowie (1995) state that satisfaction means good or happy feeling when achieving or obtaining what is expected. Moreover, Gotlieb, Grewal, and Brown (1994) mention that if consumers are satisfied with the products, they likely return to buy them again. Consistently, according to Chang et al. (2016) and Santouridis and Trivellas (2010), when tourists obtain something more than expected and are satisfied with travelling experience, they will return to take those trips again. However, Shelly (1975) views satisfaction differently that satisfaction is a feeling in 2 possible types: positive and negative feelings. Positive feeling occurs with happiness whereas negative feelings occur with sadness and worry. According to Kotler (2000), satisfaction is a feeling in comparison between expectation before getting products and services and after perceiving the value of such products and services. Regarding the level of customer satisfaction, consumers' perception of satisfaction is in 3 levels: dissatisfaction with something below expectation, satisfaction with something as expectation, and impression with something beyond expectation.

It is obvious that tourist satisfaction is good attitude of the tourist on services from the starting of excursion to the end and after that excursion. This attitude forms satisfaction with services and different things in the excursion and tentatively to take the excursion again. On the contrary, if tourist demand is not served, dissatisfaction will happen.

Satisfaction in service is important in operation and development of service quality, so it is necessary to measure satisfaction of tourists as consumers or service users in order to achieve the goal for physical product loyalty (Andreassen & Lindestad, 1998). In tourism contexts, high quality service leads to high satisfaction, and tourists' intention to revisit (Kozak, 2002; Oppermann, 1997). Satisfaction in

service of consumers or tourists can be measured or assessed in various ways such as with questionnaire, interview, and observation (Proyrungroj, 2015). Consistently, Ruenrom (2004) find that satisfaction assessment can be done by considering consumers' complaints and suggestions from questionnaires or interviews, disguise to buy products, rate analysis of consumer loss, and data from sales people or service officers.

2.3.3 Tourist Intention to Revisit

Intention is a thinking process which manifest planning to do something consciously (Warshaw & Davis, 1985). Behavioural intention of consumers is expression of an intended behaviour as a result of internal sources of information such as personal experience or learning from others' experience; and external sources of information such as advertisement, public relation, and printing media (Lennon, Wenner, & Reich, 2000). Similarly, Woodside and King (2001) find that people make consideration before making decision to behave or not behave, mostly under the control of behavioural intention). In addition, behaviours can be predicted by measuring or forecasting behavioural intention of individuals or as the whole.

However, each tourist perceives excursion experience differently, resulting in the feelings of different satisfaction or dissatisfaction. Then such feelings form cognition which differently reflect tourists' plans to take those excursions again. Educators and researchers found various factors which affects tourists' revisits. For example, Tian, Kolawole, Salako, and Kang (1999) found that perception of factors affecting tourists' revisits is helpful for knowing tourists' demand and enabling organisations in tourist attractions to determine the model of excursion and service according to their demands. Serving tourists' demands form satisfaction and stimulate positive intention to revisit the excursion. Eugenio-Martín and Avila-Foucat (2005) found that the repeat visits occur from tourists' happiness and amusement during the excursion. Similarly, Ozturk and Gogtas (2016) and DiPietro and Peterson (2017) reveal that although distance is an obstacle to revisit, satisfaction of destination influence intention to revisit. Satisfaction in transportation, safety, and price highly influence satisfaction in destinations.

2.4 Concepts and Theories Relating to Research Hypothesis

2.4.1 Research Hypothesis

Research hypothesis is necessary in research as it is a connection between problems and empirical facts to answer research problems and it is a guideline for surveying phenomenon concerning the to-be-studied problems. Hypothesis is important in pointing out problems clearly, especially in quantitative research. It is used for observing and reviewing literature together to predict the answer of the research before verifying whether the predicted matters are true or not. Good hypothesis setting need to rely on a systematic system to minimize errors as much as possible.

2.4.2 Definitions of Hypothesis

International and Thai educators similarly define hypothesis as in the following examples.

Kalaian and Kasim (2008) states that “hypothesis” predicts relationship between 2 variables or more. In quantitative research, hypothesis predicts results of research questions. However, in qualitative research, hypothesis is not set because most studied issues do not have much knowledge to explain about them so there is not enough evidence for setting hypothesis.

Taweerat (2000) explains that “research hypothesis” is an answer which a researcher expects reasonably in advance. It is a statement for predicting relationship among variables (independent and dependent variables) in the study. Hypothesis setting is helpful as a framework for implementing research according to objectives and it is helpful for a researcher to clearly connect variables in the hypothesis and related conceptual framework. In fact, we cannot directly verify concepts and theories so hypothesis is tested instead, and the results may support or not support that hypothesis.

According to Naiyapat (2006), hypothesis setting is necessary in experimental research and correlational research. Sometimes hypothesis is set in some quantitative research such as survey, but it is not commonly set in advance since background knowledge is not enough for setting hypothesis.

Therefore, research hypothesis refers to the answer predicted reasonably in advance by the researcher. It is in the form of a statement for predicting relationship between 2 variables or more (independent and dependent variables).

2.4.3 Types of Research Hypothesis

Hypothesis is classified into 2 main types (Vanichbuncha, 2019).

2.4.3.1 Research Hypothesis

Research Hypothesis is a statement about expectation or explanation of phenomenon between 2 variables or more. Hypothesis is set for signifying a researchers' expectation or prediction about each research problem and a method to test each problem issue.

2.4.3.2 Statistical Hypothesis

Statistical Hypothesis is set to predict a research answer in terms of relationship or different of variables in a mathematic structure which uses symbols for substituting parameters. This type of hypothesis is used for statistical tests for research findings, frequently occurring facts, or much chance to be true by testing on the basis of possibility in 2 types as follows.

1) Null hypothesis refers to a hypothesis stating no statistical significance in terms of conditions or assumptions which are equal or neutral. It states that there is no difference among groups or o relationship among variables. Null hypothesis is written with symbols of the tested parameters as in the following examples.

$$H_0 : \mu_1 = \mu_2 \text{ (Population means are not different.)}$$

$$H_0 : \rho = 0 \text{ (Correlation of population is zero.)}$$

2) Alternative hypothesis is written with the symbol of H_1 stating that there is difference between groups or there is relationship between variables such as high-low relationship etc. to conclude the result. Alternative hypothesis is written by using the same symbols of parameters as in null hypothesis but with different mathematical signs to show opposite direction such as being equal, being different, or having relationship.

$$H_1 : \mu_1 \neq \mu_2 \text{ or}$$

$$\mu_1 > \mu_2 \text{ or}$$

$$\mu_1 < \mu_2$$

2.4.4 Level of Significance

Level of significance is to determine the extent of permissible errors by using probability for statistical tests. If error is less than the set level of significance, the H_0 will be accepted. However, if error is more than the set level of significance, the H_0 will be rejected. For example, the level of significance (α) = 0.05 means that there is a chance for 5 errors from 100 trials. Accordingly, the result will appear not less than 95 times with errors not more than 5 times. If the issue is really important for life or it is concerned with severe damages, the level of significance will be set at low value. For example, in the surgical operation, errors are set at 0.01 or less.

2.5 Concepts and Theories of Strategic Alliance for Cruise Tourism

2.5.1 Strategic Management

Strategy has similar meaning to tactic and was firstly used in military and war affairs by referring to strategic planning and battle command to beat enemies. The term rooted from Greek “Strategos” meaning generalship with the aim to conquer enemies. Strategic management are defined variously such as thinking, planning, and operation which are used by organisations for benefits and competitive advantages (Pitts & Lei, 2000). According to Robbin and Coulter (2002) and Wheelen and Hunger (2006), strategic management means decision and operation for organisational success in long term. Bratanova-Tochkova et al. (2002) and Pearce and Robinson (2009) define strategic management as action plans which are important for organisations to determine directions of the planned operation in order to achieve organisational objectives and be useful for competition.

Therefore, strategic management is systematic administration which relies on vision of leadership and planned procedures through decision-making and assessment of feasibility for organisations in real operation and success. Strategic management

includes 4 steps: strategic analysis, strategy formation, strategy implementation, and strategy evaluation and control.

2.5.2 Strategic Analysis

Strategic analysis is an analysis of various factors and conditions concerning organisations and organisational strategies. Its main purpose is to predict factors which affect organisations either in positive effects for providing opportunities or negative effects for forming organisational limitations. These factors may be external factors, strengths, and weakness from internal factors. This analysis can be called as SWOT Analysis (SWOT: strengths, weaknesses, opportunities, and threats). The analysing steps are as follows.

1) Assessment of internal environment in business is to identify business strengths and weaknesses, basic sources of information for environmental assessment; and to consider past business performance to understand the situations and the results of previous strategies.

(1) Business strengths (S - Strengths) refers to the analysis of internal factors in organisations from the perception of people in those business to find out which internal factors are distinctive or advantageous for business.

(2) Business weaknesses (W - Weaknesses) refers to the analysis of internal factors from the perception of people in those business to find out which internal factors are flaws or disadvantageous for business and should be improved or eliminated.

2) Assessment of external environment is to find out opportunities or obstacles of business operation from the effects of economic environment in and outside the country which relate to business operation.

(1) Opportunities (O - Opportunities) refers to external factors which are affected from outside companies and are benefits or promotion for organisational operation.

(2) Threats (T - Threats) refers to external factors which are limitations negatively caused by external environment for business.

3) Identification of conditions from environmental assessment is the analysis of the obtained data about strengths-weaknesses and opportunities-threats

from the analyses of internal and external factors. Strengths and weaknesses are compared with opportunities and threats from outside in order to find out in which situations the business is facing and how to solve those problematic situations. In general SWOT, there are 4 situations as follows.

(1) Situation 1 (Strengths – Opportunities) is the most desirable situation for business. Accordingly, strategic management should be aggressive strategy to elicit the existing strengths for application and enhancement to the full benefits.

(2) Situation 2 (Weaknesses – Threats) is the most crisis situation for business because the business is encountering the problems of external threats and internal weaknesses.

(3) Situation 3 (Weaknesses – Opportunities) is the situation when business gains competitive advantage with good opportunities for business although there are difficulty, problems, or obstacles as internal weaknesses to be adjusted.

(4) Situation 4 (Strengths – Threats) the situation when environment does not facilitate operation, but business still has advantages from its strengths.

2.5.3 Strategy Formulation

Strategy formulation is the step following from strategic analysis. In strategic management, various data and knowledge are analysed strategically in order to determine strategies in different levels and models. They are then evaluated and selected which strategies are mostly feasible for organisations. Strategic management started from setting organisational objectives: vision, mission, goals, and objects. Organisational strategies can be classified into 3 levels: 1) corporate strategy, 2) business strategy, and 3) functional strategy.

This research studies organisational strategies since they are comprehensive and be able to identify the whole strategies of organisations for the selection at the policy level. Organisational strategies are classified into 4 types: 1) growth strategy, 2) stabilization strategy, 3) retrenchment strategy, and 4) mix or combination strategies. Business alliance is one of growth strategies for increasing sales volume or expanding marketing share in order to add more value to the business.

The technique for making decision in organisational strategy is TOWS matrix which matches internal and external factors from SWOT analysis in 4 types.

1) Aggressive strategy (SO Strategy) is to use the analysed data from assessing environmental factors in strengths and opportunities. For example, the strengths of Phuket are famous man-made tourist attractions whereas its opportunities are tourists' potentials to afford and most of tourists are foreign elderly. All these factors can be used for determining aggressive strategies for disseminating local cultures to tourists such as cultural tourism in Baba-Nyonya or Peranakan as options for elderly tourists.

2) Preventive strategy (ST Strategy) is to use the analysed data from assessing environmental factors in strengths and threats. In this situation, although organisations have some strengths, they also encounter limitation from uncontrollable external environment. However, such organisations can use their strengths to prevent the limitations from external factors. For example, there are a lot of direct flights to Phuket and the limitation is from the increasing number of low-cost airlines in proportion to tourists' potential unable to much afford. Therefore, preventive strategy can be used by arranging promotion to travel to Phuket in low season for attracting tourists to Phuket all year.

3) Corrective strategy (WO Strategy) is to use the analysed data from assessing environmental factors in weaknesses and opportunities. In this case, organisations have opportunities to initiate new ideas or methods to correct their existing weaknesses. For example, public transportation to different tourist attractions in Phuket is insufficient but the opportunity is on the increasing proportion of young tourist. As a result, corrective strategy can be used for preventing tourists from taking advantages during their travelling in Phuket such as too much passenger fares, impolite clothes, and manner of drivers.

4) Passive strategy (WT Strategy) is to use the analysed data from assessing environmental factors in weaknesses and threats. Accordingly, organisations encounter both weaknesses and threats from uncontrollable external factors. For example, Phuket Port's weakness is its capacity unable to support large cruise ship all years. In this case, passive strategy can be used as developmental strategy for Phuket Port capacity to support large foreign cruise ships.

2.5.4 Strategy Implementation

Strategy implementation is the step following from strategy formulation in strategic management and focuses on organisations' internal operation in 4 components: 1) resource allocation for planning effective uses of resources; 2) reorganisation suitable for using strategies and resources; 3) human resource development according to the selected strategies, and 4) strategy distribution in which management is necessarily operated as follows: 1) analysis of organisational structure, 2) analysis of organisational cultures, 3) method selection in decision-making, 4) strategic planning, and 5) development of learning organisation.

2.5.5 Strategy Evaluation and Control

Strategy evaluation and control is important and relating to the main functions of strategic management in 3 main components. 1) Track status is an important instrument of management to ensure that organisational operation is in the right direction and contributes to the determined aims and goals. 2) Progress communication is to report progress after collecting data about performance according to strategic plan under the framework of success indicators in each phase to inform management periodically. 3) Measurement and evaluation are to assess the success of performance in each phase. The assessing results are basic data for later strategic planning of organisations in the next phase.

The criteria to evaluate operational performance is the measurement of capacity or effectiveness of organisational performance such as financial criteria, principle of management by objectives (MBO), balanced scorecard model, and benchmarking. In this research, benchmarking is used to assess operational performance. Benchmarking is the best process for finding best practice by comparing with other organisations, and then applying what are done successfully by them for improving effectiveness of organisational performance.

Benchmarking refers to the measurement and comparison of products, services, and practice with other organisations which perform better. Then the comparative results can be used for improving ones' own organisation. This is a process of learning from others' practice, not by imitation but rather proper application of best practice. Benchmarking is classified according to objectives or

comparative matching. Benchmarking by objectives includes 4 types. 1) Performance benchmarking is the comparison of specific performance. 2) Process benchmarking is the comparison of working process or procedures between ones' own organisation with other organisations by focusing on learning best practices from them to improve their own organisation. 3) Product benchmarking is the comparison of customers' satisfaction on quality of products and services. 4) Strategy benchmarking is the comparative study of strategies used between ones' own organisation and other organisations which are successful in strategy formation. On the other hand, benchmarking by comparative matching consists of 4 types. 1) Internal benchmarking is to benchmark indicators or work ability of people in the same organisations or under the networks of the organisations. 2) Competitive benchmarking is to benchmark with competitors directly. 3) Industry benchmarking is to benchmark with people in the same industry which is not direct competitors. 4) Generic benchmarking is to benchmark with any organisations with excellence in particular working process, but those organisations may run different business from ours.

2.5.6 Alliance

Alliance refers to relationship among people, groups or states which join together for mutual benefits or for achieving mutual objectives, regardless of having clear agreement or not (Kuglin & Hook, 2002). Meanwhile, Office of the Royal Society (2013) provides an additional definition that alliance refers to bounding together for particular objectives and alliance may be in the forms of groups, states or political organisations / leaders who bound together for helping one another. Alliance can be in many forms such as political alliance, military alliance, business alliance, or strategic alliance.

2.5.6.1 Strategic Alliance

According to academic papers and previous researchers, many educators define business alliance or strategic alliance with similar meanings as detailed in Table 2.21.

Table 2.21 Definitions of Strategic Alliance

| Names | Year | Definitions |
|-----------------------------|-------------|---|
| Gilroy | 1993 | Formal commercial cooperation among companies in which each partner bounds together to exchange business resources according to agreement and to obtain mutual benefits whereas each partner can still run their separate business. |
| Doz and Hamel | 1998 | Good cooperation among alliance groups and different components of the whole organisational system which is responsible for development of products and services in order to obtain competitive advantages in current intense business competition. |
| Sereerat and Luksitanont | 1998 | Agreement of cooperation for doing business together among two or more companies. The cooperation may be in product sales, purchases of raw materials, sales promotion and so on in order for reinforcing the companies to be strong and survive under situations of intense competition. |
| Kritchanchai | 2001 | Two or more companies agree to share investment information and improve operation together. Disclosure of information used together is necessary without any secrets to each other. |
| Rakthai and Witthayapraphan | 2001 | Companies or organisations with limitations of resources such as manpower, financial power, technology etc. make agreement to cooperate particular activities together with the belief that alliance formation will provide |

| Names | Year | Definitions |
|-------|------|---|
| | | more opportunities to gain success rather than running their business separately. |

Accordingly, strategic alliance means the formation of cooperation among two or more organisations for sharing or exchanging resources and knowledge in order to fulfil the gaps of each organisation as well as for cooperating business operation to achieve the targets of the alliances.

Strategic alliance is corporate strategy with the targets of growth, operational expansion, and increase of bargaining power of the organisations by basing on strengths of each organisation to enhance potentials of the alliance groups for competitive advantages such as cost, time and risk diversification (Kuntonbutr, 2019) and organisations expect to gain more benefits from cooperation than running business separately (Barney, 2002; Thompson, Peteraf, Gamble, & Strickland, 2012). Business alliance is an important strategy, and it is more popular in business operation since it enhances exchange and sharing of resources and capabilities among businesses to strengthen development of products and services as well as to increase competitive potentials. However, the application of business alliance has been either successful (Bleeke, Ernst, & Ernst, 1993) or unsuccessful (Anand & Galetovic, 2000; Kale, Dyer, & Singh, 2002). In cases of successful businesses, cooperation among alliances creates values and leads to competitive advantages over rivals (Dwyer & Forsyth, 1998; Gulati, 1999).

2.5.6.2 Classification of Strategic Alliance

Strategic alliance has been used in various industries such as automobiles, chemistry, medicines, foods, and other similar types. However, tourism industry is different from other industries since it involves with both products and services.

Lorange and Roos (1993) classified alliance according to investment level and expected benefits into 4 aspects as follows.

1) Ad hoc pool

In ad hoc pool, each alliance organisation puts their minimum of resource to operate short-term mission together. When the mission is complete, the

benefits are divided equally, and the resources return to the organisations. The example of resource is to assign specialists in particular fields of the organisations to operate the alliance mission together.

2) Consortium

This type of cooperation is mostly in the form of cooperation for research and development or mutual marketing to cope with changing external environment of organisations. Consortium is more complicated than ad hoc pool.

4) Project-based joint venture

Project-based joint venture is the cooperation among working levels of each organisation.

4) Full-blown joint venture

Full-blown joint venture is fully invested for long-termed business. New companies may be established, or each existing organisation may be used for investment.

According to Doz and Hamel (1998), alliance is divided according to the levels of interdependence into 3 types as follows.

1) Alliance network is the cooperation among a group of similar companies, or it is in the form of an international network.

2) Alliance portfolio is the formation of network among alliance groups. Each group do not necessarily relate to one another such as a hotel alliance group and an agricultural alliance group etc.

3) Alliance web is alliance with interdependence at a moderate level which is more than alliance portfolio but less than alliance network.

In addition, Wattanasupachoke (2005) divides alliance according to the main activities of cooperation into 5 types as follows.

1) Marketing co-operation focuses particularly on exchange of marketing information. Each organisation obtains the highest benefit of economies of scope and marketing synergy.

2) Production and operation co-operation has the objectives to share technology and knowledge of each organisation to increase effectiveness and to reduce production cost as well as to learn new technology and knowledge from the other organisation for further development.

3) Research and development co-operation is for creating and developing products and using technology for new way of operation to reduce risks of invention due to cost of research and development.

4) Procurement cooperation is aimed at activities in business operation on purchasing a large amount of raw materials, resulting in higher bargaining power against suppliers.

5) Strategic resource co-operation is for resource exchange among organisations in the forms of mutual training arrangement for potential development of human resource in each organisation, especially organisations with advanced specialization of human resource.

Collaboration can be formed in various types and models. National Network for Collaboration (Collaboration, 1996) sets the collaboration framework at the organisational level into 5 basic levels: networking, cooperation or alliance, coordination or partnership, coalition, and collaboration. These levels are described below.

1) Networking: The purposes of the networking are to provide opportunities for organisations to make dialog and common understanding, form clearinghouse for information, and create base of support among the group members. The structure of networking has no administrative hierarchy, but it has loose and flexible links with loosely defined roles, and the action is primary link among members. The networking process is in the forms of low-key leadership, minimal decision making, little conflict, and informal communication.

2) Cooperation or Alliance: The purposes are to match needs and provide coordination, limit duplication of services, and ensure that tasks are done. The structure focuses on central body of people as communication hub, semi-formal links, somewhat defined roles, advisory links, and group leverage or money raising. The process includes facilitative leaders, complex decision making, some conflicts, and formal communication within the central group.

3) Coordination or Partnership: The purposes are to share resources to address common issues, and merge resource base to create something new or productivity. Its structure includes central body of people consisting of decision makers, defined roles, formalized links, and group development for new

resources and joint budget. In the process, the leadership is autonomous, but the focus is on the issues, the group decision is made in central and subgroups, and the communication is frequent and clear.

4) Coalition: The purposes are to share ideas and be willing to pull resources from existing systems and develop commitment for a minimum of three years. Regarding the structure, all members involved in decision making, roles and time are defined, the links are formal with written agreement, and the group develops new resources and joint budget. The process consists of shared leadership, formal decision making with all members, and common and prioritized communication.

5) Collaboration: The purposes are to accomplish shared vision and impact benchmarks and build interdependent system to address issues and opportunities. Regarding the structure, consensus is used in shared decision making; roles, time, and evaluation are formalized, and links are formal and written in work assignment. In the process, the leadership, the trust levels, and productivity are high; ideas and decisions are equally shared, and communication is highly developed.

Accordingly, business alliance can be divided variously depending on objectives of alliance formation and benefits which each organisation obtains from different types of alliance. The classification of alliance informs organisations about advantages and disadvantages which can be applied to their own strategies properly with full benefits.

Strategic alliance in tourism industry has been formed differently by internal and external forces of an organisation. External force includes 1) uncertainty of world economy, 2) attempt to reduce production cost for competitive prices, 3) growth of industry, 4) world technology, 5) rapid change of technology, leading to more investment, and 6) shorter products' life cycles. On the other hand, internal forces include 1) risk sharing of investment and costs for research and development; 2) access to another organisation's assets in terms of technology, market access, products, personnel, and management; 3) cost reduction, and 4) market positioning (Sawangkhong & Jetsaklak, 2018)

In addition, strategic alliance is necessary to match the right partners to facilitate the goal achievement together. Rakthai and Witthayaphan (2001) conclude the main characteristics of good alliances in 3 aspects: 1) visions in the same

direction, 2) mutual goal achievement such as cost reduction, and more bargain power over suppliers etc., 3) not taking advantages from the partner. Soares, Farhangmehr, and Shoham (2007) analyse the benefits for organisations to join alliance in 4 ways: 1) joint venture and risk-sharing, 2) capability to maintain market leading status and to expand market rapidly, 3) sharing of knowledge, skills, and expertise, and 4) increase of competitive capabilities

Isoraite (2009) summarises the strengths of strategic alliance for organisations in 5 aspects: 1) expansion of operational framework, 2) reduction of operational cost, 3) sharing of operational risks, 4) exchange of operational skills, and 5) creation of competitive advantages. In addition, the weaknesses of strategic alliance are also indicated in 4 ways: 1) conflicts on benefit-sharing, 2) increase of expenditures if investment is needed for new work units, 3) waste of time for running the main business in case of inexperience, and 4) formation of future potential rivals due to learning from operational skills.

Furthermore, alliance experience (Anand & Khanna, 2000; Simonin, 1997), alliance function (Draulans, Deman, & Volberda, 2003; Dyer, Kale, & Singh, 2001; Kavounis, Kale, Snowberger, & Walker, 2002), and alliance learning process (Kale & Singh, 2007) are factors which influence on the successful level of business alliance. These factors enable businesses to develop capabilities of alliances and to be successful in overall from using business alliance.

2.5.6.3 Components of Business Alliance Formation

Researchers and educators have studied about factors or components of business alliance formation. Accordingly, they have found various factors as illustrated in Table 2.22.

Table 2.22 Components of Business Alliance Formation

| Components of Business Alliance Formation | Authors | | | | | | | | | | |
|---|---------------|--------------------|---|---|-------------------------------|-----------------------|-------------------------|----------------|------------------------|--------------------|--------------------|
| | Seedee (2016) | J. D. Mehta (2006) | R. Mehta, Larsen, Rosenbloom, and Ganitsky (2006) | Sanders, Schyns, Dietz, and Den Hartog (2006) | Gundlach, Achrol, and Mentzer | Stern and Reve (1980) | Anand and Khanna (2000) | Simonin (1997) | Draulans et al. (2003) | Dyer et al. (2001) | Kale et al. (2002) |
| Trust | ✓ | ✓ | | ✓ | | | | | | | |
| Engagement | ✓ | ✓ | | | ✓ | | | | | | |
| Cooperation | ✓ | ✓ | | | | ✓ | | | | | |
| Alliance Experience | ✓ | | ✓ | | | ✓ | ✓ | ✓ | | | |
| Alliance Function | ✓ | | ✓ | | | | | | ✓ | ✓ | ✓ |

According to Table 2.22, components of business alliance formation consist of trust (Mehta, 2006; Sanders et al., 2006; Seedee, 2016), engagement (Gundlach et al., 1995; Mehta, 2006; Seedee, 2016), cooperation (Mehta, 2006; Seedee, 2016; Stern & Reve, 1980), alliance experience (Anand & Khanna, 2000; Mehta, 2006; Simonin, 1997; Stern & Reve, 1980), and alliance function.

Firstly, trust in cooperated operation among organisations refers to faith and confidence among alliance partners which include beliefs, decisions, and actions to achieve the organisations' goals leading to the operational success of business alliance (Sanders et al., 2006)). Secondly, engagement among alliance partners manifests in attention to operate various things with business alliance partners to develop and maintain stability of long-term mutual relationship for cooperating to solve problems together successfully (Mehta, 2006). Thirdly, cooperation means interdependence among organisations for achieving organisation's mutual goals (Schermerhorn Jr, 1975; Stern & Reve, 1980).

Fourthly, alliance experience of organisations has positive effects on the overall success of business alliance since comments and suggestions from previous experience are transferred for organisations to manage business alliance effectively (Anand & Khanna, 2000; Simonin, 1997). Finally, alliance function is to form cooperation in related activities of business alliance within organisations. It takes advantages from previous lessons to form the emerging alliance to develop alliance capability and to obtain overall success of business alliance (Draulans et al., 2003; Dyer et al., 2001; Kavounis et al., 2002).

2.5.6.4 The Process of Business Alliance Formation

Educators and researchers have studied various processes of alliance formation. For example, Whipple and Frankel (1998) find that the process of alliance formation includes 5 steps: 1. determining strategies for being alliance, 2. selecting alliance, 3. specifying alliance structure, 4. forming alliance, and 5. assessing alliance. In addition, Gebrekidan and Mukhtar (2015) propose additional steps to explore alliance to 5 steps of Whipple and Frankel (1998). Meanwhile, Dyer et al. (2001) propose similarly to Whipple and Frankel (1998) steps i.e., determining strategies for being alliance, selecting alliance, specifying alliance structure, and forming alliance; but they add the step for negotiating and forming mutual agreement. Moreover, N. Evans (2001) states that the process of alliance formation consists of the steps for determining for being alliance, selecting alliance, assessing alliance, analysing motivation to form alliance, and analysing suggestions for improving alliance. Similarly to N. Evans (2001), Pett and Clay Dibrell (2001) and Samu and Wymer (2001) suggest the steps for analysing alliance and analysing suggestions for improving alliance. However, Pett and Clay Dibrell (2001) also propose the steps for determining for being alliance and forming alliance. Samu and Wymer (2001) suggest the steps for selecting alliance and analysing motivation to form alliance. Todeva and Knoke (2005) and Crotts, Buhalis, and March (2000) find that the process of alliance formation contains the steps for selecting alliance, negotiating, and forming mutual agreement, and exploring alliance. Todeva and Knoke (2005) propose the steps for forming alliance and analysing suggestions for improving alliance. Crotts et al. (2000) suggest an additional step for maintaining alliance whereas Greer, Lusch, and Hitt (2017) and Rakthai and Witthayaphan (2001) state that the process of alliance

formation includes the steps for specifying alliance structure, forming alliance, assessing alliance, assessing alliance, and negotiating and forming mutual agreement. Greer et al. (2017) also adds the step for determining for being alliance while Rakthai and Witthayaphan (2001) suggest the steps for analysing motivation to form alliance and exploring alliance. Similarly to Greer et al. (2017) and Rakthai and Witthayaphan (2001), Wattanasupachoke (2005) find that the process of alliance formation includes selecting alliance and analysing motivation to form alliance, similarly to Rakthai and Witthayaphan (2001). Saridvanich (2010) finds that the process of alliance formation consists of forming alliance, assessing alliance, negotiating, and forming mutual agreement; and she also add the step of determining strategies for being alliance.

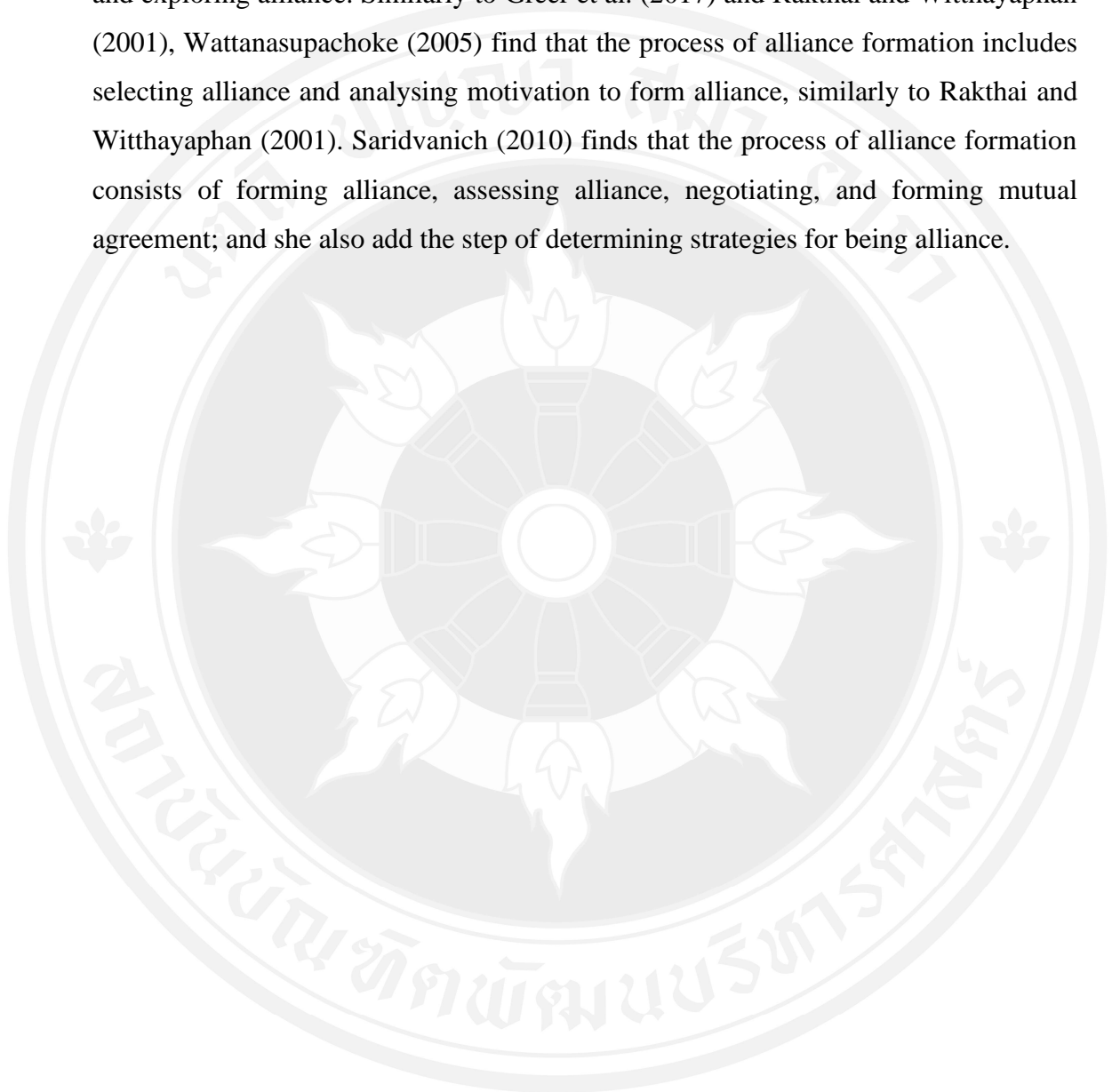


Table 2.23 The Process of Business Alliance Formation

| | Educators/Researchers | | | | | | | | | | | | |
|---|--|----------------------------|-----------------------------|--------------|-------------------------|------------------------|-------------------------|---------------------------------|------------------------------|-----------------------|----------------------------------|-------------------------|--------------------|
| The Process of Business Alliance Formation | Determining strategies for being alliance | Whipple and Frankel (1998) | Dyer, Kale and Singh (2001) | Evans (2001) | Pett and Dibrell (2001) | Samu and Walter (2001) | Todeva and Knoke (2005) | Trous, Durais and Viatru (2008) | Gezerkian and Yuzkhat (2015) | Charles et al. (2017) | Karnai and Wittayapraphan (2001) | Wattanasupachoke (2004) | Saridvanich (2010) |
| | Selecting alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Specifying alliance structure | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Forming alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Assess alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Negotiating and forming mutual agreement | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Analysing motivation to form alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Analysing suggestions for improving alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Exploring alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Maintaining alliance | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

According to Table 2.23, the process of alliance formation consists of 10 steps which are not necessarily successive.

1) Determining for being alliance (Dyer et al., 2001; Evans, 2001; Gebrekidan & Mukhtar, 2015; Greer et al., 2017; Pett & Clay Dibrell, 2001; Saridvanich, 2010; Whipple & Frankel, 1998): Strategic alliance is the heart of organisations since it is cooperation between organisations for sharing knowledge, blending outstanding skills of each organisation, and reducing risks of new investment. Therefore, it is helpful for organisations to gain higher success.

2) Selecting alliance (Crotts et al., 2000; Dyer et al., 2001; Evans, 2001; Gebrekidan & Mukhtar, 2015; Greer et al., 2017; Rakthai & Witthayaphan, 2001; Samu & Wymer, 2001; Saridvanich, 2010; Todeva & Knoke, 2005; Wattanasupachoke, 2004; Whipple & Frankel, 1998): This is an important step to drive organisations to success. The criteria for assessing the appropriateness of alliance members are (1) having suitable and supporting resource, (2) being compatible to each other in terms of strategies, (3) being compatible to each other in terms of operation, and (4) being compatible in terms of cultures.

3) Specifying alliance structure (Dyer et al., 2001; Gebrekidan & Mukhtar, 2015; Greer et al., 2017; Rakthai & Witthayaphan, 2001; Whipple & Frankel, 1998): Organisations plan together and form different parts of alliance structure such as partners, types of business alliance, marketing cooperation, mutual benefits etc.

4) Forming alliance (Dyer et al., 2001; Gebrekidan & Mukhtar, 2015; Greer et al., 2017; Pett & Clay Dibrell, 2001; Rakthai & Witthayaphan, 2001; Saridvanich, 2010; Todeva & Knoke, 2005; Whipple & Frankel, 1998): This step is successive from the steps for selecting alliance and forming alliance structure.

5) Assessing alliance (N. Evans, 2001; Gebrekidan & Mukhtar, 2015; Greer et al., 2017; Pett & Clay Dibrell, 2001; Rakthai & Witthayaphan, 2001; Samu & Wymer, 2001; Saridvanich, 2010; Whipple & Frankel, 1998): This step includes 4 standard criteria: (1) strategic congruence, (2) resource congruence, (3) cultural congruence, and (4) organisational congruence.

6) Negotiating and forming mutual agreement (Crotts et al., 2000; Dyer et al., 2001; Gebrekidan & Mukhtar, 2015; Greer et al., 2017; Rakthai & Witthayaphan, 2001; Saridvanich, 2010; Todeva & Knoke, 2005): Organisations should negotiate to each other and form mutual agreement for alliance, including (1) goals and direction of the alliance group, (2) scope of cooperation, (3) duration of alliance cooperation, (4) management model and decision-making, and (5) termination of alliance cooperation.

7) Analysing motivation to form alliance (N. Evans, 2001; Rakthai & Witthayaphan, 2001; Samu & Wymer, 2001; Wattanasupachoke, 2004): This step is to determine different reasons of each organisation i.e., (1) marketing uncertainty, (2) economies of scale, (3) use of business alliance's sharing resources, (4) knowledge sharing, and (5) reduce limitations of trade barriers in an international trade.

8) Analysing suggestions for improving alliance (Evans, 2001; Pett & Clay Dibrell, 2001; Samu & Wymer, 2001; Todeva & Knoke, 2005): This step is important for organisations to know strengths and weaknesses of being alliance, to improve emerging weaknesses, to enhance strengths of being alliance, and to select strategies to use.

9) Exploring alliance for organisations to select alliance (Crotts et al., 2000; Gebrekidan & Mukhtar, 2015; Rakthai & Witthayaphan, 2001; Todeva & Knoke, 2005; Wattanasupachoke, 2004): This step is to find alliance with mutual objectives and goals, to select the right alliance, to enhance strengths, and to correct weaknesses for organisations to be success and obtain the highest benefits.

10) Maintaining alliance (Crotts et al., 2000): When organisations select alliance as needed, the next step is to make good relationship and to maintain the alliance in order to empower negotiation, to gain business advantages, and to increase their competitive capability over other organisations.

2.5.6.5 Development of Business Alliance

To be alliance, roles and responsibilities of each party have to be analysed for the upcoming mutual operation. The amount of resource from each party should be determined for preparation before the real mutual operation in order to avoid mistakes which may cause dissatisfaction and conflicts as well as to increase

competitive capability of alliance for achieving objectives of each party (Rakthai & Witthayaphan, 2001). The integrated activities of partners are helpful for forming strengths and advantages in new way of competition, as detailed below.

1) Upstream alliance

Each alliance party cooperating in the first step of procedure includes research and development (R&D) and manufacturing by integrating, exchanging, and transferring knowledge, skills, expertise, technology and other capitals for research and development. This method is mostly used in companies which are unable to invest in new technology development.

This type of alliance is in 3 aspects.

(1) Joint program is to make agreement for developing particular technology together.

(2) Co-investment for company establishment is for developing new products and marketing them together or separately.

(3) Minority investment of innovative firms is where the firms obtain capitals as needed whereas the investors obtain research findings.

Apart from the concrete benefits of investment such as reduction of investment risks and production cost, this type of alliance is useful for effective use of human resource and reduction of repetitive work.

2) Downstream alliance

Downstream alliance is to form advantages in trade and markets of companies in business alliance by joining business at the final procedure such as cooperation in product distribution systems, development of co-sales activities. The aims are to increase the amount of sales and to reduce cost for marketing or forming new markets in various forms such as mutual formation of value-added service and response to customers' demands by using knowledge, technology, and potentials of the companies in business alliance.

3) Midstream alliance

Midstream alliance is to utilize the strengths of upstream business such as companies which only produce products or do research without running product distribution or giving service. These strengths are merged with strengths of downstream business such as companies which run business only on

product distribution and giving service, but not producing their own products. For example, Company A produces several new products and wants to sell their products in many countries, so they find alliance to control markets or distribution channels in different countries. Instead of investing in construction of distribution or sales points in their own country, Company A can choose to join with other companies in marketing/service. In this way, both manufacturers and businesspeople in marketing/service obtain benefits from mutual operation as follows.

(1) Manufacturers do not have to invest on marketing or forming markets to sell their own products.

(2) Businesspeople in marketing/service can run marketing business without doing product research and development. They can also increase types of products numerously for marketing without investing on production but relying on their manufacturing alliances.

(3) Businesspeople in marketing/service may acquire knowledge of technology and innovation from the manufacturers.

(4) In business alliance, both parties gain advantages over other companies on lower cost.

As a result, several original equipment manufacturers (OEM) use this type of alliance to sell their own products to reduce burdens on marketing and to have time for doing research and development of different technology as the main capacity for competition.

Clear understanding of suitable strategic alliance at the beginning is regarded as importance. If each party separately sets targets, ignores needs of business alliance, and has different directions of perspectives and objectives, these may lead to failures of business alliance.

2.5.6.6 Advantages of Business Alliance

Operational collaboration of business alliance is to bring potentials of each party together for moving forward effectively so it provides several benefits (Wattanasupachoke, 2004).

1) Customers/markets are expanded by increasing capability to enter market, compete, or build customer bases inside and outside the country with power of alliance partners.

- 2) Costs are reduced, or organisational risks are distributed.
- 3) Knowledge, skills, assets, and potentials of each partner are utilized for mutually developing various projects, products, or services.
- 4) There are cooperation, agreement, and development of higher standards of services or production to gain operational advantages over competitors in markets.
- 5) Alliance with high potential partners can protect ones' own leading status in markets; and ability to support each operational process such as processes of production, transportation, and sales and markets.
- 6) alliance can keep up with competitors in the same business, maintain different business levels, and keep market segmentation.

It can be seen that business alliance is important for business at present because it is helpful for running business more smoothly than doing business alone. Running business with business alliance at any levels is useful for reducing possible risks in the future, reducing business cost, increasing benefits, exchanging scarce resources of organisation, and exchanging new knowledge and skills among one another.

After organisations make decision to use strategic alliance for running business, what the management to do next is to form alliances by considering the following main issues: 1) determining incentives to form alliance, 2) searching for alliance partners, 3) analysing or evaluating alliance partners, 4) considering the current competitive status, 5) setting time to form alliance, 6) requesting for agreement from stakeholders, 7) forming business plans, and 8) making alliance contracts (Rakthai & Witthayaphan, 2001).

2.5.7 Typologies of Public-Private Partnership (PPPs)

Investment on infrastructures of the country is another important factor for economic development to increase competitive capability of the country in long term. However, such investment needs so much budget that the public sector cannot afford because of the limited budgets. Therefore, to increase roles of private sector in investment projects, the public sector provides chances for them to participate in

running different government affairs such as infrastructures, public services, and utilization of government assets etc.

Projects of public–private partnership are the cooperation in the form of partnership between government and private sectors for risk distribution, resource allocation, and incentives. The purposes are for joint investment between government and private sectors in government affairs, usually in the long-term investment projects of infrastructures or public services. The focuses are on effectiveness of services and more value for cost than operation by the public sector alone (Public Sector Research and Development Institute Foundation, 2020)

Educators and researchers define public-private partnership differently. According to Organisation for Economic Cooperation and Development (OECD) (Economic Tourism and Sports Division, 2020, 24 January), for example, public-private partnership is defined as agreement between government and private sectors. In these projects, the private sector delivers service in reciprocity with the public sector. The private sector obtains benefits from their services whereas the public sector achieves the objective of such service delivery.

In addition, International Monetary Fund (IMF) gives additional meaning that PPPs refers to agreement for the private sector to become asset providers who deliver infrastructure services, normally operated by the public sector. Similarly, European Commission (EC) defines it as fundraising, construction, maintenance, and management of infrastructures. In addition, Standard and Poor's (S&P) definition is that PPPs means sharing of risks and returns between the government and private sectors in middle and long terms by applying different skills, expertise and finance from various sectors. Consistently, European Investment Bank (EIB) defines PPPs as relationship between the government and private sectors with objectives to utilize resources and/or expertise from the private sector in allocation and delivery assets and public services. (Secretariat of the House of Representatives, 2016)

Moreover, Laksanasut et al. (2010) define PPPs as an operation model in which the public sector allows the private sector to involve with public service projects in order to increase effectiveness of operation and service by focusing on cost effectiveness more than the operation by the government only. Accordingly, the public sector obtains new technology and innovation from the private sector whereas

the private sector has more channels for running business. Furthermore, the civil sector gain benefits from effective service in reasonable price. Nonthasoot (2013, 22 May) gives additional definition that PPPs refers to relationship between the government and the private sectors in various forms concerning different types of infrastructures and public service.

According to Hodge and Greve (2007) and Roehrich, Lewis, and George (2014) PPPs is a long-term agreement of cooperation between the government and the private sectors. The investment is mostly on infrastructures such as schools, hospital, transportation system, drainage system and management etc. Similarly, Bovaird (2015) adds comment that attracting the private sector to be partners can increase effectiveness in operation and quality of different projects as well as the government's budget savings.

Joint investment between the government and private sectors is a type of government affairs which provide opportunities for private organisation to involve with the country development in public services. The purposes are to reduce the government's investment, to increase effectiveness of public services and operation, and to increase value for cost more than operation by the government alone. Typologies of public-private partnership include 3 types as shown in Table 2.24

Table 2.24 Typologies of Public–Private Partnership (PPPs)

| Build-Transfer (BT) | Build-Operate-Transfer (BOT) | Build-Own-Operate-Transfer (BOOT) |
|--|--|--|
| - Operate all development and constructions | - Operate all development and constructions | - Operate all development and constructions |
| - Transfer ownership to the government when construction complete. | - Run projects within the specified period. | - Take ownership right and management in the specified period. |
| - Lease the projects from the government. | - Transfer ownership to the government at the specified time of project operation. | - Transfer ownership or not, depending on agreements. |
| - Take all risk burden. | | |

In public–private partnership (PPPs), the private sector is an operator as the government representatives. In this way, strengths of both sectors are integrated to reduce different limitations. Therefore, PPPs is popular around the world because it makes possible for win-win situation to increase effectiveness with cost reduction for government and private investors as well as for people to receive benefits from effective services with value for their taxes.

However, PPPs is not the best project operation of the government for public services and infrastructures of the country, but it is an option for consideration with other alternatives to analyse the most value of money and benefits for the country (Public Sector Research and Development Institute Foundation, 2020). Table 2.25 shows the benefits of the government, private sectors, and people from the public-private partnership.

Table 2.25 Benefits of Public-Private Partnership

| Public Sector | Private Sector | People Sector |
|------------------------------|--------------------------|----------------------|
| Benefits from private sector | Benefits from investment | public service with |
| Knowledge and experience | - Chances to propose | reasonable price |
| - Technology transfer | guidelines for more | |
| - Value for money | effective operation | |
| - Risk sharing | - Increasing chances for | |
| | business and investment | |

2.5.8 Related Papers and Research in Strategic Alliance

Although strategic business alliance contains both benefits and risks as mentioned above, most business groups still select to use this strategy widely in their business, including tourism industry. Some examples below can explain alliance in terms importance, models, operation, and performance.

2.5.8.1 Tourism Business

Strategic Alliance is used in tourism business in Thomas Cook in 1841 by matching alliance partners between travel agencies and airlines with incentives in the forms of returns from selling air tickets of (Buhalis & Crofts, 2000). MyTravel

used strategic alliance among British travel agencies and Carnival Cruise Lines, the biggest ocean liners in the world in 1996-2001. In addition, in 2000 First Choice the big tourism business in England used strategic alliance with Royal Caribbean Cruise Lines (RCCL) (N. C. Evans, Campbell, & Stonehouse, 2003). Similarly, Opodo the eTourism Operator cooperate in alliance with main airlines for offering online services on the website of Opodo ((Robinson, Fallon, Cameron, & Crotts, 2016).

Thailand began to use strategic alliance in tourism business in 1997 due to Tom Yum Kung Crisis which caused a financial crisis in many businesses. To make the business survive, business strategies were adjusted with cooperation to form alliance among related business. Tourism business is one business which uses consortium with clear division of responsibilities. Each party is responsible for their duties by using skills and abilities such as for reservation of accommodation, coaches, and restaurants. However, such operation has various problems such as problems in operation and benefit sharing etc. As a result, some companies return to previous operational models when the crisis passes. At present, consortium is modified and reused. In this case, related associations run all business as intermediary whereas members of the projects work only on public relation and sales and receive the returns as specified by the associations. This type of consortium is very successful, members cooperate well without competition for customers, operational steps are reduced, and tourists are distributed to new tourist attractions which is helpful for expanding tourist markets rapidly (Limthawonrat, 2017, 28 April). Similarly, travel agencies which arrange in-bound tourism service in Thailand also use strategic alliances with other organisations such as travel agencies, product agents, and hotels etc. (Prachachat Online Business, 2017)

It can be seen that tourism business used strategic business strategy by matching alliance partners among tourism business or other related business in the form of ad hoc pool and consortium. These strategies are helpful for expanding markets with increase of sales and benefits as well as for business to survive from crisis.

2.5.8.2 Airline Business

Airline business has used strategic alliance for a long time, starting from the effect of air transportation liberalization around the world. This causes high

competition, but airlines cannot expand their flight routes due to a lack of human and budgetary resources. As a result, they use strategic strategy to form cooperation, increase competitive capability, and reduce operational cost of airlines (Hodge & Greve, 2007). Airline strategy began in 1997 with the integration of 5 main airlines into Star Alliance. At present, Star Alliance has more members up to 28 airlines. In addition, another group One world was established in 1999 with 15 flight members whereas Sky Team was established in 2000 with 20 flight members (IATA & Tech, 2013). As a result of airline alliance, the members gain different benefits such as reduction of operational cost, increase of income, and formation of competitive advantages (IATA & Tech, 2013). The passenger also obtains several benefits such as chance for mileage, access to airline lounge, more availability of flights and routes, time saving from flight transit, and more convenience in travelling (Blacking, 2009). Non-member airlines of an alliance group likely take risks of various factors in business operation. Therefore, making decision to join alliance groups is a better option to increase competitive potential for surviving in the highly competitive business world (Prakobkarndee, 2015).

2.5.8.3 Accommodation Business

Strategic alliance has been used in accommodation business for a long time with good success from aggregation of hotels, especially large hotels such as Shankri-la chain hotels i.e., Anantara, Marriott, Four Seasons, and Kempinski. Such strategic alliance is used to gain benefits of sharing necessary information for mutual business operation; mutual arrangement of marketing activities to build potential and strengths; formation of business opportunity; business expansion to other regions; search of new customer groups; and learning of technique, technology, and operational strategy (Dev & Klein, 1993). For example, Radisson Hotels and Britain's Edwardian Hotels make agreement of cross selling whereas Marriott and New Otani Hotel make agreement for doing marketing together (Dev & Klein, 1993).

To summaries, strategic alliance has been used in aviation and accommodation business continuously in various models, and this strategy is very successful in increasing competitive capabilities, reducing expense burden, and expanding the market rapidly. However, some travel agencies use this strategy only when facing any crisis (Buhalis & Crotts, 2000). This raise the question whether this strategy is

suitable for tourism business, and what should be considered in using this strategy in tourism business.

2.6 Ports Profile for Phuket and Singapore

This topic describes general facts about Singapore Port and Phuket Port. This research studies strategic alliance for cruise tourism for cooperated development of Singapore and Phuket.

2.6.1 Singapore and Singapore Port

Singapore is officially entitled Republic of Singapore. It is the modern city state and also the smallest island country in Southeast Asia. It is situated at the south end of Malay Peninsula at 137 kilometers above the equator. The country land is in rhombus shape. It is often called Singapore Island in English, and Pulau Ujong in Malayu. Singapore also has more than 60 small islands. Popular tourist attractions in Singapore include Merlion at Marina Bay, the estuary of the Singapore River, the modern architecture of Esplanade Theatres, shopping areas at Little India, Orchard Road, and China Town. Night attractions at the riverbanks include Clarke Quay. The other suburb tourist attractions can be accessed conveniently by MRT train and buses. These attractions are Night Safari, Sentosa Island, Harbour Front, and Jurong Bird Park (Marina Bay Cruise Centre Singapore, 2020).

Singapore Tourism Board (STB) has the main function to promote, develop, and provide tourist information in Singapore. They also support cruise tourism by cooperating with stakeholders of cruise tourism from all related sectors. They use Three-Pronged Strategy (3PS) to manage cruise tourism industry by focusing on infrastructures, business development, and capacity of cruise tourism business. In addition, Singapore establishes The Cruise Development Fund (CDF) to support businesspeople in cruise tourism industry as well as to increase competitive capability and growth of such business.

At present, Singapore has 2 cruise ports: Singapore Cruise Centre and Marina Cruise Centre. Singapore Cruise Centre is the first cruise port in Singapore. Due to its limitation on supporting large cruise ships, this port is suitable for only medium or

small cruise ships. In fact, Singapore Cruise Centre is mostly used for the ferry terminals to transfer passengers between Singapore and Indonesia. On the other hand, Marina Cruise Centre is established in Singapore for solving the problems and limitations of Singapore Cruise Centre. It is the home port of cruise routes of Singapore-Malaysia-Phuket-Singapore. The port is the starting and ending points of cruise excursion, and it is also the turnaround port for passenger transits or transfers.

2.6.1.1 Singapore Cruise Centre

Singapore Cruise Centre is located in the south of Singapore. It includes terminals for ferries and cruise ships. It is the first cruise port in Singapore which was established in 1991. Maritime and Port Authority of Singapore (MPA) improved the port in different areas in 1993 to upgrade its modernity for serving port passengers more conveniently. Later in 1993, Singapore Cruise Centre Private Limited (SCCPL) gained authority to manage ferry and cruise terminals in Singapore. This company has been evolved from a service provider at the destination to the leader in cruise tourism and ferry services.

Singapore Cruise Centre has the main ferry terminal i.e., Harbourfront with 6 berths for ferries travelling among berths on Batam Island in Indonesia and Tanjung Balai on Karimun Island. In addition, it has 2 berths with the lengths of 310 meters and 270 meters long, the height limit at 52 meters, and the draft of 12 meters. The passenger capacity is more than 1 million people, and it can support more than 33 cruise lines in each year. Moreover, Singapore Cruise Centre has 2 passenger terminals: The International Passenger Terminal (IPT) and The Regional Ferry Terminal (RFT). This port is managed effectively for serving cruise and ferry passengers, so it won several international awards. Some examples of its awards are as follows.

- 1) Awards for excellent services include Spring Singapore (Spring Singapore's Excellence Services Awards), and Spring Singapore's Excellence Service Awards (EXSA) in 2006-2015.

- 2) Awards for safety and security include Gold/Silver standard for the Threat-Oriented Passenger Screening Integrated System (TOPSIS) Organisational Awards in 2012-2016, Award for SCCPL's Contribution towards

successful implementation of TOPSIS in 2010-2012, and Total Defence Award-Meritorious Award in 2006-2010.

3) Other awards such as World Travel Awards Asia's Leading Cruise Port 2015, and Asia Cruise Awards Asia Best Cruise Home Port in 2015.

2.6.1.2 Marina Bay Cruise Centre

Marina Bay Cruise Centre officially opened for service on 21st October 2012 with the joint investment for construction between Singapore Airport Terminal Service (SATS) and Creuer del Port del Barcelona. At present, it is the centre of cruise routes in Asian region, and it is the home port of the cruise routes in Southeast Asia.

Marina Bay Cruise Centre is equipped with various infrastructures and facilities, and it is supported and cooperated by Singapore Airline and Changi Airport. Therefore, Marina Bay Cruise Centre can provide cruise tourism in the forms of Fly-cruise and Cruise-fly as the details below.

1) Port infrastructures can support 2 cruise ships arriving at the same time. The first cruise berth is 360 meters long and 18 meters wide whereas the second cruise berth is 330 meters long and 18 meters wide. The port can support 220,000 tonnages cruise ships and it has spacious turnaround area without height limitation.

2) Passenger terminal is in 28,000 square meters with passenger capacity of 6,800 people per hour.

3) Marina Bay Cruise Centre provides facilities for tourist service such as 8 check-in counters, 40 immigration counters, tourist service centres, restaurants, convenience stores, currency exchange service, Cruise-fly service for passengers' flight transfer, and Drive-cruise service for tourist parking during their cruise. The parking lots can support 327 cars, 25 coaches, and 46 bicycles. The port also offers the meeting room with capacity of 7,000 meeting participants.

4) Regarding access and connectivity, the port is not far from Changi Airport in the distance of 19.2 kilometres with 20-minute drive to tourist attractions. Tourists can get around by public transport and subways nearby the ports.

Moreover, Marina Bay Cruise Centre is in the location attractive for cruise lines from the north and the south hemispheres. Its climate and marine

conditions are excellent for cruising all year. Furthermore, its vision is determined for developing the Singapore port to become the home port for gaining growth and economic benefits. Development of cruise tourism is conducted with 6 strategies (Marina Bay Cruise Centre Singapore, 2020) as follows.

- 1) Facilitation on infrastructures of cruise tourism at the national and regional levels
- 2) Security of cruise ships to the ports in Singapore
- 3) Growth formation of cruise tourism market at the national and regional levels
- 4) Strength formation of cruise tourism in Southeast Asia
- 5) Revision of related policies, rules, and regulation for supporting cruise tourism
- 6) Increase of capabilities of stakeholders and different related sectors to earn income and benefits for cruise tourism

It is obvious that Marina Bay Cruise Centre has advantageous factors on port infrastructures, facilities, access and connectivity, and service support from stakeholders and related sectors such as cruise ship maintenance and repair unit, ground service management, and cruise line agencies. This port is also conducted with effective strategies for cruise tourism development. Therefore, Marina Bay Cruise Centre is successful with a lot of awards such as The Best Turnaround Port in 2015-2016, and Best Cruise Port Award by the Travel Weekly Asia in 2017-2018 (Marina Bay Cruise Centre Singapore, 2020).



Figure 2.5 The Marina Bay Cruise Centre Singapore

Source: Cruisecritic (2020).

2.6.2 Phuket and Phuket Port

Phuket is the province in the south of Thailand, and it is the only province which is situated on an island in Andaman Sea. Phuket is regarded as the main tourist province in Thailand. It is entitled as “Pearl of Andaman” because of its beauty with white sand beaches in contrast with clear indigo sea water. Meanwhile, Phuket has its own unique cultures and architectures, especially in Shino-Portuguese style. It is known as the city of East Meet West where it is the modern and international city, but it also obviously maintains its own arts and cultures. In general, the whole area of Phuket covers 543.034 square kilometres or 356,271.25 rais. It is the biggest island in Thailand located in Andaman Sea. The neighbour provinces are Phang Nga at the north, and Phang Nga and Krabi at the south. Phuket Island is surrounded by Indian Ocean and its other islands in the south and the east. The travel to Phuket is done not only by ship but also by car on the only one road though Phang Nga, Sarasin and parallel bridges i.e., Thep Kasatri and Si Sunthorn Bridges. In addition, air transportation is possible with International Phuket Airport at the Northwest of the island.

Phuket has a large deep seaport with 30-meter-wide, 360-meter-long, and 10 meter deep. The port is located in Makham Bay, Wichit Sub-district, Muang District,

Phuket Province. It is 40 kilometers far from Phuket Airport and 15 kilometers from Phuket downtown. Phuket Port is established for goods transportation among the south of Thailand and regions in South Asia, Middle East, and Europe. At the initial phase of establishment, the port was under the management of Department of Sea Transport and Merchant Marine, and later transferred to Treasury Department. After that, the private company Chaophaya Sakol took bidding for port operation until October 2546, and since then Chaophaya Terminal International Co., Ltd. has taken concession until present. According to the rapidly growing situation of cruise tourism, Phuket Port has to build temporary port for supporting cruise ships. Two ports were built at Patong Beach and Kalim Beach for temporary operation in summer during November to April. These ports are only floating buoys Monpanthong and Choibamroong (2015) for supporting cruise lines to Phuket i.e., Star Cruises, Celebrity Cruises, Royal Caribbean, Princess Cruises, Seabourn, Regent Seven Seas, and Costa Cruise etc.



Figure 2.6 Phuket Deep Sea Port

Source: Cruisecritic (2020).

2.6.3 Case Studies of Best Practice in Effective Port Management

Effective port management for the success on cruise tourism management is popular among cruise lines. Several cruise ships and tourists choose to visit such ports because of various factors such as location, water depth level, facilities, and transportation. As a result, successful ports can be prototypes for case studies such as Port of Miami Cruise Terminal, Barcelona Cruise Port, Kai-Tak Cruise Terminal, and Marina Bay Cruise Centre.

1) Port of Miami Cruise Terminal

Port of Miami Cruise Terminal has capacity to support diversity of cruise ships and customer groups, ranging from family to luxury groups. It is one of the ports which is equipped with the most modern tourist facilities in the world. In addition, it has investment projects for future continuous development of the port to support new types of cruise ships as well as to expand the port for future passenger terminals, transportation and parking lots (Miami Port, 2019).

Port of Miami consists of 7 piers: A, C, D, E, F, G, and J. Each pier is a passenger terminal with different functions: 1) Pier A for Royal Caribbean Cruises Ltd.; 2) Pier C for Norwegian Cruise Line and Disney Cruise Line; 3) Piers D and E for Carnival Corporation & plc and Disney Cruise Line; 4) Pier F for MSC Cruises and Disney Cruise Line; 5) Pier G for Royal Caribbean Cruises Ltd. (RCCL), Royal Caribbean International, Celebrity Cruises, and Disney Cruise Line; and 6) Pier J in a boutique style for small and luxury ships i.e., Oceania Cruises and Regent Seven Seas Cruises. Each passenger terminal has VIP customer lounge, detection system for high security for inspecting passengers in embarkation and disembarkation, and different airlines counter services.

Moreover, Port of Miami has management for effectively facilitating passengers on departure and arrival with special pick-up/drop-off points for disabled customers and their followers. Furthermore, it has connectivity for convenient transportation to and from Port of Miami in various ways: private cars, taxis, and buses. The port is located nearby two main international airports: Miami International Airport and Fort Lauderdale–Hollywood International Airport so it enables cruise tourists access the port more easily and conveniently (Miami Port, 2019).

2) Barcelona Cruise Port

Barcelona Cruise Port is a cruise port in Spain which is on the 9th rank of the largest ports in Europe. It has 6 piers: 4 cruise piers and 2 piers for yachts and ferries. Each air-conditioned pier terminal contains restaurant, refreshment stalls, ticket office, public telephones for servicing tourists. There are 5 terminals in the port.

- 1) Moll Adossat Pier (Palacruceros) has 10 quays, and it is 2 kilometers away from downtown.
- 2) Helix Cruise Centre belongs to Carnival Corporation & PLC in the area of 134,550 square feet, and it has 10 quays where 8 of them are for Carnival Cruise Lines. These quays are the home port and port of call.
- 3) World Trade Centre Terminals consist of 3 quays: north, south, and east terminals.
- 4) Port Vell (Maremagnum) or Pier M consists of 1 fisherman quay, 2 yacht quays, 1 cruise quay, and 1 ferry quay. It also has 2 small terminals.

- 1) San Bertran cruise terminal is in 12 meters wide and 255 meters long for ferries and small ships with less than 220 meters long and is also used for small ships in tourist seasons.
- 2) Port Barcelona Ferry Terminals is for ferries to transfer passengers.

Tourist facilities in the terminals are elevators, escalators, currency exchange service, duty-free shops, souvenir shops, restaurants, city buses, taxi service, and parking lots for temporary stops before the passenger's check-in for the ships.

Furthermore, tourists can easily and conveniently access public services such as buses or electric subway MRT which are 400 meters away from the port. There is a bus service from Plaza de Colon at the centre of Barcelona-to-Barcelona Cruise Port. However, the port does not provide long-term parking due to the safety reason, but it provides only a pick-up/drop-off points (Portdebarcelona, 2019).

3) Kai-Tak Cruise Terminal

Kai-Tak Cruise Terminal Hongkong is located in Victoria Harbour. It is 850 meters long and 350 meters wide and it has 2 piers: one is 445 meters long and 35 meters wide whereas the other is 395 meters long and 35 meters wide. It can support 2 large ships arriving at the same time. The infrastructures were built by using solar power and wind power for electricity generation used in the buildings (Kai Tak Cruise Terminal, 2020; Marinethai, 2015).

The passenger terminal of Kai-Tak Cruise Terminal has passenger capacity of 8,400 to provide basic services such as baggage storage, immigration, customs, waiting areas, restaurants, shops, and parking lots. In addition, Cruise-Fly Service enables tourists to further travel by flight conveniently. The port is 42 kilometers away from Hong Kong International Airport. Furthermore, Kai-Tak Cruise Terminal has connectivity to main MRT subways in Hong Kong in the distance of 10 kilometers. For example, the port is 5 kilometers to Hung Horn Station, and 10 kilometers to Kowloon Airport Express Station. At these two stations, tourists can check-in for their flights (Kai Tak Cruise Terminal, 2020)

4) Marina Bay Cruise Centre

Marina Bay Cruise Centre Singapore is located in the south of Marina Bay. It is 360 meters long and 18 meters wide. Its capacity can support 2 cruise ships arriving at the same time. It has buildings for parking in the areas of 32,000 square meters and its passenger capacity is 6,800.

The passenger terminal of the port provides facilities and services such as ground services, tax refund, baggage storage, customer services, restaurants, convenience stores, currency exchange services, telephone shops, check-in points for Cruise fly and Drive cruise services. Tourists can park their cars in the port so they can drive it back home after completing the cruises without waiting for taxis or public transports.

Regarding transport connectivity, the port is not far from Changi Airport within 20-minute drive. In addition, MRT Marina South Pier Station is 500 meters away from the ports and there are bus stops nearby the ports for servicing tourists to travel conveniently in Singapore (Marina Bay Cruise Centre Singapore, 2020).

Table 2.26 Prototypes of Effective Port Management

| Ports | Port of Miami Cruise Terminal | Barcelona Cruise Port | Kai-Tak Cruise Terminal | Marina Bay Cruise Centre |
|-------------------------|--|---|--|---|
| Countries | USA | Spain | Hong Kong | Singapore |
| Number of ports / sizes | 7 cruise piers | 4 cruise piers, 1 yacht pier, 1 ferry pier | 2 ships docking at the same time 1st pier 445 meters long, 35 meters wide 2nd pier 95 meter long, 35 meters wide | 2 ships docking at the same time Pier in 360 meters long, 18 meters wide, and 222,000 tonnages |
| Examples of facilities | - VIP lounges - Detection system for security - Airline counter services - Pick-up points for disable customers and followers | - Restaurants - Refreshment stalls - Ticket offices | - Restaurants - Baggage storage - Immigration - Customs - Parking lots - Cruise Fly Service | - Restaurants - Convenience stores - Baggage storage - Currency exchange service - Tax refund - Cruise Fly Service - Drive Cruise Service |

| Ports | Port of Miami Cruise Terminal | Barcelona Cruise Port | Kai-Tak Cruise Terminal | Marina Bay Cruise Centre |
|--|---|--|---|--|
| Countries | USA | Spain | Hong Kong | Singapore |
| Connectivity of Transportation/ Public Transports | <ul style="list-style-type: none"> - Taxis - Buses - Private cars - Nearby an international airport | <ul style="list-style-type: none"> - Taxis - Buses - Private cars - Subways in 400 meters away from the port - City buses | <ul style="list-style-type: none"> - Subways with 2 stations in 5 km and 10 km distance from the port - International airport in 42 km distance from the port | <ul style="list-style-type: none"> - Subways in 500 meters from the port - Bus stops nearby the port - 20-minute drive to the airport |

2.7 Overview of Literature Review

According to the related literature review, cruise tourism is the sea excursion including with accommodation, transportation, services, facilities, entertainment, and various activities on a cruise ship. The excursion is from a home port to different port of calls or cities along the cruise routes in the duration of not more than 1 year. The present research classifies the cruise ships according to ship sizes or volumes, passenger capacity, and cruise routes divided by geographical aspects. The cruise lines are providers of cruise service for various cruise tourists. Ports are considered as home ports, port of call, and hybrid ports according to different factors such as port infrastructures, facilities, security, immigration, capacity to support different sizes of cruise ships, passenger capacity, port sizes, modernity, and effectiveness.

In cruise tourism management, there are 5 primary stakeholders: public sector, private sector, cruise lines, local communities, and cruise tourists. Cruise tourists are regarded as a type of consumers whose behaviours and roles are concerned with decision-making to buy tourists products or services. Tourists perceive different cruise experience either with satisfaction or dissatisfaction which form cognition reflecting tourists' plan to revisit within different specified period of time.

Based on synthesizing previous research about factors affecting cruise tourists' decision, such factors can be summarised into 6 main components or factors of cruise tourism.

- 1) Port (Port) consists of its infrastructures, facilities, waiting areas, restaurants, tourist transfer process, ships for transferring passengers, and immigration.

- 2) Port management (Process) includes services of port officers, tourist information service, cleanness and hygiene, infrastructures, port capacity, risk management and emergency plan, and security.

- 3) Image of tourist attraction (Perception) includes reputation of destinations, scenery of destinations or ports, and value for money.

- 4) Tourist Attractions for Shore Excursions (Places) includes tourist attractions, shopping areas, activities on cruise excursions and shore excursions, climate and marine conditions, stability of politics and security.

5) Management and Service for Shore Excursion (Professional) includes transportation routes and access, connectivity to other ports, public transport, itineraries of shore excursions, service providers and tour guides, and travel agencies for shore excursions.

6) Alliance in Cruise Tourism (Partnership) includes acceptance of people in community, and cooperation among stakeholders.

Business alliance refers to relationship and cooperation among 2 or more business organisations in different types of cooperation. Strategic alliance is continuously used in various types of aviation and accommodation businesses. It has been highly successful in increasing of competitive capability, reducing costs, and expanding markets rapidly. Previously, this strategy was used in tourism business only when any crisis occurred.

In strategic alliance, the selection of right partners is necessary. The main characteristics of good alliances are concerned with visions in the same direction, ability to achieve strategic goals, and not taking advantages from the partners. Factors or components of business alliance formation are trust for mutual operation among organisations, engagement among alliance organisations, cooperation among organisations, alliance experience, and alliance function

CHAPTER 3

RESEARCH METHODOLOGY

This research used mixed research methodology between quantitative and qualitative studies to find perfect answers for the research questions.

In the quantitative study, cruise tourists' behaviours were studied on the factors of cruise tourism management and decision to revisit between Phuket and Singapore from the perspectives of cruise tourists. A questionnaire was used as the research instrument to collect data for the statistical analysis and data processing. Regarding the qualitative study, the stakeholders in cruise tourism management were interviewed on management assessment and comparison of cruise tourism components as well as the issues concerning cooperated development between Phuket and Singapore in order to propose alliance strategies for cruise tourism later.

In this research, the research methodology consisted of research framework, population, samples, sampling method, research instrument, instrument validation, data collection, and data analysis in the forms of quantitative and qualitative methods. The details are presented as follows.

3.1 Conceptual Research Framework

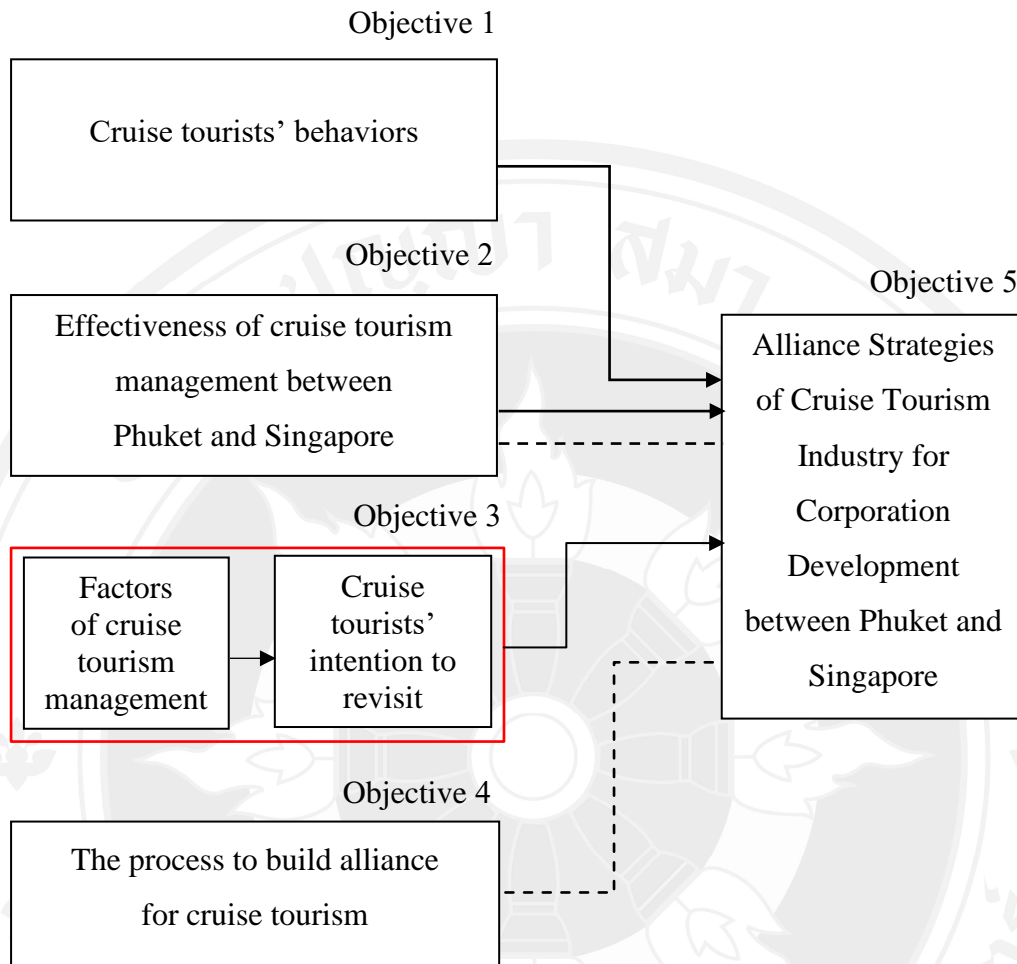


Figure 3.1 Conceptual Research Framework

3.2 Variables Used in the Research

3.2.1 Independent Variables

Factors in components of cruise tourism management consisted of 6 variables (6P's): 1) the port (Ports), 2) port management (Process), 3) image of tourist attraction (Perception), 4) tourist attractions for shore excursions (Places), 5) management and services for shore excursions (Professional), and 6) alliance in cruise tourism (Partnership).

3.2.2 Dependent Variables

In this study, the dependent variable was cruise tourists' intention to revisit.

3.3 Research Hypothesis

Factors of cruise tourism management in each component have different effects on cruise tourists' revisit.

3.4 Research Methodology

3.4.1 Quantitative Method

The description of the quantitative research for Objectives 1, 2, and 3 is presented as follows.

3.4.1.1 Population

The population of the study were the uncertain number of cruise tourists on cruising between Phuket and Singapore.

3.4.1.2 Samples

Since the population size was large with the uncertain number, the sample size was calculated by using Cochran's (Cochran, 1977) formula for calculating the sample size when the number of populations was unknown at the confidence interval of 95% and the error level of 5% (Vanichbuncha, 2006). The formula used in the present study is illustrated below.

$$\text{Formula} \quad n = \frac{P(1-P)Z^2}{e^2}$$

Where n is the number of the required samples

P is proportion of the population for the sampling (the used proportion of 50% or 0.50)

Z is confidence interval which set Z at 1.96 at the confidence interval of 95% (at the statistical significance of 0.05), according to the following criteria.

Z at the significant level of 0.10 equals 1.65 (confidence level of 90%) i.e., $Z = 1.65$

Z at the significant level of 0.05 equals 1.96 (confidence level of 95%) i.e., $Z = 1.96$

Z at the significant level of 0.01 equals 2.58 (confidence level of 99%) i.e., $Z = 2.58$

e is permissible error at 0.05, conforming to Z at a particular confidence interval such as follows.

The confidence interval of 90% is proportional to the error of 0.10.

The confidence interval of 95% is proportional to the error of 0.05.

The confidence interval of 99% is proportional to the error of 0.01.

$$\begin{aligned} \text{Substitute by } n &= \frac{(0.5)(1-.5)(1.96)^2}{(0.05)^2} \\ &= 384.16 \end{aligned}$$

The result of the sample size was 384.16. To prevent data errors, 400 samples were used in this study.

3.4.1.3 Sampling Method

This research used the purposive sampling for selecting the samples with required characteristics. The inclusion criteria were for selecting cruise tourists who used to take cruise trips between Phuket and Singapore and tourists who traveled in Phuket and Singapore during the past two years. To primarily screen the tourists with the required characteristics, the following questions were used.

1) Have you ever taken a cruise trip between Phuket and Singapore?

2) Have you ever travelled in Phuket and Singapore?

If the questionnaire respondents gave the answers 'no' to these questions, they did not pass the criteria and they could not fill in other parts of the questionnaire.

3.4.1.4 Research Instrument

The research instrument was the questionnaire which was developed by basing on the review of theories, literature, and related research. Parts 1, 2, 3, 4 and 6 of the questionnaires were in the form of a close-ended question for respondents to complete it conveniently, freely, and independently. In addition, with this was helpful for the researcher to collect a large amount of data, save time and efforts, and analyse the data conveniently. The questionnaire was divided into 6 parts as follows.

Part 1: The questionnaire on behaviours of cruise tourists who travelled between Phuket and Singapore is in the form of multiple-choice question.

Part 2: The questionnaire on the levels of evaluation and comparison on effectiveness of cruise tourism management between Phuket and Singapore is divided into 2 parts: Phuket and Singapore.

Part 3: This part refers to factors of cruise tourism management affecting cruise tourists' intention to revisit. According to the literature review, there were 6 issues for the exploratory factor analysis (EFA).

Part 4: This part of the questionnaire inquiries about cruise tourists' intention to revisit in 5 items:

- 1) You intend to take the trip again in Singapore and Phuket
- 2) You intend to take the trip again in Singapore and Phuket because you really enjoyed travelling there
- 3) You intend to take the trip again in Singapore and Phuket because you gained knowledge from travelling
- 4) You intend to take the trip again in Singapore and Phuket because it is not expensive but is worthwhile for pleasure
- 5) You intend to take the trip again in Singapore and Phuket when you have time

Parts 2, 3 and 4 were in Likert Scale which is popularly used and important on data quality. This scale has definite criteria, is easy to use, and do not require many questions, leading to reliable analysing results (Chaiyasuparakul, 2015). The rating scale was divided into 5 levels: very high, high, moderate, low, very low. The criteria for assigning scores were as follows.

| Effective Level | Scores |
|-----------------|--------|
| Very high | 5 |
| High | 4 |
| Moderate | 3 |
| Low | 2 |
| Very low | 1 |

The interpretation criteria for class interval in 5 levels were as follows. According to the formula of class interval in 5 levels, the scores obtained from the questionnaire were interpreted by using the following equation.

$$\begin{aligned} \text{Class interval} &= \frac{\text{Maximum score} - \text{Minimum score}}{\text{Number of classes}} \\ &= \frac{5 - 1}{5} \\ \text{The resulting class interval} &= 0.80 \end{aligned}$$

The average interval from the analysis was compared with the following criteria.

| | | | |
|----------------|-------------|----------|-----------|
| Average scores | 4.21 – 5.00 | refer to | Very high |
| Average scores | 3.21 – 4.20 | refer to | High |
| Average scores | 2.61 – 3.40 | refer to | Moderate |
| Average scores | 1.81 – 2.60 | refer to | Low |
| Average scores | 1.00 – 1.80 | refer to | Very low |

Part 5 was for additional suggestions and comments about cruise tourism management between Phuket and Singapore. It was in the form of an open-ended question.

Part 6 was concerned with demographic profiles of cruise tourists who were cruising between Singapore and Phuket. This part is in the form of a survey checklist in 7 items as follows.

- 1) Sex
- 2) Age
- 3) Nationality
- 4) Educational level
- 5) Marital Status
- 6) Occupation
- 7) Average income per month

3.4.1.5 Tests of Instrument Quality

In the study, the questionnaire was tested on its validity and reliability before collecting the data. The details of the tests are as follows.

1) Content Validity

The researcher submitted the draft proposal to the advisor and revised it according to the suggestion. Then, the revised questionnaire was validated by 3 experts regarding its content validity by determining item objective congruent (IOC) index according to the study objectives and the accuracy of language use. Then, the questionnaire was modified according to the experts' suggestion. To find the IOC with the research objectives (Vanichbuncha, 2019) the following equation was calculated.

$$IOC = \frac{\sum R}{N}$$

Where IOC is item objective congruent index

N is the number of experts

$\sum R$ is sum of experts' scores

The assessment criteria were in 3 levels.

+1 means the contents of the question or statement are congruent or valid.

0 means unsure whether the contents of the question or statement are congruent or valid.

- 1 means the contents of the question or statement are inappropriate or invalid.

According to the criteria for determining content validity, the calculated index should be more than 0.50 for the item congruence to the objectives of the study. The researcher informed the results to the advisor, requested for suggestion, and improved the questionnaire. When the content validity was obtained, the questionnaire was used to collect data for the study (Chittangwattana, 2016).

The questionnaire was tested on content validity by 3 experts in education on the tourism and service industry to find the index of item – objective congruence (IOC). The value for the questionnaire in this study was found to be 0.93.

2) Reliability

The questionnaire was also tested on its reliability before using in the pre-test. The try-out was conducted with another group of 30 samples to determine the questionnaire's reliability with the analysis of Cronbach's alpha coefficient. The questionnaire was considered reliable at the alpha coefficient value of not less than 0.70 (Hair, Black, Babin, Anderson, & Tatham, 2006). Therefore, it was concluded that the questionnaire contained reliability suitable for data collection. The pretest resulted in an Alpha statistic of 0.978.

3.4.1.6 Data Collection

1) Primary Data

Due to the pandemic situation of COVID-19, the researcher collected the primary data through an online questionnaire according to the following procedure.

(1) Use the questionnaire validated by experts and the research advisor as a model to develop an online questionnaire through Google Form which is available free of charge.

(2) Coordinate for collecting the data online. In this study, the researcher communicated through relevant Facebook Groups such as PuenThai@Singapore, Royal Caribbean Cruises, StarCruise Faces, The Cruising Community, and the Cruise & Travel etc.

(3) Follow up and wait for the responses. When receiving permission, the researcher posted a link of an online questionnaire in Facebook Groups.

After completing the data collection, the data were examined on accuracy and completeness for the analysis in the later step.

2) Secondary data

The researcher studied and collected the data from various related papers such as books, journals, online articles, academic papers, research articles, and lecture handouts in order to have complete data which were comprehensive, reliable, and accurate.

3.4.1.7 Data Analysis

The data analysis was conducted with the statistical program of SPSS for analysing and summarizing the data according to the following objectives.

1) Objective 1: To study cruise tourists' behaviours

The primary data were collected through the questionnaire from the cruise tourists, and these data were analysed with the descriptive statistics in frequency, percentage, mean, and standard deviation (SD).

2) Objective 2: To assess and compare the effectiveness of cruise tourism management between Phuket and Singapore

The primary data were collected through the questionnaire from the cruise tourists, and these data were analysed with the inferential statistics to compare the effectiveness of the cruise tourism management by using the distribution of the paired *t*-test. After that the gap analysis was performed to find the differences of the cruise tourism management between Phuket and Singapore.

3) Objective 3: To study factors of cruise tourism management affecting cruise tourists' intention to revisit

The data used in the study were primary data from the cruise tourist questionnaire. The inferential statistics was used to study the main factors affecting the cruise tourists' intention to revisit. Each factor of the cruise tourism management was analysed with the exploratory factor analysis (EFA) to classify related variables in the same category. The factors were extracted with the principal component analysis, orthogonal rotation was performed by Varimax with Kaiser

Normalization, and the suitable values of factor loading were at 0.5 upwards (Kim, 1978). The difference of each independent variable on the dependent variables was tested with stepwise multiple regression analysis. In the study, the stepwise regression was used to select the independent variables for the regression equations by using the stepwise criteria in order to prevent multicollinearity. As since independent variables with relationship in the multiple regression can change the regression coefficient and t-test values, some related independent variables were excluded. The variables with weak relationship and low predictability in the equation were excluded in order to keep only the variables with strong relationship with good predictability. Therefore, the stepwise correlation coefficient is a method of correlation analysis by excluding some variables in steps to keep only significant variables (Vanichbuncha, 2019).

3.4.2 Qualitative Method

Regarding the qualitative research for Objectives 2, and 4, the researcher used documentary research to analyse from related papers and studies, in-depth interview with the samples, and triangular technique to examine the congruence of data (Chaiyasuparakul, 2015; Chai Photisita, 2019). The details are presented below.

3.4.2.1 Population

The population of the study included officers in public and private sectors, tourism entrepreneurs, cruise tourism stakeholders, and cruise tourists in Phuket and Singapore.

3.4.2.2 Samples

The samples of the study were divided into 3 groups: 15 government officers, 13 people in private sectors relating to cruise tourism, and 7 cruise tourists in Phuket and Singapore. The samples' description is presented in Table 3.1

Table 3.1 The Samples in the Qualitative Study

| No. | Position/Workplace | Country |
|-------------------------------|---------------------------------|----------|
| Group 1: Public sector | | |
| 1 | Marine Department (Main Office) | Thailand |
| 2 | Port Authority of Thailand | Thailand |

| No. | Position/Workplace | Country |
|--|---|-----------|
| 3 | Tourism Authority of Thailand (Main Office) | Thailand |
| 4 | Ministry of Tourism and Sports (Main Office) | Thailand |
| 5 | Tourism Authority of Thailand, Phuket Office | Thailand |
| 6 | Phuket Office of Tourism and Sports | Thailand |
| 7 | Marine Office, Phuket Branch | Thailand |
| 8 | Phuket Immigration | Thailand |
| 9 | Phuket Provincial Police (Patong) | Thailand |
| 10 | Educators in cruise tourism | Thailand |
| 11 | Tourist Assistance Centre (Phuket) | Thailand |
| 12 | Singapore Tourism Board | Singapore |
| 13 | Singapore Cruise Centre (1) | Singapore |
| 14 | Singapore Cruise Centre (2) | Singapore |
| 15 | Marina Bay Cruise Centre | Singapore |
| Group 2: Private sectors relating to cruise tourism | | |
| 1 | Inbound tourism Department of the travel agency | Thailand |
| 2 | Operational Department of the travel agency | Thailand |
| 3 | Shipping Agency | Thailand |
| 4 | Operational Department of the shipping agency | Thailand |
| 5 | Pontoon owner at Patong Beach | Thailand |
| 6 | Freelance tour guide | Thailand |
| 7 | Phuket Deep Sea Port | Thailand |
| 8 | Cruise Lines International Association | Singapore |
| 9 | Port Operations of Cruise Lines | Singapore |
| 10 | Operations Department of the Shipping Agency | Singapore |
| 11 | Shipping Agency | Singapore |
| 12 | Shipping Agency | Singapore |
| 13 | Shipping Agency | Singapore |

Group 3 included 7 cruise tourists who were on cruise trips between Phuket and Singapore.

3.4.2.3 Sampling Method

The researcher uses the purposive sampling because it was quick, convenient, economical, and useful for obtaining the samples with the characteristic's requirement as the key informants. These people were in close contact, know problems, and have direct experience about topics of the study (Chantavanich, 2018).

3.4.2.4 Research Instrument

This research used in-depth interview with each informant. It was the semi-structured interview in which the issues or topics were specified in advance as guidelines. The interview included open-ended questions flexible for the interviewees to explain and clarify their points of views, leading to accurate data (Phisanbut, 2013; Prasitratsin, 2010). The interview was divided into 4 parts as follows.

Part 1: General information of the interviewees including first name and surname, job position, workplaces or organisation, date of interview, place of interview, and experience in cruise tourism industry.

Part 2: This section involves with factors of key success and limitation in cruise tourism management in Singapore and Phuket.

Part 3: This section involves with factors and process about the formation of strategic alliance in cruise tourism in the region of Southeast Asia.

Part 4: This section is concerned with guidelines for the formation of strategic alliance in cruise tourism for cooperated development between Phuket and Singapore, as well as additional suggestions.

3.4.2.5 Tests of Instrument Quality

The tests of the interview quality were divided into 3 steps.

Step 1 Review of related literature: The researcher reviewed related books, textbooks, articles, theses, or research studies relating to concepts and theories of cruise tourism and factors which contributed to success of cruise tourism management in Phuket and Singapore.

Step 2 Development and revision of interview: The researcher used the results from Step 1 to determine the content scope for developing the interview according to the objectives. Then, the researcher submitted the draft interview to the thesis advisor for examining the accuracy or weaknesses. Then the interview was modified and revised to be qualified for interviewing the samples.

Step 3 Interview Inspection: The data quality in the qualitative study were inspected by using researcher triangulation technique i.e., more than one researcher to collect data. For example, co-researchers or researcher assistance could collect data from the same group of samples on the same topic in order to find out whether and how they obtained data were similar or different (Sangphikun, 2013)

3.4.2.6 Data Collection

The researcher collected data from the key informants by herself in the fieldwork. The semi-structured interview was conducted, and recorded in notebook, audio recorder, and also mobile phone. Then, the interview questions and answers were transcribed word by word to facilitate for the comprehensive analysis and interpretation later.

3.4.2.7 Data Analysis

The data on building strategic alliance for the cruise tourism between Phuket and Singapore were collected from the interview with related people in cruise tourism management. In the data analysis, the content analysis was the analysis to transform the qualitative data into the quantitative ones. The data from the interview and records were analysed and described in the descriptive form. This type of analysis could save time and expense, and did not require a lot of researchers and instrument (Chaiyasuparakul, 2015).

The content analysis was performed in four steps as follows.

Step 1: data preparation dealt with transcribing the interview, synthesizing documents, and photos to obtain relevant parts for utilization.

Step 2: determination of issues for analysis was performed by using the research objectives as the analysing framework to determine and classify words in a concrete and unambiguous way. Then all the data were examined whether there were such words or not.

Step 3: codification and classification involved with encoding and classifying documents, photos, and words according to the to-be-analysed issues.

Step 4: research report writing was to report the study results, conclusion, and discussion.

The coding analysis was performed in three steps, as follows.

Coding is the method used in the process of data collection and classification. Coding is the data classification and analysis on the basis of the data's different conceptual properties and dimensions in 3 steps: data management, data presentation/findings, and data explanation/findings.

1) Data management is to prepare data collected from field work to be available to use conveniently. The data are organized in terms of formats and contents. Management of data formats is concerned with transcribing data from interviews or group focus into papers and typed files for facilitating analytical reading and keeping. On the other hand, management of data contents involves with data extraction and classification. The data which are interesting and useful will be encoded or marked in separated pieces convenient to use.

2) Data presentation is to arrange the encoded data into groups according to the relevance of the contents or in the same topics. In this step, the findings are developed from the encoded data into issues. Each finding issue includes the whole data of particular topic. If all finding issues are related, the result will be the framework or the outline of the whole study.

3) Data explanation is to write report about the analysing results with explanation in the form of abstract concepts and theories concerning the studied phenomenon for the further finding issue.

The analysing results are described in the descriptive form. This type of analysis is economical in terms of expense and time, unnecessary to use several researchers, and not using several instruments (Chaiyasuparakul, 2015; Photisita, 2019).

The researcher has summarised the research methodology of the study on alliance strategies for cruise tourism for cooperated development between Phuket and Singapore, according to the research objectives. The summary is shown in Table 3.2 below.

Table 3.2 Summary of the Research Methodology

| Objectives of the Study | Research | | Sample Size | Sampling Technique | Instrument | Data Analysis |
|---|--------------|-----------------|-------------|--------------------|---------------------------|--|
| | Methodology | Samples | | | | |
| 1. To study cruise tourists' behaviours | Quantitative | Cruise Tourists | 400 | Purposive Sampling | Questionnaire | Descriptive Statistics |
| 2. To assess and compare effectiveness of cruise tourism management between Phuket and Singapore | Quantitative | Cruise Tourists | 400 | Purposive Sampling | Questionnaire | Descriptive Statistics, Paired T-Test |
| 3. To study factors of cruise tourism management affecting cruise tourists' intention to revisit | Qualitative | Public Sector | 15 | Purposive Sampling | Semi-structured Interview | Coding Analysis |
| | | Private Sector | 13 | Sampling | | |
| | Quantitative | Cruise Tourists | 7 | Purposive Sampling | Questionnaire | Exploratory Factor Analysis, Multiple Regression |
| 4. To study the process to build alliance for cruise tourism at the regional level in order to attract cruise lines to the region | Qualitative | Public Sector | 15 | Purposive Sampling | Semi-structured Interview | Coding Analysis |
| | | Private Sector | 13 | Sampling | | |
| 5. To propose alliance strategy for cruise tourism for the cooperated development between Phuket and Singapore | | | | | | |

3.5 Research Ethics

In this research, the researcher uses mixed research methodology between quantitative and qualitative study. The questionnaire was used as a research instrument to collect data from the samples. The informants could select time to complete the questionnaire freely at their convenient time and were free to answer. The personal data of each person were kept in confidence by encoding them, instead of recording the real data.

In the qualitative study, the researcher used the in-depth semi-structured interview as the research instrument to collect data from stakeholders in cruise tourism. Before the interview, the researcher informed the interviewees about the details of the research and its contribution; then their consent was requested for being interviewed voluntarily. All data were kept in confidence and were used only for the research purposes. The interview questions were examined by experts to ensure that they were appropriate and ethical without making embarrassment or violating to privacy of the interviewees.

CHAPTER 4

DATA ANALYSIS AND RESULTS

This study was on “Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore”. This study used the mixed research methodology with the quantitative research and the qualitative research. The purposes of the study were 1) to study cruise tourists’ behaviours 2) to assess and compare effectiveness of cruise tourism management between Phuket and Singapore 3) to study factors of cruise tourism management affecting cruise tourists’ intention to revisit 4) to study the process to build alliance for cruise tourism at the regional level in order to attract cruise lines to the region 5) to propose alliance strategies for cruise tourism for the cooperated development between Phuket and Singapore. To achieve the study objectives, the researcher collected the quantitative data by using the questionnaire with the cruise tourists who used to take the trips between Phuket and Singapore, the qualitative data by using the in-depth interview with the stakeholders in the cruise tourism management. The analysing results are presented in 6 aspects as follows.

4.1 The analysing results on the demographic data of the cruise tourists

4.2 The analysing results on the cruise tourist behaviours

4.3 The analysing results on the comparison in the cruise tourism management effectiveness between Phuket and Singapore

4.4 The analysing results on the cruise tourism management factors affecting on the cruise tourists’ intention to revisit

4.5 The analysing results from the qualitative study about the process to build the cruise tourism alliance at the regional level for attracting cruise liners to the region

4.6 The analysing results on alliance strategies for cruise tourism in cooperative development between Phuket and Singapore

To facilitate understanding about the analysing results, the symbols used in presenting the analysing results are shown below with their interpretation.

| | | |
|------------------------|----|---|
| \bar{X} | is | mean |
| S.D. | is | standard deviation |
| t-test | is | T-distribution |
| F | is | F-distribution |
| R | is | multiple correlation |
| R square | is | coefficient of multiple correlation |
| Adjusted R Square | is | adjusted regression coefficient or predicting power |
| Std. Error of Estimate | is | error level due to all independent variables are used for predicting the dependent variables |
| B | is | regression coefficient of each independent variables in the predicting equation. It is the unstandardized coefficient in the equation with raw or real scores |
| Beta | is | regression coefficient of each independent variables in the predicting equation. It is the standardized coefficient in the equation with standardized scores |
| Std. Error | is | standard error of regression coefficient |
| Tolerance | is | tolerance calculated by $Tolerance = 1 - R^2$ |
| VIF | is | variance inflation ratio (VIF) |
| P-Value | is | probability value |
| Sig. | is | significance at 0.05 |

4.1 The Analysing Results on the Demographic Data of the Cruise Tourists

The analysing results on the demographic data of the cruise tourists in taking the cruise trip between Phuket and Singapore were classified according to genders, ages, marital statuses, educational levels, occupations, and annual income. The data were statistically analysed in frequency and percentage, as shown in Table 4.1.

Table 4.1 The Number and the Percentage of the Cruise Tourism's Personal Information Classified According to Demographic Characteristics

| Demographic Characteristics | Number (People) | Percentage |
|---|-----------------|---------------|
| 1. Genders | | |
| Males | 87 | 21.75 |
| Females | 262 | 65.50 |
| Others (LGBTQ+) | 51 | 12.75 |
| Total | 400 | 100.00 |
| 2. Ages | | |
| Below 23 years | 12 | 3.00 |
| 24 – 39 years | 135 | 33.75 |
| 40 – 55 years | 211 | 52.75 |
| 56 – 74 years | 41 | 10.25 |
| Over 75 years | 1 | 0.25 |
| Total | 400 | 100.00 |
| 3. Marital Statuses | | |
| Single | 100 | 25.00 |
| Married | 249 | 62.25 |
| Widow | 28 | 7.00 |
| Divorced | 22 | 5.50 |
| Separated | 1 | 0.25 |
| Total | 400 | 100.00 |
| 4. Educational levels | | |
| Lower than bachelor's degree | 65 | 16.25 |
| Bachelor's degree | 218 | 54.50 |
| Higher than bachelor's degree | 117 | 29.25 |
| Total | 400 | 100.00 |
| 5. Occupation | | |
| Government officer / state enterprise employees | 43 | 10.75 |
| Retirees | 22 | 5.50 |

| Demographic Characteristics | Number (People) | Percentage |
|------------------------------------|------------------------|-------------------|
| Students | 15 | 3.75 |
| Freelancers | 46 | 11.50 |
| Private company employees | 182 | 45.50 |
| Business owner / seller | 90 | 22.50 |
| Housewives / house husbands | 2 | 0.50 |
| Total | 400 | 100.00 |
| 6. Annual income | | |
| Less than USD 20,001 | 13 | 3.25 |
| USD 20,001 – 30,000 | 137 | 34.25 |
| USD 30,001 – 40,000 | 165 | 41.25 |
| USD 40,001 – 50,000 | 58 | 14.50 |
| USD 50,001 – 60,000 | 13 | 3.25 |
| More than USD 60,000 | 4 | 1.00 |
| No income | 10 | 2.50 |
| Total | 400 | 100.00 |

According to Table 4.1, the analysing results on the demographic data of the cruise tourists in taking the cruise trip between Phuket and Singapore classified according to genders, ages, marital statuses, educational levels, occupations, and annual income are summarised as follows.

Genders: Most cruise tourists were females (262, 65.50%), followed by males (87, 21.75%), and other genders (LGBTQ+) (51, 12.75%).

Ages: Most cruise tourists in this study were at the ages of 40-55 years (Generation X) (211, 52.75%), followed by the ages of 24 – 39 years (Generation Y) (135, 33.75%), the ages of 56-74 years (Generation Y) (12, 3.00%), and the ages of above 75 years (Generation Silent) (1, 0.25%), respectively.

Marital statuses: Most cruise tourists in this study were married (249, 62.25%), followed by single (100, 25.00%), widow (28, 7.00%), divorced (22, 5.50%), and separated (1, 0.25%), respectively.

Educational levels: Most cruise tourists in this study graduated with bachelor's degree (218, 54.50%), followed by higher than bachelor's degree (117, 29.25%), and lower than bachelor's degree (65, 16.25%), respectively.

Occupations: Most cruise tourists in this study were private company employees (182, 45.50%), followed by business owner / sellers (90, 22.50%), freelancers (46, 11.50%), government officers / state enterprise employees (43, 10.75%), retirees (22, 5.50%), students (15, 3.75%), housewives / house husbands (2, 0.50%), respectively.

Annual income: Most cruise tourists in the study had the average annual income at USD 30,001-40,000 (165, 41.25%), followed by USD 20,001-30,000 (137, 34.25%), USD 40,001-50,000 (58, 14.50%), USD 20,001 (13, 3.25%), USD 50,001-60,000 (13, 3.25%), no income (10, 2.50%), and higher than USD 60,000 (4, 1.00%), respectively.

When classifying the respondents according to the region, most respondents were the cruise tourists from Asia (336, 84.00%), followed by Europe (40, 10.00%), Australia (16, 4.00%), and North America (8, 2.00%), respectively. Regarding countries, most of them were from Singapore (143, 35.75%), followed by Thailand (139, 34.75%), Australia (12, 3.00%), India (7, 1.75%), Germany (7, 1.75%), Hong Kong (6, 1.50%), Japan (6, 1.50%), and the United Kingdom (6, 1.50%), respectively. The data about regions and countries are presented in Table 4.2.

Table 4.2 The Number and the Percentage of the Cruise Tourism's Personal Information Classified According to Regions and Countries

| Regions and Countries | Number (People) | Percentage |
|------------------------------|------------------------|-------------------|
| Asia | | |
| Singapore | 143 | 35.75 |
| Thailand | 139 | 34.75 |
| India | 7 | 1.75 |
| Hong Kong | 6 | 1.50 |
| Japan | 6 | 1.50 |
| Vietnam | 5 | 1.25 |

| Regions and Countries | Number (People) | Percentage |
|--------------------------------|------------------------|-------------------|
| Philippines | 5 | 1.25 |
| China | 4 | 1.00 |
| Myanmar (Burma) | 4 | 1.00 |
| Taiwan | 4 | 1.00 |
| South Korea | 4 | 1.00 |
| Indonesia | 3 | 0.75 |
| Malaysia | 3 | 0.75 |
| Sri Lanka | 3 | 0.75 |
| Europe | | |
| Germany | 7 | 1.75 |
| United Kingdom | 6 | 1.50 |
| Italy | 5 | 1.25 |
| France | 5 | 1.25 |
| Norway | 5 | 1.25 |
| Portugal | 4 | 1.00 |
| Switzerland | 4 | 1.00 |
| Russia | 3 | 0.75 |
| Denmark | 1 | 0.25 |
| Australia | | |
| Australia | 12 | 3.00 |
| New Zealand | 4 | 1.00 |
| North America | | |
| Canada | 5 | 1.25 |
| USA (United States of America) | 3 | 0.75 |
| Total | 400 | 100.00 |

4.2 The Analysing Results on the Cruise Tourist Behaviours

The analysing results on the cruise tourist behaviours in taking the cruise trip between Phuket and Singapore were analysed in frequency and percentages as shown below.

4.2.1 The Analysing Results on the Frequency in Taking the Cruise Trips

The frequency in taking the cruise trips was mostly at 2-3 times (173, 43.25%), followed by 1 time (97, 24.25%), 4-5 times (84, 21.00%), and more than 5 times (46, 11.50%), respectively.

Table 4.3 The Number and the Percentage of the Frequency in Taking the Cruise Trips

| Frequency in Taking the Cruise Trip | Number (People) | Percentage |
|-------------------------------------|-----------------|---------------|
| 1 time | 97 | 24.25 |
| 2-3 times | 173 | 43.25 |
| 4-5 times | 84 | 21.00 |
| More than 5 times | 46 | 11.50 |
| Total | 400 | 100.00 |

4.2.2 The Study Results on the Purposes for Taking the Cruise Trips

The cruise tourists' purposes for cruise trip taking were mostly for holidays or leisure (270, 67.50%), followed by for visiting friends or relatives (100, 25.00%), 4-5 times (84, 21.00%), for business, conference, or seminar (16, 4.00%), and for study (14, 3.50%), respectively.

Table 4.4 The Number and the Percentage of the Purposes for Taking the Cruise Trip

| Purposes for Taking the Cruise Trips | Number (People) | Percentage |
|---|------------------------|-------------------|
| Holiday/Leisure | 270 | 67.50 |
| Study | 14 | 3.50 |
| Business/Conference/Seminar | 16 | 4.00 |
| Visiting Friends/Relatives | 100 | 25.00 |
| Total | 400 | 100.00 |

4.2.3 The Study Results on the Cruising Duration

The cruising duration of the cruise tourists along the Phuket-Singapore route was mostly for 4-7 days (184, 46.00%), followed by 2-3 days (153, 38.25%), 8-10 days (58, 14.50%), and more than 10 days (5, 1.25%), respectively.

Table 4.5 The Number and the Percentage of the Cruising Duration

| Cruising Duration | Number (People) | Percentage |
|--------------------------|------------------------|-------------------|
| 2-3 days | 153 | 38.25 |
| 4-7 days | 184 | 46.00 |
| 8-10 days | 58 | 14.50 |
| More than 10 days | 5 | 1.25 |
| Total | 400 | 100.00 |

4.2.4 The Study Results on the Cruising Period

The cruising period of the cruise tourists along the Phuket-Singapore route was mostly in their annual vacation (164, 41.00%), followed by weekends (137, 34.25%), public holidays (65, 16.25%), Monday-Friday (32, 8.00%), and other periods (2, 0.50%) i.e., during the semester breaks or the periods with sales promotion, respectively.

Table 4.6 The Number and the Percentage of the Cruising Period

| Cruising Period | Number (People) | Percentage |
|------------------------|------------------------|-------------------|
| Monday-Friday | 32 | 8.00 |
| Weekend | 137 | 34.25 |
| Annual vacation | 164 | 41.00 |
| Public holiday | 65 | 16.25 |
| Others | 2 | 0.50 |
| Total | 400 | 100.00 |

4.2.5 The Study Results on the Person Influencing on Decision to Take the Cruise Trip

The person influencing on decision to take the cruise trip of the cruise tourists in Phuket and Singapore was mostly themselves (375, 93.75%), followed by relative or family member (391, 72.75%), blogger review or YouTuber (138, 34.50%), friend or colleague (111, 27.25%), and company (19, 4.75%), respectively.

Table 4.7 The Number and the Percentage of the Person Influencing on Decision to Take the Cruise Trip

| Person Influencing on Decision to Take the Cruise Trip | Number (People) | Percentage |
|---|------------------------|-------------------|
| Yourself | 375 | 93.75 |
| Relative / family member | 291 | 72.75 |
| Friend / colleague | 111 | 27.25 |
| Blogger review / YouTuber | 138 | 34.50 |
| Company | 19 | 4.75 |
| Total | 400 | 100.00 |

4.2.6 The Study Results on Motivation to Take the Cruise Trip

The motivation to take the cruise trip of the cruise tourists along the Phuket-Singapore route was mostly on safety of the cruise travel (337, 84.25%), followed by

cleanliness and hygiene on the cruise ship (307, 76.75%), convenience and comfort (290, 72.50%), price of the cruise package (278, 69.50%), and reputation of the cruise line (271, 67.75%), respectively.

Table 4.8 The Number and the Percentage of Motivation to Take the Cruise Trip

| Motivation to Take the Cruise Trip | Number (People) | Percentage |
|--|------------------------|-------------------|
| Convenience and comfort | 290 | 72.50 |
| Cruise route | 222 | 55.50 |
| Port of call / destinations | 154 | 38.5 |
| Cruising duration | 146 | 36.50 |
| Value for money | 225 | 56.25 |
| Diversity of activities | 107 | 26.75 |
| Exotic experience | 190 | 47.50 |
| Premium service on board | 186 | 46.50 |
| Price of the cruise package | 278 | 69.50 |
| Reputation of the cruise line | 271 | 67.75 |
| Safety of the cruise travel | 337 | 84.25 |
| Cleanliness and hygiene on the cruise ship | 307 | 76.75 |

4.2.7 The Study Results on the Sources of Cruise Information

The sources of cruise information for the cruise tourists along the Phuket-Singapore route were mostly online social media (356, 89.00%), followed by travel agency or tour operator (297, 74.25%), website of the cruise line (259, 64.75%), advertising posters or billboards (229, 57.25%), family members, friends, or colleagues (213, 53.25%), and television or radio (201, 50.25%), respectively.

Table 4.9 The Number and the Percentage of the Sources of Cruise Information

| Sources of Cruise Information | Number (People) | Percentage |
|---|-----------------|------------|
| Travel agency / Tour operator | 297 | 74.25 |
| Website of the cruise line | 259 | 64.75 |
| Newspaper / Magazine / Journal / Pamphlet | 130 | 32.50 |
| Online social media | 356 | 89.00 |
| Blogger review / Youtuber / Vlogger | 147 | 36.75 |
| Television / Radio | 201 | 50.25 |
| Family members / Friends / Colleagues | 213 | 53.25 |
| Advertising posters / Billboards | 229 | 57.25 |
| Tourism festival | 186 | 46.50 |

4.2.8 The Study Results on the Channel of the Cruise Trip Reservation

The channel of the cruise trip reservation of the cruise tourists along the Phuket-Singapore route was mostly through website of the cruise line (171, 42.75%), followed by travel agency or tour operator (100, 25.00%), online website such as Expedia, Cruise.com (70, 17.50%), cruise agency (58, 14.50%), and others (1, 0.25%) i.e., requesting a friend to make the reservation, respectively.

Table 4.10 The Number and the Percentage of the Channel of the Cruise Trip Reservation

| Channel of the Cruise Trip Reservation | Number (People) | Percentage |
|--|-----------------|---------------|
| Travel agency / tour operator | 100 | 25.00 |
| Cruise agency | 58 | 14.50 |
| Online website such as Expedia, Cruise.com | 70 | 17.50 |
| Website of the cruise line | 171 | 42.75 |
| Others | 1 | 0.25 |
| Total | 400 | 100.00 |

4.2.9 The Study Results on the Sponsor for the Cruise Trip

The sponsor for the cruise trip of the cruise tourists along the Phuket-Singapore route was mostly themselves (288, 72.00%), followed by relatives / family members (47, 11.75%), friends (26, 6.50%), lovers (24, 6.00%), and company / workplace (15, 3.75%), respectively.

Table 4.11 The Number and the Percentage of the Sponsor for the Cruise Trip

| Sponsor for the cruise trip | Number (People) | Percentage |
|-----------------------------|-----------------|---------------|
| Yourself | 288 | 72.00 |
| Relatives / family members | 47 | 11.75 |
| Lovers | 24 | 6.00 |
| Friends | 26 | 6.50 |
| Company / workplace | 15 | 3.75 |
| Total | 400 | 100.00 |

4.2.10 The Study Results on the Duration of the Cruise Trip Reservation in Advance

The longest duration of the cruise trip reservation in advance of the cruise tourists along the Phuket-Singapore route was 91-120 days (158, 39.50%), followed by 61-90 days (136, 34.00%), 31-60 days (65, 16.25%), and less than 30 days (12, 3.00%), respectively.

Table 4.12 The Number and the Percentage of the Duration of the Cruise Trip Reservation in Advance

| Duration of the Cruise Trip Reservation in Advance | Number (People) | Percentage |
|--|-----------------|------------|
| 31-60 days | 65 | 16.25 |
| 61-90 days | 136 | 34.00 |
| 91-120 days | 158 | 39.50 |
| More than 120 days | 29 | 7.25 |

| Duration of the Cruise Trip Reservation in Advance | Number (People) | Percentage |
|---|------------------------|-------------------|
| Less than 30 days | 12 | 3.00 |
| Total | 400 | 100.00 |

4.2.11 The Study Results on the Plan for Shore Excursion

Most cruise tourists along the Phuket-Singapore route planned their shore excursion by having friends or relatives to take them for shore excursion (110, 27.50%), followed by direct reservation with a shore excursion travel agency (102, 25.50%), travelling by themselves by public transportation, taxis, or rented cars (92, 23.00%), buying travel program from a cruise line (82, 20.50%), and host company or organisation taking them for shore excursion (14, 3.50%), respectively.

Table 4.13 The Number and the Percentage of the Plan for Shore Excursion

| Plan for Shore Excursion | Number (People) | Percentage |
|---|------------------------|-------------------|
| Travel by themselves by public transportation / taxis / rented cars | 92 | 23.00 |
| Direct reserve with a shore excursion travel agency | 102 | 25.50 |
| Buy travel program from a cruise line | 82 | 20.50 |
| Friends / relatives take them for shore excursion | 110 | 27.50 |
| Host company / Organisation takes them for shore excursion | 14 | 3.50 |
| Total | 400 | 100.00 |

4.2.12 The Study Results on the Average Spending for Shore Excursion

The average spending for shore excursion per tourist per port was mostly at USD 100-200 (165, 41.25%), followed by USD 201-300 (117, 29.25%), less than USD 100 (106, 26.50%), and USD 301-400 (12, 3.00%), respectively.

Table 4.14 The Number and the Percentage of the Average Spending for Shore Excursion

| Average Spending for Shore Excursion | Number (People) | Percentage |
|---|------------------------|-------------------|
| Less than USD 100 / tourist | 106 | 26.50 |
| USD 100 – 200 / tourist | 165 | 41.25 |
| USD 201 – 300 / tourist | 117 | 29.25 |
| USD 301 – 400 / tourist | 12 | 3.00 |
| Total | 400 | 100.00 |

4.2.13 The Study Results on the Cruise Companion

The cruise companion of the cruise tourists along the Phuket-Singapore route was mostly family member (237, 59.25%), followed by spouse or lover (57, 14.25%), friend or colleague (40, 10.00%), and relative (5, 1.00%), respectively.

Table 4.15 The Number and the Percentage of the Cruise Companion

| Cruise Companion | Number (People) | Percentage |
|-------------------------|------------------------|-------------------|
| Alone | 20 | 5.00 |
| Family member | 237 | 59.25 |
| Spouse / Lover | 57 | 14.25 |
| Son / Daughter | 27 | 6.75 |
| Friend / Colleague | 40 | 10.00 |
| Company / Organisation | 15 | 3.75 |
| Relative | 5 | 1.00 |
| Total | 400 | 100.00 |

4.2.14 The Study Results on the Travel at Port of Call

Nearly all cruise tourists along the Phuket-Singapore route travelled at every port of call (393, 98.25%) whereas the other tourists travelled at some port of call (7, 1.75%).

Table 4.16 The Number and the Percentage of the Travel at Port of Call

| Travel at Port of call | Number (People) | Percentage |
|-------------------------------|------------------------|-------------------|
| Travel at every port of call | 393 | 98.25 |
| Travel at some port of call | 7 | 1.75 |
| Total | 400 | 100.00 |

4.2.15 The Study Results on the Attractive Factors for Travelling at Port of Call

Nearly all cruise tourists along the Phuket-Singapore route travelled at every port of call. The attractive factor for them to travel at port of call was mostly in quickness and convenience in custom and immigration (348, 87.00%), followed by cleanliness and hygiene of the tourist attractions (344, 86.00%), convenience of access and connectivity of the port to tourist attractions (318, 79.50%), variety of the tourist attractions (276, 69.00%), variety of shopping (239, 59.75%), uniqueness of the tourist attractions (223, 55.75%), and safety of the tourist attractions (206, 51.50%), respectively.

Table 4.17 The Number and the Percentage of the Attractive Factors for Travelling at Port of Call

| Attractive Factors for Travelling at the Port of Call | Number (People) | Percentage |
|--|------------------------|-------------------|
| Variety of the tourist attractions | 276 | 69.00 |
| Uniqueness of the tourist attractions | 223 | 55.75 |
| Variety of shopping | 239 | 59.75 |
| Convenience of access and connectivity of ports to tourist attractions | 318 | 79.50 |
| Convenience of connectivity among the tourist attractions | 169 | 42.25 |
| Safety of the tourist attraction | 206 | 51.50 |
| Value for money of excursion activity | 191 | 47.75 |

| Attractive Factors for Travelling at the Port of Call | Number (People) | Percentage |
|--|------------------------|-------------------|
| Excellent services of tour guides | 28 | 7.00 |
| Cleanliness and hygiene of the tourist attraction | 344 | 86.00 |
| Quickness and convenience of the custom and immigration | 348 | 87.00 |

4.2.16 The Study Results on the Favourite Onboard Activities

The most favourite onboard activity was casino (311, 77.75%), followed by bowling (221, 55.25%), Broadway shows or theatre (218, 54.50%), and games (201, 50.25%), respectively.

Table 4.18 The Number and the Percentage of the Favourite Onboard Activities

| Favourite Onboard Activities | Number (People) | Percentage |
|-------------------------------------|------------------------|-------------------|
| Swimming / slider | 181 | 45.25 |
| Bowling | 221 | 55.25 |
| Simulated rock climbing | 65 | 16.25 |
| Fitness | 146 | 36.50 |
| Basketball | 102 | 25.50 |
| Beauty salon | 178 | 44.50 |
| Food-tasting activities | 184 | 46.00 |
| Games | 201 | 50.25 |
| Broadway shows / Theatre | 218 | 54.50 |
| Casino | 311 | 77.75 |
| Sunbathing | 134 | 33.50 |
| Massage / spa | 168 | 42.00 |
| Onboard Shopping | 100 | 25.00 |

4.2.17 The Study Results on the Favourite Shore Excursion Activities

The most favourite shore excursion activity was cultural trip (271, 67.75%), followed by museum trip (263, 65.75%), historical trip (234, 58.50%), and sunbathing or swimming (207, 51.75%), respectively.

Table 4.19 The Number and the Percentage of the Favourite Shore Excursion Activities

| Favourite Shore Excursion Activities | Number (People) | Percentage |
|--------------------------------------|-----------------|------------|
| City tour | 181 | 45.25 |
| Shopping | 143 | 35.75 |
| Food-tasting activities | 164 | 41.00 |
| Water sports | 169 | 42.25 |
| Recreation and entertainment | 195 | 48.75 |
| Sunbathing / swimming | 207 | 51.75 |
| Historical trip | 234 | 58.50 |
| Museum trip | 263 | 65.75 |
| Cultural trip | 271 | 67.75 |
| Community trip | 79 | 19.75 |
| Adventurous trip | 141 | 35.25 |
| Health, massage, and spa trip | 127 | 31.75 |

4.2.18 The Study Results on Telling about Cruise Experience

Most cruise tourists along the Phuket-Singapore route told or recommended their cruise experience to friends or colleagues (247, 61.75%), followed by acquaintance or general people (82, 20.50%), and relatives or family members (71, 17.75%), respectively.

Table 4.20 The Number and the Percentage of Telling or Recommending about Cruise Experience

| Telling or Recommending about Cruise Experience | Number (People) | Percentage |
|--|------------------------|-------------------|
| To friends / colleagues | 247 | 61.75 |
| To acquaintance / general people | 82 | 20.50 |
| To relatives / family members | 71 | 17.75 |
| Total | 400 | 100.00 |

4.2.19 The Study Results on the Channels for Telling or Recommending about Cruise Experience

Most cruise tourists along the Phuket-Singapore route told or recommended their cruise experience through the channel of Facebook or pages (383, 95.75%), followed by Instagram (322, 80.50%), and Twitter (258, 64.50%), respectively.

Table 4.21 The Number and the Percentage of the Channels for Recommendation or Telling about Cruise Experience

| Channels for Recommendation or Telling about Cruise Experience | Number (People) | Percentage |
|---|------------------------|-------------------|
| Facebook / Page | 383 | 95.75 |
| Instagram | 322 | 80.50 |
| Twitter | 258 | 64.50 |
| Blog / website | 47 | 11.75 |
| YouTube | 41 | 10.25 |
| Line / WeChat / WhatsApp | 152 | 38.00 |
| Telephone | 164 | 41.00 |

4.2.20 The Study Results on the Intention to Revisit of the Cruise Tourists

Nearly all cruise tourists along the Phuket-Singapore route had certain intention to revisit (393, 95.75%) whereas the others were unsure (7, 1.75%).

Table 4.22 The Number and the Percentage of the Intention to Revisit of the Cruise Tourists

| Intention to Revisit of the Cruise Tourists | Number (People) | Percentage |
|---|-----------------|---------------|
| Certainly | 393 | 98.25 |
| Unsure | 7 | 1.75 |
| Never | - | - |
| Total | 400 | 100.00 |

4.2.21 The Study Results on the Factors about the Cruise Tourists' Reasons for Intention to Revisit

According to Table 4.23 about the study results on factors affecting cruise tourists' intention to revisit, the ranking 1-3 was used to rank the informants' responses and then to calculate frequency and percentage in each questionnaire items.

Table 4.23 The Number and the Percentage of the Prioritized Factors about the Cruise Tourists' Reasons for Intention to Revisit

| Reasons for Intention to Revisit | Priority | | | | Percentage |
|--------------------------------------|--------------|---------------|----------------|----------------|-----------------|
| | 1 | 2 | 3 | Not specify | |
| 1. Interesting features of the ports | 2 (0.50) | 18 (4.50) | 39 (9.75) | 341 (85.25) | 400 (100.00) |
| 2. Cruise routes | 10 (2.50) | 29 (7.25) | 63 (15.75) | 298 (74.50) | 400 (100.00) |
| 3. Exotic experienced | 20 (5.00) | 49 (12.25) | 112 (28.00) | 219 (54.75) | 400 (100.00) |

| Reasons for Intention to Revisit | Priority | | | | Percentage |
|--|----------------|----------------|---------------|----------------|-----------------|
| | 1 | 2 | 3 | Not specify | |
| 4. Cruise duration | 19 (4.75) | 68 (17.00) | 20 (5.00) | 293 (73.25) | 400 (100.00) |
| 5. Price of the cruise trip package | 85 (21.25) | 136 (34.00) | 68 (17.00) | 111 (27.75) | 400 (100.00) |
| 6. Reputation of the cruise line | 33 (8.25) | 21 (5.25) | 30 (7.50) | 316 (79.00) | 400 (100.00) |
| 7. Tourist attraction and shore excursion activities | 14 (3.50) | 17 (4.25) | 40 (10.00) | 329 (82.25) | 400 (100.00) |
| 8. Safety | 217 (54.25) | 62 (15.50) | 28 (7.00) | 93 (23.25) | 400 (100.00) |

Regarding the study results about factors affecting cruise tourists' intention to revisit in Table 4.24, the study used the ranking scale for 1-3 ranking, then weighted the ranked value and loaded scores by multiplying the number of the questionnaire respondents in Table 4.23 with the significant scores (Vaivanijskul & Udomsri, 2002), as follows.

| | | |
|------------------------------|---|-----------------|
| The 1 st priority | = | 3 scoring level |
| The 2 nd priority | = | 2 scoring level |
| The 3 rd priority | = | 1 scoring level |

Table 4.24 The Prioritizing Scores of the Factors about the Cruise Tourists' Reasons for Intention to Revisit

| Reasons for Intention to Revisit | Priority | | | Total |
|-------------------------------------|----------|-----|-----|-------|
| | 1 | 2 | 3 | |
| 1. Safety | 651 | 124 | 28 | 803 |
| 2. Price of the cruise trip package | 255 | 272 | 68 | 595 |
| 3. Exotic experience | 60 | 98 | 112 | 270 |
| 4. Cruise duration | 57 | 136 | 20 | 213 |
| 5. Reputation of the cruise line | 99 | 42 | 30 | 171 |

| Reasons for Intention to Revisit | Priority | | | Total |
|---|----------|----|----|-------|
| | 1 | 2 | 3 | |
| 6. Cruise route | 30 | 58 | 63 | 151 |
| 7. Tourist attractions and shore excursion activities | 42 | 34 | 40 | 116 |
| 8. Interesting features of the port | 6 | 36 | 39 | 81 |

According to Table 4.23 and Table 4.24, the reasons for the cruise tourists' intention to revisit on the 1st priority is on safety with the prioritizing scores at 803, followed by exotic experience at 595, and cruise duration at 213, respectively.

4.3 The Analysing Results on the Comparison of the Cruise Tourism Management Effectiveness between Phuket and Singapore

4.3.1 The Results of the Quantitative Study about Effectiveness of the Cruise Tourism Management between Phuket and Singapore

In this study, the difference in the cruise tourism management of Phuket and Singapore was tested and compared by using the paired t-test to test the difference between both mean scores from the same sample group at the significance level of 0.05. The study hypotheses were as follows, and the comparison results were shown in Table 4.25.

Table 4.25 The Comparison Results on the Cruise Tourism Management Effectiveness between Phuket and Singapore

| Cruise Tourism Management | Phuket | | Singapore | | t-test | Sig. |
|---|-----------|-------|-----------|-------|--------|------|
| | \bar{X} | S.D. | \bar{X} | S.D. | | |
| The Port | | | | | | |
| 1. Port capacity for supporting passengers such as passenger areas, and passenger terminals | 3.85 | 0.743 | 4.17 | 0.396 | -7.95 | 0.00 |
| 2. International standard of the port jetties | 4.02 | 0.919 | 4.47 | 0.524 | -10.27 | 0.00 |
| 3. Port infrastructures such as electricity, water supply, telephones, and internet | 3.77 | 0.781 | 4.56 | 0.606 | -17.36 | 0.00 |

| Cruise Tourism Management | Phuket | | Singapore | | t-test | Sig. |
|--|---------------|-------|------------------|-------|---------------|-------------|
| 4. Sufficiency of port facilities such as toilets and restaurants | 3.47 | 0.775 | 4.24 | 0.617 | -16.86 | 0.00 |
| 5. Particular areas for meeting point service | 3.67 | 0.802 | 4.00 | 0.683 | -6.12 | 0.00 |
| 6. Availability of souvenir selling points for tourists | 3.89 | 0.862 | 3.81 | 0.709 | 1.44 | 0.15 |
| 7. Areas for service points in currency exchange and ATM machines | 3.72 | 0.837 | 4.26 | 0.703 | -10.74 | 0.00 |
| Port management | | | | | | |
| 8. Quickness and convenience in custom, immigration, and quarantine with sufficient service officers | 3.73 | 0.730 | 4.23 | 0.638 | -10.33 | 0.00 |
| 9. Suitable hygiene management in food, drinking water, water supply, and port area | 3.69 | 0.801 | 4.16 | 0.684 | -9.49 | 0.00 |
| 10. Management in port safety with security guards, safety equipment, and baggage inspection machine | 3.72 | 0.781 | 4.22 | 0.678 | -9.96 | 0.00 |
| 11. Facilities for cruise ship dockage | 3.77 | 0.756 | 3.94 | 0.672 | -3.31 | 0.00 |
| 12. Effectiveness of management in traffics and logistics in the port | 3.77 | 0.775 | 3.99 | 0.748 | -4.27 | 0.00 |
| 13. Public relation about the travelling routes and the routes to ports in neighbor countries before and after embarking and disembarking the cruise ships | 3.72 | 0.584 | 4.12 | 0.699 | -11.05 | 0.00 |
| 14. Port transportation infrastructures to support transportation connectivity from the port to different attractions | 3.78 | 0.672 | 4.18 | 0.689 | -10.03 | 0.00 |
| 15. Port public relation about image of national tourism to the tourists | 3.77 | 0.604 | 4.17 | 0.630 | -12.55 | 0.00 |
| Shore Excursion Activities | | | | | | |
| 16. Availability of travelling activities with variety and interestingness such as | 4.24 | 0.585 | 3.78 | 0.697 | 11.51 | 0.00 |

| Cruise Tourism Management | Phuket | Singapore | t-test | Sig. | | |
|---|---------------|------------------|---------------|-------------|--------|------|
| rafting, boating, trekking, city cycling, scuba diving, and city tour | | | | | | |
| 17. Availability of experiential activities to do exotic matters such as Thai cooking class and massage services | 4.38 | 0.613 | 3.67 | 0.643 | 17.65 | 0.00 |
| 18. Availability of creative activities such as sightseeing on local living and cultures | 4.08 | 0.509 | 4.15 | 0.653 | -1.84 | 0.07 |
| Shore tourist attractions | | | | | | |
| 19. Value for money of the shore excursion activities | 4.17 | 0.542 | 4.32 | 0.589 | -5.05 | 0.00 |
| 20. Distinction of tourist attractions with uniqueness and interestingness to attract tourists | 3.95 | 0.607 | 4.31 | 0.689 | -9.91 | 0.00 |
| 21. Variety of tourist attractions both in natural and man-made attractions | 3.89 | 0.650 | 4.18 | 0.691 | -7.04 | 0.00 |
| 22. Beauty, interestingness, and distinction of tourist attractions at the port destinations | 3.91 | 0.585 | 4.25 | 0.712 | -8.75 | 0.00 |
| 23. Global reputation of the tourist attractions | 4.22 | 0.547 | 4.39 | 0.550 | -6.48 | 0.00 |
| 24. Easy accessibility, convenience, and safety of the tourist attractions | 3.96 | 0.628 | 4.42 | 0.659 | -13.29 | 0.00 |
| 25. Variety of shopping including souvenirs with identity in reasonable prices | 3.86 | 0.632 | 4.06 | 0.743 | -4.75 | 0.00 |
| 26. Variety of restaurant options with cleanliness, good tastes, and hygiene in reasonable prices | 3.85 | 0.577 | 4.10 | 0.716 | -6.07 | 0.00 |
| Shore excursion management | | | | | | |
| 27. Participation of local people and entrepreneurs in environmental management of the tourist attraction such as cleanliness | 3.84 | 0.586 | 4.20 | 0.659 | -10.13 | 0.00 |

| Cruise Tourism Management | Phuket | | Singapore | | t-test | Sig. |
|--|---------------|--------------|------------------|--------------|---------------|-------------|
| 28. Control of tourist effects in the tourist attractions such as limiting the number of tourists | 4.32 | 0.687 | 4.46 | 0.616 | -5.84 | 0.00 |
| 29. Effective management in natural ecosystem of the tourist attractions to prevent tourist effects such as closing some attractions in some period of time | 3.87 | 0.590 | 4.23 | 0.648 | -10.43 | 0.00 |
| 30. Travelling service of officer / caretakers in the tourist attractions such as giving advice or information, and giving knowledge before activity participation | 3.70 | 0.653 | 4.05 | 0.722 | -9.88 | 0.00 |
| 31. Safety of the tourist attraction during the whole travelling access | 4.03 | 0.673 | 4.32 | 0.640 | -8.49 | 0.00 |
| 32. Signs or posters in the tourist attractions to facilitate tourists about direction and facilities | 3.83 | 0.592 | 4.22 | 0.687 | -10.22 | 0.00 |
| 33. Suitable parking areas in the tourist attractions | 3.69 | 0.611 | 4.11 | 0.731 | -10.65 | 0.00 |
| 34. Sufficiency, cleanliness, and hygiene of toilets in the tourist attractions | 3.75 | 0.615 | 4.14 | 0.689 | -9.58 | 0.00 |
| 35. Connectivity of travelling routes to other attractions including road conditions, safety, and good traffics. | 3.74 | 0.655 | 4.20 | 0.707 | -11.32 | 0.00 |
| Total | 3.91 | 0.665 | 4.16 | 0.658 | | |

Note: * At the significance level of 0.05

Table 4.25 illustrates the results on the comparison in the cruise tourism management effectiveness between Phuket and Singapore by using the t-test statistic. Accordingly, the cruise tourists have different opinions on the effectiveness of the cruise tourism management at Phuket and Singapore at the statistical significance level of 0.05 (p-value < 0.05). In each aspect, the cruise tourists have opinions with

significant difference on availability of souvenir selling points for tourists (Sig. = 0.15), and availability of creative activities such as sightseeing on local living and cultures (Sig. = 0.07). They perceive that Phuket Port has more availability of souvenir selling points for tourists than that in Singapore Port whereas Singapore has more availability of creative activities such as sightseeing on local living and cultures than that in Phuket.

4.3.1.1 The analysing results from the comparison of the cruise tourism management effectiveness between Phuket and Singapore

The effectiveness in the cruise management was assessed by the descriptive statistic in mean and standard deviation (S.D.) with the following interpretation.

| | |
|--------------------|-----------------------------------|
| Scores 4.21 – 5.00 | refers to very high effectiveness |
| Scores 3.41 – 4.20 | refers to high effectiveness |
| Scores 2.61 – 3.40 | refers to moderate effectiveness |
| Scores 1.81 – 2.60 | refers to low effectiveness |
| Scores 1.00 – 1.80 | refers to very low effectiveness |

Table 4.26 The Analysing Results from the Cruise Tourists' Effectiveness Assessment in the Cruise Tourism Management in Phuket

| Cruise Tourism Management in Phuket | \bar{X} | S.D. | Effectiveness |
|---|-----------|-------|---------------|
| 1. Port capacity for supporting passengers such as passenger areas, and passenger terminals | 3.85 | 0.743 | High |
| 2. International standard of the port jetties | 4.02 | 0.919 | High |
| 3. Port infrastructures such as electricity, water supply, telephones, and internet | 3.77 | 0.781 | High |
| 4. Sufficiency of port facilities such as toilets and restaurants | 3.47 | 0.775 | High |
| 5. Particular areas for meeting point service | 3.67 | 0.802 | High |
| 6. Availability of souvenir selling points for tourists | 3.89 | 0.862 | High |

| Cruise Tourism Management in Phuket | \bar{X} | S.D. | Effectiveness |
|--|-----------------------------|-------------|----------------------|
| 7. Areas for service points in currency exchange and ATM machines | 3.72 | 0.837 | High |
| 8. Quickness and convenience in custom, immigration, and quarantine with sufficient service officers | 3.73 | 0.730 | High |
| 9. Suitable hygiene management in food, drinking water, water supply, and port area | 3.69 | 0.801 | High |
| 10. Management in port safety with security guards, safety equipment, and baggage inspection machine | 3.72 | 0.781 | High |
| 11. Facilities for cruise ship dockage | 3.77 | 0.756 | High |
| 12. Effectiveness of management in traffics and logistics in the port | 3.77 | 0.775 | High |
| 13. Public relation about the travelling routes and the routes to ports in neighbor countries before and after embarking and disembarking the cruise ships | 3.72 | 0.584 | High |
| 14. Port transportation infrastructures to support transportation connectivity from the port to different attractions | 3.78 | 0.672 | High |
| 15. Port public relation about image of national tourism to the tourists | 3.77 | 0.604 | High |
| 16. Availability of travelling activities with variety and interestingness such as rafting, boating, trekking, city cycling, scuba diving, and city tour | 4.24 | 0.585 | Very high |
| 17. Availability of experiential activities to do exotic matters such as Thai cooking class and massage services | 4.38 | 0.613 | Very high |
| 18. Availability of creative activities such as | 4.08 | 0.509 | High |

| Cruise Tourism Management in Phuket | \bar{X} | S.D. | Effectiveness |
|---|-----------------------------|-------------|----------------------|
| sightseeing on local living and cultures | | | |
| 19. Value for money of the shore excursion activities | 4.17 | 0.542 | High |
| 20. Distinction of tourist attractions with uniqueness and interestingness to attract tourists | 3.95 | 0.607 | High |
| 21. Variety of tourist attractions both in natural and man-made attractions | 3.89 | 0.650 | High |
| 22. Beauty, interestingness, and distinction of tourist attractions at the port destinations | 3.91 | 0.585 | High |
| 23. Global reputation of the tourist attractions | 4.22 | 0.547 | Very high |
| 24. Easy accessibility, convenience, and safety of the tourist attractions | 3.96 | 0.628 | High |
| 25. Variety of shopping including souvenirs with identity in reasonable prices | 3.86 | 0.632 | High |
| 26. Variety of restaurant options with cleanliness, good tastes, and hygiene in reasonable prices | 3.85 | 0.577 | High |
| 27. Participation of local people and entrepreneurs in environmental management of the tourist attraction such as cleanliness | 3.84 | 0.586 | High |
| 28. Control of tourist effects in the tourist attractions such as limiting the number of tourists | 4.32 | 0.687 | Very high |
| 29. Effective management in natural ecosystem of the tourist attractions to prevent tourist effects such as closing some attractions in some period | 3.87 | 0.590 | High |
| 30. Travelling service of officer / caretakers in the tourist attractions such as giving advice or | 3.70 | 0.653 | High |

| Cruise Tourism Management in Phuket | \bar{X} | S.D. | Effectiveness |
|--|-----------------------------|--------------|----------------------|
| information, and giving knowledge before activity participation | | | |
| 31. Safety of the tourist attraction during the whole travelling access | 4.03 | 0.673 | Much |
| 32. Signs or posters in the tourist attractions to facilitate tourists about direction and facilities | 3.83 | 0.592 | High |
| 33. Suitable parking areas in the tourist attractions | 3.69 | 0.611 | High |
| 34. Sufficiency, cleanliness, and hygiene of toilets in the tourist attractions | 3.75 | 0.615 | High |
| 35. Connectivity of travelling routes to other attractions including road conditions, safety, and good traffics. | 3.74 | 0.655 | High |
| Total | 3.91 | 0.665 | High |

According to Table 4.26, the overall effectiveness in the cruise tourism management in Phuket is at the ‘high’ level ($\bar{X} = 3.91$). In each aspect, the top 5 ranks of the cruise tourism management in Phuket, as assessed by the cruise tourists, are in the following descending order.

The first rank is in availability of experiential activities to do exotic matters such as Thai cooking class and massage services at the ‘very high’ level ($\bar{X} = 4.38$, S.D. = 0.613).

The second rank is in control of tourist effects in the tourist attractions such as limiting the number of tourists at the ‘very high’ level ($\bar{X} = 4.32$, S.D. = 0.687).

The third rank is in availability of travelling activities with variety and interestingness such as rafting, boating, city cycling, scuba diving, and city tour at the ‘very high’ level ($\bar{X} = 4.24$, S.D. = 0.585).

The fourth rank is in global reputation of the tourist attractions at the ‘very high’ level ($\bar{X} = 4.22$, S.D. = 0.547).

The last rank is in value for money of the shore excursion activities at the 'high' level ($\bar{X} = 4.17$, S.D. = 0.542).

Table 4.27 The Analysing Results from the Cruise Tourists' Effectiveness Assessment in The Cruise Tourism Management in Singapore

| Cruise Tourism Management in Singapore | \bar{X} | S.D. | Effectiveness |
|--|-----------|-------|---------------|
| 1. Port capacity for supporting passengers such as passenger areas, and passenger terminals | 4.17 | 0.396 | High |
| 2. International standard of the port jetties | 4.47 | 0.524 | Very high |
| 3. Port infrastructures such as electricity, water supply, telephones, and internet | 4.56 | 0.606 | Very high |
| 4. Sufficiency of port facilities such as toilets and restaurants | 4.24 | 0.617 | Very high |
| 5. Particular areas for meeting point service | 4.00 | 0.683 | High |
| 6. Availability of souvenir selling points for tourists | 3.81 | 0.709 | High |
| 7. Areas for service points in currency exchange and ATM machines | 4.26 | 0.703 | Very high |
| 8. Quickness and convenience in custom, immigration, and quarantine with sufficient service officers | 4.23 | 0.638 | Very high |
| 9. Suitable hygiene management in food, drinking water, water supply, and port area | 4.16 | 0.684 | High |
| 10. Management in port safety with security guards, safety equipment, and baggage inspection machine | 4.22 | 0.678 | Very high |
| 11. Facilities for cruise ship dockage | 3.94 | 0.672 | High |
| 12. Effectiveness of management in traffics and logistics in the port | 3.99 | 0.748 | High |
| 13. Public relation about the travelling routes | 4.12 | 0.699 | High |

| Cruise Tourism Management in Singapore | \bar{X} | S.D. | Effectiveness |
|--|-----------|-------------|----------------------|
| and the routes to ports in neighbor countries before and after embarking and disembarking the cruise ships | | | |
| 14. Port transportation infrastructures to support transportation connectivity from the port to different attractions | 4.18 | 0.689 | High |
| 15. Port public relation about image of national tourism to the tourists | 4.17 | 0.630 | High |
| 16. Availability of travelling activities with variety and interestingness such as rafting, boating, trekking, city cycling, scuba diving, and city tour | 3.78 | 0.697 | High |
| 17. Availability of experiential activities to do exotic matters such as Thai cooking class and massage services | 3.67 | 0.643 | High |
| 18. Availability of creative activities such as sightseeing on local living and cultures | 4.15 | 0.653 | High |
| 19. Value for money of the shore excursion activities | 4.32 | 0.589 | Very high |
| 20. Distinction of tourist attractions with uniqueness and interestingness to attract tourists | 4.31 | 0.689 | Very high |
| 21. Variety of tourist attractions both in natural and man-made attractions | 4.18 | 0.691 | High |
| 22. Beauty, interestingness, and distinction of tourist attractions at the port destinations | 4.25 | 0.712 | Very high |
| 23. Global reputation of the tourist attractions | 4.39 | 0.550 | Very high |
| 24. Easy accessibility, convenience, and safety of the tourist attractions | 4.42 | 0.659 | Very high |
| 25. Variety of shopping including souvenirs | 4.06 | 0.743 | High |

| Cruise Tourism Management in Singapore | \bar{X} | S.D. | Effectiveness |
|--|-----------------------------|-------------|----------------------|
| with identity in reasonable prices | | | |
| 26. Variety of restaurant options with cleanliness, good tastes, and hygiene in reasonable prices | 4.10 | 0.716 | High |
| 27. Participation of local people and entrepreneurs in environmental management of the tourist attraction such as cleanliness | 4.20 | 0.659 | High |
| 28. Control of tourist effects in the tourist attractions such as limiting the number of tourists | 4.46 | 0.616 | Very high |
| 29. Effective management in natural ecosystem of the tourist attractions to prevent tourist effects such as closing some attractions in some period of time | 4.23 | 0.648 | Very high |
| 30. Travelling service of officer / caretakers in the tourist attractions such as giving advice or information, and giving knowledge before activity participation | 4.05 | 0.722 | High |
| 31. Safety of the tourist attraction during the whole travelling access | 4.32 | 0.640 | Very high |
| 32. Signs or posters in the tourist attractions to facilitate tourists about direction and facilities | 4.22 | 0.687 | Very high |
| 33. Suitable parking areas in the tourist attractions | 4.11 | 0.731 | High |
| 34. Sufficiency, cleanliness, and hygiene of toilets in the tourist attractions | 4.14 | 0.689 | High |
| 35. Connectivity of travelling routes to other attractions including road conditions, safety, and good traffics. | 4.20 | 0.707 | High |

| Cruise Tourism Management in Singapore | \bar{X} | S.D. | Effectiveness |
|---|-------------|--------------|----------------------|
| Total | 4.16 | 0.658 | High |

According to Table 4.27, the overall effectiveness in the cruise tourism management in Singapore is at the ‘high’ level ($\bar{X} = 4.16$). In each aspect, the top 5 ranks of the cruise tourism management in Singapore, as assessed by the cruise tourists, are in the following descending order.

The first rank is in port infrastructures such as electricity, water supply, telephones, and internet at the ‘very high’ level ($\bar{X} = 4.56$, S.D. = 0.606).

The second rank is in the international standard of the port jetties at the ‘very high’ level ($\bar{X} = 4.47$, S.D. = 0.524).

The third rank is in control of tourist effects in the tourist attractions such as limiting the number of tourists at the ‘very high’ level ($\bar{X} = 4.46$, S.D. = 0.616).

The fourth rank is in easy accessibility, convenience, and safety of the tourist attractions at the ‘very high’ level ($\bar{X} = 4.42$, S.D. = 0.659).

The last rank is in global reputation of the tourist attractions at the ‘high’ level ($\bar{X} = 4.39$, S.D. = 0.550).

4.3.1.2 The gap analysis results on the differences of the cruise tourism management between Phuket and Singapore

The gap analysis was performed to find the differences of the cruise tourism management between Phuket and Singapore in 5 aspects: port, port management, shore excursion management, shore tourist attractions, and shore excursion activities.

Table 4.28 The Gap Analysis Results on the Cruise Tourism Management between Phuket and Singapore

| Cruise Tourism Management | Phuket | Singapore | Gap | Rank |
|-------------------------------|-----------|-----------|------|------|
| | \bar{X} | \bar{X} | | |
| 1. Port | 3.77 | 4.22 | 0.45 | 1 |
| 2. Port management | 3.74 | 4.13 | 0.38 | 2 |
| 3. Shore excursion management | 3.86 | 4.21 | 0.35 | 3 |
| 4. Shore tourist attractions | 3.95 | 4.24 | 0.30 | 4 |
| 5. Shore Excursion Activities | 4.22 | 3.98 | 0.24 | 5 |

Table 4.28 presents the gap analysis results for finding the differences of the cruise tourism management between Phuket and Singapore. According to Table 4.28, the widest gap is found in the effectiveness of the port (mean = 0.45), indicating that port is on the top rank to be improved or developed in order to narrow the gap. The gap on the second rank is on port management (mean = 0.38), the third rank is on shore excusing management (mean = 0.35), the fourth rank is on shore tourist attraction (mean = 0.30), and the last rank with the narrowest gap is on shore excursion activities (mean = 24). The gap results in a descending order are helpful as guidelines for prioritizing the problems to be solved.

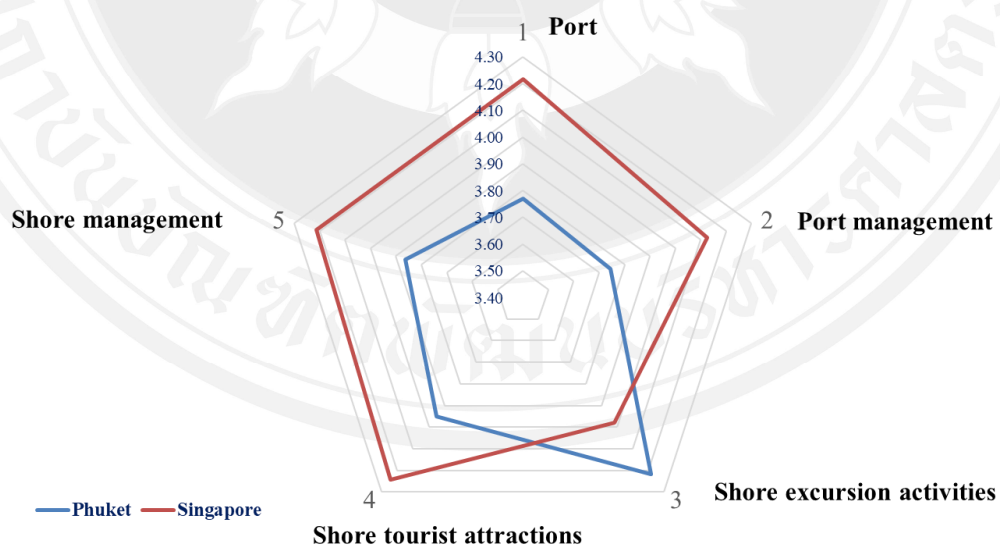


Figure 4.1 The Comparison of Cruise Tourism Management Effectiveness between Phuket and Singapore

The results of the gap analysis were presented in a radar chart as shown in Figure 4.1 including 5 factors of cruise tourism management: port, port management, shore excursion activities, shore tourist attractions, and shore management. It is obvious that the overall result in Singapore Port is better than in Phuket Port whereas the overall result in Shore excursion activities in Phuket is better than in Singapore. The details of each factor are shown below.

According to Table 4.29, the gap analysis results reveal differences between Phuket Port and Singapore Port. The effectiveness of port infrastructures has the largest gap at 0.79 so this finding informs need to firstly improve or develop port infrastructures to minimize the gap. The second rank of the gap analysis is on sufficiency of port facilities with the gap value of 0.77, followed by the third rank on areas for service point in currency exchange and ATM machines with the gap value of 0.54 respectively.

Table 4.29 The Gap Analysis Results on the Port between Phuket and Singapore

| Port | Phuket | Singapore | Gap |
|---|---------------|------------------|--------------|
| 1. Port capacity for supporting passengers such as passenger areas, and passenger terminals | 3.85 | 4.17 | -0.32 |
| 2. International standard of the port jetties | 4.02 | 4.47 | -0.45 |
| 3. Port infrastructures such as electricity, water supply, telephones, and internet | 3.77 | 4.56 | -0.79 |
| 4. Sufficiency of port facilities such as toilets and restaurants | 3.47 | 4.24 | -0.77 |
| 5. Particular areas for meeting point service | 3.67 | 4.00 | -0.33 |
| 6. Availability of souvenir selling points for tourists | 3.89 | 3.81 | 0.08 |
| 7. Areas for service points in currency exchange and ATM machines | 3.72 | 4.26 | -0.54 |
| Total | 3.77 | 4.22 | -0.45 |

According to Table 4.30, the gap analysis results reveal differences in port management between Phuket and Singapore. The effectiveness of quickness and convenience in customs, immigration, and quarantine with sufficient service officers and management in port safety with security guards, safety equipment, and baggage inspection machines has the largest gap at 0.50, so this finding informs the need to first improve or develop port infrastructure to minimize the gap. The second rank of the gap analysis is suitable hygiene management in food, drinking water, water supply, and port areas, with a gap value of 0.47 respectively.

Table 4.30 The Gap Analysis Results in Port Management between Phuket and Singapore

| Port management | Phuket | Singapore | Gap |
|--|---------------|------------------|--------------|
| 1. Quickness and convenience in custom, immigration, and quarantine with sufficient service officers | 3.73 | 4.23 | -0.50 |
| 2. Suitable hygiene management in food, drinking water, water supply, and port area | 3.69 | 4.16 | -0.47 |
| 3. Management in port safety with security guards, safety equipment, and baggage inspection machine | 3.72 | 4.22 | -0.50 |
| 4. Facilities for cruise ship dockage | 3.77 | 3.94 | -0.17 |
| 5. Effectiveness of management in traffics and logistics in the port | 3.77 | 3.99 | -0.22 |
| 6. Public relation about the travelling routes and the routes to ports in neighbour countries before and after embarking and disembarking the cruise ships | 3.72 | 4.12 | -0.40 |
| 7. Port transportation infrastructures to support transportation connectivity from the port to different attractions | 3.78 | 4.18 | -0.40 |
| 8. Port public relation about image of national tourism to the tourists | 3.77 | 4.17 | -0.40 |
| Total | 3.74 | 4.13 | -0.39 |

According to Table 4.31, the gap analysis results reveal differences in shore excursion activities between Phuket and Singapore. The effectiveness of experiential activities to do exotic matters, such as Thai cooking classes and massage services, has the largest gap at 0.71, so this finding informs the need to first improve or develop port infrastructure to minimize the gap. The second rank of the gap analysis is on travel activities with variety and interestingness such as rafting, boating, trekking, city cycling, scuba diving, and city tours with a gap value of 0.46, followed

by the third rank on value for money of the shore excursion activities with a gap value of 0.15, respectively.

Table 4.31 The Gap Analysis Results in shore Excursion Activities between Phuket and Singapore

| Shore Excursion Activities | Phuket | Singapore | Gap |
|---|---------------|------------------|-------------|
| 1. Availability of travelling activities with variety and interestingness such as rafting, boating, trekking, city cycling, scuba diving, and city tour | 4.24 | 3.78 | 0.46 |
| 2. Availability of experiential activities to do exotic matters such as Thai cooking class and massage services | 4.38 | 3.67 | 0.71 |
| 3. Availability of creative activities such as sightseeing on local living and cultures | 4.08 | 4.15 | -0.07 |
| 4. Value for money of the shore excursion activities | 4.17 | 4.32 | -0.15 |
| Total | 4.22 | 3.98 | 0.24 |

According to Table 4.32, the gap analysis results reveal differences between Phuket Port and Singapore Port. The effectiveness of easy accessibility, convenience, and safety of the tourist attractions has the largest gap at 0.46, so this finding reveals the need to first improve or develop port infrastructure to minimize the gap. The second rank of the gap analysis is on the distinction of tourist attractions with uniqueness and interestingness to attract tourists with a gap value of 0.36, followed by the third rank on beauty, interesting, and distinction of tourist attractions at the port destinations with a gap value of 0.34.

Table 4.32 The Gap Analysis Results on shore Tourist Attractions between Phuket and Singapore

| Shore Tourist Attractions | Phuket | Singapore | Gap |
|--|---------------|------------------|--------------|
| 1. Distinction of tourist attractions with uniqueness and interestingness to attract tourists | 3.95 | 4.31 | -0.36 |
| 2. Variety of tourist attractions both in natural and man-made attractions | 3.89 | 4.18 | -0.29 |
| 3. Beauty, interestingness, and distinction of tourist attractions at the port destinations | 3.91 | 4.25 | -0.34 |
| 4. Global reputation of the tourist attractions | 4.22 | 4.39 | -0.17 |
| 5. Easy accessibility, convenience, and safety of the tourist attractions | 3.96 | 4.42 | -0.46 |
| 6. Variety of shopping including souvenirs with identity in reasonable prices | 3.86 | 4.06 | -0.20 |
| 7. Variety of restaurant options with cleanliness, good tastes, and hygiene in reasonable prices | 3.85 | 4.10 | -0.25 |
| Total | 3.95 | 4.24 | -0.29 |

According to Table 4.33, the gap analysis results reveal differences in shore management between Phuket and Singapore. The effectiveness of connectivity of traveling routes to other attractions, including road conditions, safety, and good traffic, has the largest gap at 0.46, so this finding indicates the need to first improve or develop port infrastructure to minimize the gap. The second rank of the gap analysis is on suitable parking areas in the tourist attractions with a gap value of 0.42, followed by the third rank on signs or posters in the tourist attractions to facilitate tourists' directions and facilities, and the fourth rank on the cleanliness and hygiene of toilets in the tourist attractions, with a gap value of 0.39, respectively.

Table 4.33 The Gap Analysis Results on Shore Management between Phuket and Singapore

| Shore Management | Phuket | Singapore | Gap |
|---|-------------|-------------|--------------|
| 1. Participation of local people and entrepreneurs in environmental management of the tourist attraction such as cleanliness | 3.84 | 4.20 | -0.36 |
| 2. Control of tourist effects in the tourist attractions such as limiting the number of tourists | 4.32 | 4.46 | -0.14 |
| 3. Effective management in natural ecosystem of the tourist attractions to prevent tourist effects such as closing some attractions in some period of time | 3.87 | 4.23 | -0.36 |
| 4. Travelling service of officer / caretakers in the tourist attractions such as giving advice or information, and giving knowledge before activity participation | 3.70 | 4.05 | -0.35 |
| 5. Safety of the tourist attraction during the whole travelling access | 4.03 | 4.32 | -0.29 |
| 6. Signs or posters in the tourist attractions to facilitate tourists about direction and facilities | 3.83 | 4.22 | -0.39 |
| 7. Suitable parking areas in the tourist attractions | 3.69 | 4.11 | -0.42 |
| 8. Sufficiency, cleanliness, and hygiene of toilets in the tourist attractions | 3.75 | 4.14 | -0.39 |
| 9. Connectivity of travelling routes to other attractions including road conditions, safety, and good traffics | 3.74 | 4.20 | -0.46 |
| Total | 3.86 | 4.21 | -0.35 |

4.3.2 The Results of the Qualitative Study about Effectiveness of the Cruise Tourism Management between Phuket and Singapore

The qualitative study used the semi-structured interview with 35 key informants relating to the cruise tourism management. These key informants were in 3

groups: informants from the public sector, informants from the private sector, and cruise tourists, as shown in Table 4.34.

Table 4.34 The Key Informants in The Semi-Structured Interview

| Key Informants | ID Code | Positions/Affiliations |
|--|----------------|---|
| 1. Public sector (n = 15 informants) | G1 | Marine Department (Main Office) |
| | G2 | Port Authority of Thailand |
| | G3 | Tourism Authority of Thailand (Main Office) |
| | G4 | Ministry of Tourism and Sports (Main Office) |
| | G5 | Tourism Authority of Thailand, Phuket Office |
| | G6 | Phuket Office of Tourism and Sports |
| | G7 | Marine Office, Phuket Branch |
| | G8 | Phuket Immigration |
| | G9 | Phuket Provincial Police (Patong) |
| | G10 | Educators in cruise tourism |
| | G11 | Tourist Assistance Centre (Phuket) |
| | G12 | Singapore Tourism Board |
| | G13 | Singapore Cruise Centre (1) |
| | G14 | Singapore Cruise Centre (2) |
| | G15 | Marina Bay Cruise Centre |
| 2. Private sector (n = 13 informants) | P1 | Inbound tourism Department of the travel agency |
| | P2 | Operational Department of the travel agency |
| | P3 | Shipping Agency |
| | P4 | Operational Department of the shipping agency |
| | P5 | Pontoon owner at Patong Beach |
| | P6 | Freelance tour guide |
| | P7 | Phuket Deep Sea Port |
| | P8 | Cruise Lines International Association |
| | P9 | Port Operations of Cruise Lines |
| | P10 | Operations Department of the Shipping Agency |
| | P11 | Shipping Agency |

| Key Informants | ID Code | Positions/Affiliations |
|--|---------|------------------------|
| | P12 | Shipping Agency |
| | P13 | Shipping Agency |
| 3. Cruise Tourists (n = 7 informants) | T1 | Cruise Passenger (1) |
| | T2 | Cruise Passenger (2) |
| | T3 | Cruise Passenger (3) |
| | T4 | Cruise Passenger (4) |
| | T5 | Cruise Passenger (5) |
| | T6 | Cruise Passenger (6) |
| | T7 | Cruise Passenger (7) |

The researcher collected the data through the semi-structured interview from the informants related to the cruise tourism management in Phuket and Singapore. Then the coding analysis was performed with the collected data by using the QDA Miner Lite program to find out the data frequency, and to analyse fact opinions and perspective opinions. The data were compared, synthesized, concluded, and presented the results in a descriptive form, as described below.

4.3.2.1 Data Coding from the Interview

The researcher created indexes and codes to find keywords from the interview with the informants related to the cruise tourism management in Phuket and Singapore. The QDA Miner Lite was used for coding and counting frequency of the mentioned keywords as follows.

Table 4.35 The Results of the Semi-structured Interview on Phuket's Distinctive Points in the Cruise Tourism Management

| Phuket's Distinctive Point | Frequency | | | Total | % |
|--|---------------|----------------|-----------------|-------|-------|
| | Public Sector | Private Sector | Cruise Tourists | | |
| Port | 4 | 6 | 1 | 11 | 31.43 |
| Port management | 1 | 1 | 1 | 3 | 8.58 |
| Image of tourist attractions | 2 | 2 | 2 | 6 | 17.15 |
| Shore tourist attractions | 11 | 6 | 6 | 23 | 65.72 |
| Shore excursion management and service | 6 | 3 | 3 | 12 | 34.29 |

According to Table 4.35 in coding the keywords about Phuket's distinctive points in the cruise tourism management, the informants rated Phuket's most distinctive point on shore tourist attractions (F 23, 65.72%), followed by shore excursion management and service (F 12, 34.29%), port (F 11, 31.43%), image of tourist attractions or destinations (F 6, 17.15%), and port management (F 3, 8.58%) respectively.

Table 4.36 The Results of the Semi-structured Interview on Singapore's Distinctive Points in the Cruise Tourism Management

| Singapore's Distinctive Point | Frequency | | | Total | % |
|--|---------------|----------------|-----------------|-------|-------|
| | Public Sector | Private Sector | Cruise Tourists | | |
| Port | 10 | 10 | 5 | 25 | 71.43 |
| Port management | 9 | 4 | 2 | 15 | 42.86 |
| Image of tourist attractions | 1 | 1 | 1 | 3 | 8.58 |
| Shore tourist attractions | 2 | 1 | 4 | 7 | 20.00 |
| Shore excursion management and service | 4 | 7 | 7 | 18 | 51.43 |

According to Table 4.36 in coding the keywords about Singapore's distinctive points in the cruise tourism management, the informants rated Phuket's most distinctive point on port (F 25, 71.43%), followed by shore excursion management and service (F 18, 51.43%), port management (F 15, 42.86%), shore tourist attractions (F 7, 20%), and image of tourist attractions or destinations (F 3, 8.58%) respectively.

Table 4.37 The Results of the Semi-structured Interview on Phuket's Limitations in the Cruise Tourism Management

| Phuket's Limitation Point | Frequency | | | Total | % |
|--|---------------|----------------|-----------------|-------|-------|
| | Public Sector | Private Sector | Cruise Tourists | | |
| Port | 8 | 8 | 4 | 20 | 57.15 |
| Port management | 3 | 4 | 1 | 8 | 22.86 |
| Image of tourist attractions | 1 | 1 | 2 | 4 | 11.43 |
| Shore tourist attractions | 3 | 1 | 2 | 6 | 17.15 |
| Shore excursion management and service | 2 | 4 | 7 | 13 | 37.15 |

According to Table 4.37 in coding the keywords about Phuket's limitations in the cruise tourism management, the informants rated Phuket's most limitation on port (F 20, 57.15%), followed by shore excursion management and service (F 13, 37.15%), port management (F 8, 22.86%), shore tourist attraction (F 6, 17.15%), and image of tourist attractions or destinations (F 4, 11.43%) respectively.

Table 4.38 The Results of the Semi-structured Interview on Singapore's Limitations in the Cruise Tourism Management

| Singapore's Limitation Point | Frequency | | | Total | % |
|--|---------------|----------------|-----------------|-------|-------|
| | Public Sector | Private Sector | Cruise Tourists | | |
| Port | 1 | 2 | 2 | 5 | 14.29 |
| Port management | 0 | 1 | 0 | 1 | 2.86 |
| Image of tourist attractions | 1 | 1 | 2 | 4 | 11.43 |
| Shore tourist attractions | 1 | 3 | 4 | 8 | 22.86 |
| Shore excursion management and service | 1 | 1 | 1 | 3 | 8.58 |

According to Table 4.38 in coding the keywords about Singapore's limitations in the cruise tourism management, the informants rated Singapore's most limitation on shore tourist attractions (F 8, 22.86%), followed by port (F 5, 14.29%), image of tourist attractions or destinations (F 4, 11.43%), shore excursion management and service (F 3, 8.58%), port management (F 1, 2.86%) respectively.

4.3.2.2 Conclusion of the in-depth interview results

The results of the in-depth interview with the informants related to the cruise tourism management between Phuket and Singapore are concluded as follows.

1) The strengths of the cruise tourism management

According to the interview, the interviewees in each group gave opinions about the strengths of the cruise tourism management between Phuket and Singapore in 6 aspects: port, port management, shore tourist attractions, image of tourist attractions or destinations, shore excursion management and service, and cruise tourism alliance.

(1) The strengths of the cruise tourism management at Phuket

The interviewees' opinions on the strengths of the cruise tourism management at Phuket are described below.

a) Port

In the interviewees' opinion, Phuket Port was distinctive in its suitable location with 2 ports sufficient for supporting tourists all year. Phuket Deep Sea Port could support small and medium cruise ships whereas the port at Patong Beach could support the large cruise ships. Several cruise ships could simultaneously be anchored at the point not far from the harbor, so the passenger transfer could be done quickly. In addition, the passenger getting ashore at the public beach could conveniently go to the tourist attractions. Some details from the interviewees as representatives of the public sector, private sector, and cruise tourists are presented below.

“Phuket Deep Sea Port can support large cruise ships.” (G1)

“Phuket has 2 cruise ports in good locations, especially at Patong Beach” (G4)

“Patong Port is easily assessable by tourists.” (P2)

“Patong Port is in a location convenient for cruise tourists to get ashore at the beach.” (P4)

“Patong Port has suitable and convenient location for tourists.” (T2)

b) Port Management

Most interviewees thought that the onboard CIQ (Custom Immigration Quarantine) implementation was effective with the quick procedure for immediate passenger transfer. Some interview extractions from the interviewees from the public sector, private sector, and cruise tourists are as follows.

“Phuket provides an onboard service for a visa system like that at the airport.” (G8)

“The immigration officers give an onboard service 1 hour in advance before allowing the cruise tourists disembarks.” (P6)

“Immigration is quick and convenient.” (T4)

c) Image of tourist attractions or destinations

The image of tourist attractions or destinations is a distinctive point of Phuket. According to most interviewees' opinions, Phuket was a

global famous tourist city where tourists desire to visit for beach and island activities, seafood, and shopping etc. In addition, Natural resources and sceneries at Phuket were beautiful and outstanding. Phuket was a destination to deliver values and experiences through tourist products and services in responding to tourists' demands with a value-for-money-trip. The opinions on this issue of the interviewees from the public sector, private sector, and cruise tourists are as follows.

“Phuket has beautiful nature.” (G1)

“Phuket is globally well-known.” (G3)

“The living and other expenses in Phuket are cheaper than those in other countries.” (P1)

“The natural resource of Phuket is fantastic.” (P7)

“Travelling in Phuket is value for money.” (T3)

d) Shore tourist attractions

Regarding the cruise tourism management on shore tourist attractions, most interviewees thought that Phuket had a lot of well-known tourist attractions, activities, and products. In Phuket, there were variety of tourist attractions for supporting many tourists i.e., historical, cultural, and traditional attractions with cultural identity and Thai ways of life. These attractions were continuously attractive for foreign visitors. Tourist activities such as shopping, food-tasting, and massage/spa etc. exposed tourists to local experience, and these activities were favourite by many tourists. Moreover, tourist products were various and popular with local identity. The following interview extractions are from the key informants from the public sector, private sector, and cruise tourists.

“Phuket is full of attractive places such as beach and scuba diving points.” (G1)

“Phuket has various land and marine tourist attractions.” (G11)

“Phuket offers sea travelling activities such as travelling to Phi Phi Island and Phang Nga Island, visiting old city and temples, food-tasting, shopping, local products, massage, spa, dolphin show, and watching elephants.” (P2)

Phuket has famous traditions and cultures such as Loy Krathong and Songkran etc.” (T6)

e) Shore excursion management and service

About the shore excursion management and service, most interviewees thought that one important strength of Phuket cruise tourism was on the service providers in delivering valuable services to the tourists. Travel agents, tour guides, and local people were friendly and give warm welcome; and their manners become identity impressive for tourists who visited Phuket. In addition, there were different options of facilities in service business such as variety of hotel and accommodation in various forms and prices, a lot of restaurants, and large hospitals etc. These aspects are reflected by the interviewees from the public sector, private sector, and cruise tourists as follows.

“The personnel can be developed to be equivalent to those in Singapore, if possible.” (G3)

“Local people are generous and give good service to tourists.” (G10)

“The travel agency has tour guides sufficient for the demands.” (P2)

“There is an international airport at Phuket to support direct flight to and from other countries.” (T5)

“Phuket has a standard hospital for foreign tourists.” (T6)

f) Cruise tourism alliance

According to the interview with people relating to Phuket cruise tourism management on cruise tourism alliance, most interviewees did not give comments or information because their affiliations did not deal with cruise tourism alliance. Only the key informant from the private sector told that the private sector established the Asia Cruise Services Network (ACSN) in 2009 with the corporate alliances in Asian cruise tourism from 17 countries: Thailand, Brunei, Cambodia, China, Hong Kong, India, Indonesia, Japan, Korea, Maldives, Malaysia, Myanmar, the Philippines, Singapore, Sri Lanka, Taiwan, and Vietnam. Each ACSN member was specialized in cruise tourism and had good relationship with local government agencies and port authorities. ACSN proposed creative travelling plans and excellent service delivery in a competitive price. Regarding the management of

port and shore excursions, ACSN alliance shared knowledge and continuously developed their business to meet the customers' expectation. The representative from the private sector gave opinion as follows.

“Cruise tourism alliance initiated from building alliance. It started from knowing each other personally and then we have built the alliance for negotiating with the cruise liners to add more cruise routes to our areas.” (P2)

(2) The strengths of the cruise tourism management in Singapore

On the other hand, the interviewees' opinions on the strengths of the cruise tourism management in Singapore are described below.

a) Port

The interviewees gave opinions about the strengths of Singapore Port that the port was well-known among cruise liners as an important global trade route in a good location to attract cruise liners from the northern and southern hemispheres. It also had good weather and marine conditions suitable for cruising all year. At present, Singapore has 2 ports: Singapore Cruise Centre, and Marina Bay Cruise Centre. At Marina Bay Cruise Centre, 2 large cruise ships can anchor at the same time, and this port is used as a turnaround port, or for passenger embarkation and disembarkation. In its passenger terminal, there are various modern facilities with effectiveness and standard for serving tourists, as shown in the following interview extractions.

“Singapore Port gets readiness in all aspects of the cruise port.” (G2)

“Singapore is located strategically in Southeast Asia.” (G12)

“Singapore Port is better than Phuket Port. It is continuously developed to support larger ships.” (P2)

“Singapore Port is a port with the world standards.” (T1).

b) Port Management

The interviewees thought that the distinction of Singapore Port management was on the transportation connectivity between the port and the public transportation system. The underground train station was near the port

area to facilitate tourists in travelling between the port and the airport or other tourist attractions in an easy and convenient way without much time-wasting on travelling. Moreover, Singapore port was managed effectively so it was distinctive and attractive for tourists. The key informants from the public sector, private sector, and cruise tourists gave their opinions about the port management as follows.

“STB developed the world’s first mandatory CruiseSafe certification programme, which sets out stringent hygiene and safety measures throughout the passenger journey.” (G12)

“At Singapore Port, the passenger luggage is managed separately from the passengers.” (P13)

“Tourists can travel from Singapore Port to tourist attractions easily and conveniently with safety.” (T2)

d) Image of tourist attractions or destinations

The strength on the image of tourist attractions or destinations in Singapore was on modernity of the country and the excellent transportation system. The transportation development was implemented with the whole system including ports, airport, and MRT stations. Moreover, Singapore is well-known about cleanliness and safety on the high rank of the world. In Singapore, travelling to and from other countries was so convenient, as shown in the following key informants’ interview.

“Singapore is a modern country with an excellent transportation system.” (G2)

“Singapore develops the whole system of port, airport, and MRT station in connection to the port.” (P3)

“Singapore provides high safety.” (T4).

e) Shore tourist attractions

About the strength on shore tourist attraction in Singapore, Singapore has world-famous tourist attractions such as Universal Studio and Marina Bay which attracted a lot of new tourist groups and built brand royalty for Singapore tourism. The marketing was actively managed such as stimulating tourism

in low seasons by arranging the Great Singapore Sales (GSS), an annual biggest sales festival in June to August every year. In September, Grand Prix Season Singapore (GPSS) was held with spectacular car racing activities for 10 days, specific events were arranged for celebration in a car racing theme, and parties after the competition were organised in various areas of the whole Singapore Island such as in Clarke Quay, Orchard Road, Kampong Gelam, and Jewel Changi. The continuous arrangement of GSS activities could attract a large number of tourists and the country could earn more income. The key informants from the public sector, private sector, and cruise tourists gave information as follows.

“Singapore organises activities all year, especially GSS to attract a lot of tourists.” (G15)

“Singapore has large shopping areas blending with nature, technology, and modernity. There are full of shopping areas at Jewel Changi Airport.” (P11).

“There are world-famous tourist attractions such as Universal Studios.” (T7)

f) Shore excursion management and service

The strength on the shore excursion management and service in Singapore was that English was an official language in Singapore so the service providers could use English well for communicating with foreign tourist. Their travelling services were professional, and the tourist attractions were clean and environmental-friendly with standards in a reasonable price. The key informants from the public sector, private sector, and cruise tourists gave information as follows.

“Tourist attractions in Singapore has sufficient facilities such as parking areas and toilets.” (G14)

“The service providers at the tourist attractions can communicate with tourists in English.” (P10)

“Singapore provide professional services to tourists.” (T3)

“The prices are set fairly and straightforward with standards. Taxi drivers use meters.” (T5)

g) Cruise tourism alliance

According to the interview about the strength of Singapore, the distinction of the cruise tourism alliance was that mutual of understandings (MOU) was arranged on promotion of sea travel between Thailand and Singapore to connect the water route between both countries. While Singapore has the deep seaports ready for supporting cruise ships, Thailand has to prepare for supporting the country to become the centre of the cruise destination in the future. Moreover, Singapore set vision in developing Singapore Port into the turnaround port for economic growth and benefits. Accordingly, they set 6 strategies: 1) facilitation in infrastructures for cruising at the national and regional levels; 2) security of cruise ships from Singapore Port; 3) building growth of cruise tourist market in the country and region; 4) strengthening cruise tourism in Southeast Asia; 5) revision of different policies and regulations for supporting cruise tourism, and 6) building capability of alliances and agencies for income earning and benefits from cruise tourism. The interview on this issue is presented below.

“Singapore champions the cause for cruise development in Southeast Asia, and we are the cruise lead coordinator in Association of Southeast Asian Nations (ASEAN).” (G12)

“There is already a bilateral meeting platform with Thailand, named Singapore-Thailand Enhanced Economic Relationship (STEER).” (G 12)

2) The weaknesses of the cruise tourism management

According to the interview, the interviewees in each group gave opinions about the weaknesses of the cruise tourism management between Phuket and Singapore in 6 aspects: port, port management, shore tourist attractions, image of tourist attractions or destinations, shore excursion management and service, and cruise tourism alliance.

(1) The weaknesses of the cruise tourism management in Phuket

The description about the interviewees’ opinions on the weaknesses of the cruise tourism management in Phuket are as follows.

a) Port

The interviewees gave opinions about the limitation of Phuket Port that the port size was designed and built as a cargo port so it could not support large cruise ship. Moreover, the limitation on location at the southeast of Phuket Island made it affected from southeastern monsoon during November – April with effects on large cruise ships' arrival and departure. In addition, Phuket Port was situated far from the city centre without connection to public transportation so travelling were inconvenient from the port to the city centre and tourist attractions. As a result, at the travelling season during November – April, large cruise ships have to anchor at Patong Beach at the west of Phuket Island and the passengers were transferred from Patong Beach by tender boats to the temporary floating pontoon. Such passenger transfer faced with some obstacles. For example, passenger transfer by local boat was time-consuming, and the space of the temporary pontoon was limited. As there was no parking area for passenger pick-up points at the front of Patong Bay, passenger coaches parked at the front of the pontoon and such parking caused traffic jams and unsafety. Furthermore, the temporary pontoon lacked infrastructures such as passenger terminal and toilets. When monsoon occurred, the pontoon was swayed by wave current, so it was dangerous for elderly tourists. Some key informants gave opinions about these matters as follows.

“Phuket Deep Sea Port has limitation on the depth of the watercourse at the front of the port.” (G1)

“Phuket lacked readiness to support large cruise ship.” (P2)

“Phuket does not have a specific cruise port.” (P4)

“Large cruise ships cannot land at Patong Beach during the monsoon season. They have to anchor at the deep seaport.” (P7)

“Phuket does not have a standard port, so, the passenger transfer is inconvenient.” (T1)

b) Port Management

The interviewees gave opinions that the port management at Phuket Port had limitations in port capacity, facilitations, infrastructures, cruise passengers' areas, and travelling information service. The port

lacked an effective transportation system such as taxis, coaches, or vans; it also lacked facilities and services for tourists at the port; and it lacked specialized and experienced personnel for the port management. Local taxis were influential on giving services to the cruise tourists because there was no connection to public transportation between the port and tourist attraction. Moreover, public transportation such as taxis, coaches, or vans were not managed and organised effectively, the transportation service fees did not set in standard prices. The following opinions are from the key informants as the representatives of the public sector, private sector, and cruise tourists.

“The administrators of Phuket Port do not have experience or connections with cruise tourism.” (G2)

“Local taxis have influence on giving services to cruise tourists.” (P1)

“Personnel with specialization in cruise tourism are rare.” (P3)

“The passenger transfer at Patong Beach is unsafe and time-consuming.” (T1)

c) Image of tourist attractions or destinations

According to the interview about the image of tourist attractions or destinations, the limitation was on travelling pollutions in terms of wastes and polluted water. The other problems were the service standard control and maintenance, and the tourists were taken advantages and unsafe, as the following opinions of the key informants.

“It used to be a risk area of natural disasters in tsunami earthquake.” (G11)

“The service standard lacks control and maintenance.” (P1)

“Tourists are taken advantages and unsafe.” (T2)

“Phuket has travelling pollutions in wastes and polluted water.” (T3)

d) Shore tourist attractions

According to the interview with the key informants relating to cruise tourism management in Phuket, the limitations of the shore tourist attractions included the limited number of attractions in cultures, ways of life, and

history. These attractions were favourite of foreign tourists, but they lacked promotion and effective mechanism of management. Moreover, the arranged activities such as Patong Beach Opening Event were unwell-known and lacked concrete identity. The key informants gave opinions on these issues as follows.

“The well-known tourist attractions of Phuket are situated in scattering areas so, the travelling from Phuket Deep Sea Port is inconvenient.” (G1)

“The cultural tourist attractions are less than the natural tourist attractions.” (P7)

“The arranged activities such as Patong Beach Opening Event are unwell known and lack of concrete identity.” (T2)

“Phuket travelling information at Patong Port is unavailable.” (T3)

e) Shore excursion management and service

Regarding the shore excursion management and service, most interviewees thought that limitation was on the accessibility of the tourist attractions due to traffic jams and transportation routes which affected a lot on travelling between the port and tourist attraction. Moreover, service resources were not managed properly for serving many tourists during the travelling season, so the problems of limited resources occurred from rushing to get the service resources such as coaches, speed boats, and travelling boats. The following opinions are from the key informants as representatives from the public sector, private sector, and cruise tourists.

“The roads to travel attractions are problematic.” (G11)

“If the tourists do not buy the trips, it’s difficult for them to getting around by themselves since there is no convenient public transportation service and standard fees for taxi service are not set.” (P1)

“The mass transit system to different tourist attraction is not enough.” (T3)

“The roads do not meet standard such as no tourist footpaths.” (T4)

“There are traffic problems such as no proper parking areas for coaches.” (T5)

f) Cruise tourism alliance

Regarding the weaknesses of the cruise tourism alliance at Phuket, the interviewees of each group did not give comments or information because such an alliance had not been established.

(2) The weaknesses of the cruise tourism management in Singapore

The description about the interviewees' opinions on the weaknesses of the cruise tourism management in Singapore are as follows.

a) Port

According to the interviewees' opinions, the limitation of Singapore Port was on the size of Marina Bay Cruise Centre supporting only 2 large cruise ships' landing at a time. Moreover, the coach parking areas at the tourist pick-up points were less than demands so it delayed the tourists' shore excursion. At Marina Bay Cruise Centre, the taxi service area was crowded and inconvenient, and the number of food and drink shop is not enough for the demands. The key informants as the representatives from the public sector, private sector, and cruise tourists gave opinions as follows.

“At Marina Bay Cruise Centre, only 2 cruise ships can land at the same time.” (G13)

“There should be more space for the coach parking areas to pick-up tourists from 2 cruise ships at the same time.” (P11)

“The taxi service point is crowded and inconvenient.” (T2)

“Only one food and drink shop are available in Singapore Port.” (T6)

b) Port Management

According to the port management, the interviewees as the representatives of the cruise tourists did not give any opinions or information. The data were collected from the representative interviewees from the public sector and private sector. Based on these interviewees' opinions, the limitation in Singapore Port management was on the port employees in operational units. Most of these employees were foreign laborers with annual contracts. After the contract termination, new

employees were employed so training had to be arranged every year for the new employees. The key informants from the private sector gave opinion as follow.

“Singapore employs foreign laborers with annual contracts.” (P13)

c) Image of tourist attractions or destinations

About the image of tourist attractions or destination, the limitation was on the small number of natural tourist attractions. It was impossible to expand the area for building more tourist attractions because Singapore is a small island with limited area. Moreover, the living expense in Singapore is high. The opinions of the key informants from the public sector, private sector, and cruise tourists are presented below.

“The living expense in Singapore is on the high rank of the world.”
(G2)

“Singapore is a small island with limited area.” (P8)

“Singapore Island has limited areas which cannot be expanded for building more tourist attractions.” (T2)

“The travelling expense in tourist attraction is very high.” (T3)

d) Shore tourist attractions

The interviewees thought that the limitation on shore tourist management in Singapore was that Singapore was a small island surrounded by the sea and it had 2 seasons: summer and rainy season. Therefore, Singapore had a limited number of tourist attractions, and it did not have white beach and other natural tourist attractions so the options for tourist activities were not many, as shown in the following interviewees' opinions.

“Most tourist attractions in Singapore are manmade attractions.” (G14)

“There are a limited number of tourist attractions in Singapore.” (P9)

“Singapore does not have white beach and other natural attractions.” (T4)

e) Shore excursion management and service

Based on the interview about the limitation on shore excursion management and service, shore activities of different tourist attractions

were arranged in very near areas due to its limited space. Therefore, the tourists might misunderstand that the activities of the different attractions were in the same events. Moreover, the car rent for self-travelling, and the parking fees were very expensive. Furthermore, the COVID-19 preventive and control measures caused difficulty in giving services for shore excursions. The opinions of the interviewees from the public sector, private sectors, and cruise tourists are as follows.

“With the pandemic, the safety measure for travelling is necessary.”
(G12)

“The parking fees in Singapore are very expensive.” (P8)

“The shore excursion activities are very interesting but they are arranged in very near areas.” (T7)

f) Cruise tourism alliance

With the issue of cruise tourism alliance, the interviewees thought that the limitation of Marina Bay Cruise Centre was on its development to be a port for supporting large cruise ships. However, the cruise ports of the other countries in this region were gradually developed. Although the turnaround port was fully developed with high standards, other port of call possessed limited capacity to support large cruise ships. Development in the same region should be done simultaneously in an integrated form in order to prevent the limitation of industrial growth.

According to the data collected from the interview with people relating to the cruise tourism management from the public sector and the private sector, the researcher concluded the analysis according to the strengths, weaknesses, opportunities, and threats of the cruise tourism management between Phuket and Singapore as shown in Table 4.39.

Table 4.39 SWOT Analysis of the Cruise Management between Phuket and Singapore

| Strengths | Weaknesses |
|--|---|
| <p>Phuket</p> <ul style="list-style-type: none"> • Good geological location • Global reputation of the destination • Variety of tourist attractions • Quickness of immigration • Value for money | <p>Phuket</p> <ul style="list-style-type: none"> • Limitations of port infrastructures and facilities • Delay of passenger transfer process • Lack of effective port management system • Public transport system, transport routes as obstacles to access tourist attractions • Lack of policies to drive cruise tourism • Limitations in laws, rules, and regulations |
| <p>Singapore</p> <ul style="list-style-type: none"> • Global reputation of the destination • Being a cruise centre in Southeast Asia • Standard port for supporting cruise ships in all sizes throughout the year • Excellent public transport system and transportation to conveniently access tourist attractions • Tourist attractions and activities attractive for tourists all year. • Concrete government policies to drive cruise tourism industry. | <p>Singapore</p> <ul style="list-style-type: none"> • Little variety of natural tourist attractions • High rate of car rental and parking fees at tourist attractions • High living expenses, expensive food, and drinks • Most labors imported from foreign countries |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Trends for continuous growth of cruise tourism • Growth of economy and cruise tourism industry in Asian region • Increase of cruise lines • More variety of the target groups in | <ul style="list-style-type: none"> • Fierce competition among the ports in Asia • Bargaining power of cruise liners • Fuel price, currency exchange, world economic crisis • Natural disasters, pandemics, and |

cruise tourism

climate changes

Then, strategies are determined with TOWS Matrix to find relationship between internal and external factors from the pairwise SWOT Analysis: 1) strength and opportunity strategies, 2) weakness and opportunity strategies, 3) strength and obstacle strategies, and weakness and obstacle strategies, as shown in Table 4.40 and 4.41.

Table 4.40 Analysis of TOWS Matrix to Find the Cruise Tourism Strategies in the Cooperated Development between Phuket and Singapore

| | Strengths (S) | Weaknesses (W) |
|---|---|---|
| | Phuket | Phuket |
| Internal environmental factors | SP1 Good geological location | WP1 Limitations of port infrastructures and facilities |
| | SP2 Global reputation of the destination | WP2 Delay of passenger transfer process |
| | SP3 Variety of tourist attractions | WP3 Lack of port management system |
| | SP4 Quickness of Immigration | WP4 Lack of public transport system in connection between the port and tourist attractions |
| | SP5 Value for money | WP5 Lack of policies to drive cruise tourism |
| | Singapore | Singapore |
| Internal environmental factors | SS1 Global reputation of the destination | WS1 Little variety of natural tourist attractions |
| | SS2 Being a cruise centre in Southeast Asia | WS2 High rate of car rental and parking fees at tourist attractions |
| | SS3 Standard port for supporting cruise ships in all sizes throughout the year | WS3 High living expenses, expensive food and drinks |
| | SS4 Excellent public transport system and transportation to conveniently access tourist attractions | WS4 Most labors imported from foreign countries |
| | SS5 Tourist attractions and activities attractive for tourists all year. | |
| Opportunities (O) | Strength/Opportunity Strategies (SO) | Weakness/Opportunity Strategies (WO) |
| O1 Trends for continuous growth of cruise tourism | SO01 Expand cruise tourism market both in the country and foreign countries (O1, O2, O3, O4, SP1, SP2, SS1, and SS2). | WO01 Develop potentials of personnel relating in cruise tourism management by training, learning, and using experiences (O1, O2, O3, O4, and WS4). |
| O2 Growth of economy and cruise tourism industry in Asian region | SO02 Develop port, port management and facilities for supporting a lot of tourists in all seasons throughout the year (O1, O2, O3, O4, SP4, and SS3). | WO02 Integrate new knowledge and technology for improving the process of cruise tourism management to be more effective (O1, O2, O3, O4, WP2, WP3, and WP4). |
| O3 Increase of cruise lines | SO03 Develop public transport system for cruise tourists to travel between the port and tourist attractions in a quick and convenient way (O2, O4, and SS4). | WO03 Manage the port effectively such as organizing the port areas and controlling prices and rate of products and services (O3, O4, |

| | | |
|--|---|---|
| | SO04 Develop tourist attractions, places, and activities with variety, sufficiency, and satisfaction for the target tourists (O4, SP3, SP5, and SS5). | WP1, WP3, WS2, and WS3). WO04 Develop roads and public transport system with convenience and safety (O3, O4, and WP4). |
| Threats (T) | Strength/Threat Strategies (ST) | Weakness/Threat Strategies (WT) |
| T1 Fierce competition among the ports in Asia | ST01 Create good image of cruise tourism in the Southeast Asian region through communication and public relation about cooperation between Phuket and Singapore through various activities and media for attracting cruise liners to run cruise business in the Southeast Asian region (T1, T2, T3, T4, T5, SP1, and SS2). | WT01 Promote understanding and participation among stakeholders by communicating about guidelines for development and expected benefits (T1, T2, T3, T4, T5, and WP5). |
| T2 Bargaining power of cruise liners | | |
| T3 Fuel price, currency exchange, world economic crisis | | |
| T4 Natural disasters, pandemics, and climate changes | | |

Table 4.41 The Analysing Results of the Cruise Tourism Alliance Strategies for Cooperative Development between Phuket and Singapore

| No. | Strategies (Ways) |
|--|--|
| 1. Strength/Opportunity Strategies (SO) | |
| SO01 | Expand cruise tourism market both in the country and foreign countries, especially in the Southeast Asian region (O1, O2, O3, O4, SP1, SP2, SS1, and SS2). |
| SO02 | Develop port, port management, and facilities for supporting a lot of tourists in all seasons throughout the year (O1, O2, O3, O4, and SS3). |
| O03 | Develop public transport system for cruise tourists to travel between the port and tourist attractions in a quick and convenient way (O2, O4, and SS4). |
| SO04 | Develop tourist attractions, places, and activities with variety, sufficiency, and satisfaction for the target tourists (O4, SP3, SP5, and SS5). |
| 2. Weakness/Opportunity Strategies (WO) | |
| WO01 | Develop potentials of personnel relating in cruise tourism management by training, learning, and using experiences (O1, O2, O3, O4, and WS4). |
| WO02 | Integrate new knowledge and technology for improving the process of cruise tourism management to be more effective (O1, O2, O3, O4, and WP2). |

| No. | Strategies (Ways) |
|---|---|
| WO03 | Manage the port effectively such as providing sufficient quality facilities for cruise tourists, organizing the port areas, and controlling prices and rates of products and services (O3, O4, WP1, WP3, WS2, and WS3). |
| WO04 | Develop roads and public transport system with convenience and safety (O3, O4, and WP4). |
| 3. Strength/Threat Strategies (ST) | |
| ST01 | Create good image of cruise tourism in the Southeast Asian region through communication and public relation about cooperation between Phuket and Singapore through various activities and media for attracting cruise liners to run cruise business in the Southeast Asian region (T1, T2, T3, T4, T5, SP1, and SS2). |
| 4. Weakness/Threat Strategies (WT) | |
| WT01 | Promote understanding and participation among stakeholders by communicating about guidelines for development and expected benefits (T1, T2, T3, T4, T5, and WP5). |

The TOWS Matrix analysis is shown in Table 4.40. and 4.41. Regarding the strength/opportunity (SO) strategies, the cruise tourism market should be expanded both inside and outside the country especially in the Southeast Asian region. The ports and facilities should be developed for supporting a large number of cruise tourists in all seasons throughout the year. The public transport systems should be developed for cruise tourists to travel conveniently and quickly between the ports and tourist attractions. Tourist attractions, places, and activities should be developed in various forms and sufficient number to make the targeted tourists get full satisfaction. For the weakness/opportunity (WO) strategies, potential development should be arranged for personnel related in the cruise tourism management through training, study, and experience. New knowledge and technology should be applied to improve the process of the cruise tourism management for adding value to tourism products and increasing effectiveness of the operation. Port should be managed effectively such as in providing quality facilities sufficient for the number of tourists, organizing the port areas, and controlling price and fee rates of products and service. Road and public

transport system should be developed with convenience and safety. About the strength/threat (ST) strategies, good image of cruise tourism in the Southeast Asian region should be created through communication and public relation in cooperation between Phuket and Singapore through various activities and media for attracting cruise liners to run cruise business in the Southeast Asian region. Finally, about the weakness/threat (WT) strategies, understanding and participation should be promoted among stakeholders by communicating about guidelines for development and expected benefit.

4.3.3 The Results of the Comparison between the Quantitative Study and the Qualitative Study about Effectiveness of the Cruise Tourism Management between Phuket and Singapore

This study results according to Objective 2 were from the quantitative and qualitative studies. In the quantitative study, the questionnaire data were used for the analysis whereas, in the qualitative study, the in-depth interview data were used for additional explanation about the effectiveness of cruise tourism management between Phuket and Singapore. The researcher gave equal importance to both studies and concluded the results of both studies together for clear and comprehensive interpretation and answer the research questions in limited time and resource. The conclusion of both study results is presented in Table 4.42.

Table 4.42 Result Summary of the Quantitative and Qualitative Research on Effectiveness of Cruise Tourism Management between Phuket and Singapore

| Quantitative Study Results | Qualitative Study Results | Result Summary According to Objective 2 |
|--|--|--|
| Singapore Port has readiness in various aspects more than Phuket, especially in port infrastructures such as | Singapore Port has readiness in all aspects, especially in port, and port management because Singapore is a cruise | Singapore is a cruise center in Southeast Asia with standard ports, good public transport system, and good transportation. |

| Quantitative Study Results | Qualitative Study Results | Result Summary According to Objective 2 |
|--|--|---|
| <p>electricity, water supply, telephone, internet, and other port facilities. However, Phuket Port has advantages in shore excursion activities with variety and interestingness for building exotic experience for cruise tourists.</p> | <p>center in Southeast Asia, and it is supported by the government. However, natural tourist attractions in Singapore are not many and its living expense is high. On the other hand, Phuket has potential to be ready for being a destination of cruise tourism in the region, but it has port limitations, public transport system inconvenient to go to tourist attractions, and lack of driving cruise tourism policy.</p> | <p>Moreover, the government policies are clear for driving cruise tourism industry, and tourist attractions can be conveniently accessed. However, natural tourist attractions in Singapore are not many and the living expense is high. On the other hand, Phuket is situated in a good location, and it is internationally well-known with variety of tourist attractions, and quick immigration process. However, Phuket has port limitations, public transport system inconvenient to go to tourist attractions, and lack of driving cruise tourism policy.</p> |

4.4 The Analysing Results on the Cruise Tourism Management Factors Affecting the Cruise Tourists' Intention to Revisit

4.4.1 The Results of the Exploratory Factor Analysis

The exploratory factor analysis is an initial indicator to explain each factor whereas the assumption is tested through the factor analysis with Kaiser-Meyer-Olkin

measure of sampling adequacy (KMO) and Bartlett's test of sphericity. According to the analysing results, the KMO was found at 0.777 i.e., higher than 0.5, meaning that all data and different variables had relationship adequate and suitable for being used in the factor analysis. From the Bartlett's test of sphericity, the qui-square statistic (χ^2) in the test was 2062.087 at the statistical significance of 0.05, meaning that the matrix correlation of variables was related. Therefore, the matrix correlation was suitable for being used further in the analysis. Regarding the communalities of each variable, the extraction communalities were at the range of 0.510 – 0.908 i.e., higher than 0.5, indicating that the selected variable could be loaded in any factor. Table 4.43 shows the results of these statistics.

Table 4.43 The Results of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | Bartlett's Test of Sphericity | | |
|---|------------------------------------|-----|------|
| | Approx. Chi-Square (χ^2) | df | Sig. |
| 0.777 | 2062.087 | 120 | .000 |

For the sub-factor analysis in the principal component analysis (PC), the factors with variance more than 1 eigenvalue were found in 6 factors at the eigenvalue range of 1.008 – 4.108, and the cumulative variance at 66.747%. This was explained that the cruise tourism factors affecting the cruise tourists' intention to revisit were in 6 factors with the possibility of 66.747%, as shown in Table 4.44.

Table 4.44 The Number of Factors, Eigenvalues, Percentage of Variance, and Percentage of Cumulative Variance

| Factors | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---------|---------------------|---------------|--------------------------|-------------------------------------|---------------|--------------------------|
| | Total | % of Variance | Cumulative % of Variance | Total | % of Variance | Cumulative % of Variance |
| 1 | 4.108 | 25.677 | 25.677 | 4.108 | 25.677 | 25.677 |
| 2 | 2.134 | 13.337 | 39.015 | 2.134 | 13.337 | 39.015 |
| 3 | 1.241 | 7.754 | 46.769 | 1.241 | 7.754 | 46.769 |
| 4 | 1.146 | 7.16 | 53.929 | 1.146 | 7.16 | 53.929 |
| 5 | 1.043 | 6.517 | 60.446 | 1.043 | 6.517 | 60.446 |
| 6 | 1.008 | 6.301 | 66.747 | 1.008 | 6.301 | 66.747 |

The description of each factor in the sub-factor analysis in Table 4.45 is as follows.

Factor 1 “Port” includes 3 variables with the eigenvalues at 4.108 and the factor loading range at 0.614-0.939. The first indicator is on port facilities such as harbors, wide water course for ships to turn around, deep watercourse, break water, and bridges. The second indicator is on port infrastructures to support passengers and cruise ships in all sizes; and the last indicator is on passenger areas at the port such as passenger terminals, meeting points, toilets, and souvenir selling points.

Factor 2 “Port Management” includes 2 variables with the eigenvalues at 2.134 and the factor loading range at 0.726-0.746. The first indicator is on passenger transfer between cruise ships and shores with safety and international standard. The second indicator is on variety of restaurant options with cleanliness, good tastes, and hygiene in reasonable prices.

Factor 3 “Cruise Tourism Alliance” includes 3 variables with the eigenvalues at 1.241 and the factor loading range at 0.640-0.760. The first indicator is on public relation about the travelling routes and the routes to ports in neighbor countries before and after embarking and disembarking the cruise ships. The second indicator is on

cooperation between Singapore Port and Phuket Port such as committee setting, regular meeting, and doing activities together for information exchange. The last indicator is on port transportation infrastructures to support transportation connectivity from the port to different attractions.

Factor 4 “Shore Tourist Attractions” includes 3 variables with the eigenvalues at 1.146 and the factor loading range at 0.625-0.903. The first indicator is on variety of tourist attractions both in natural and man-made attractions with value for money of shore excursion activities. The next indicator is on experiential activities to do exotic matters such as Thai cooking class and massage service. The last indicator is on distinction of the tourist attractions with uniqueness and interestingness to attract tourists.

Factor 5 “Shore Management” includes 3 variables with the eigenvalues at 1.043 and the factor loading range at 0.531-0.760. The first indicator is on sufficiency, cleanliness, and hygiene of the toilets at the tourist attractions. The next indicator is on suitable parking areas in the tourist attractions for serving tourists. The last indicator is on effective management in natural ecosystem management in the tourist attractions to prevent tourist effects such as closing some attractions in some period of time.

Factor 6 “Image of Tourist Attraction” includes 2 variables with the eigenvalues at 1.008 and the factor loading range at 0.771-0.797. The first indicator is on global reputation of tourist attractions whereas the other indicator is on beauty, interestingness, and distinction of the tourist attractions at the port destinations.

Table 4.45 The Results of the Sub-factor Analysis

| | Indicators | Factors | | | | | |
|----|--|---------|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| 1. | Port facilities | 0.939 | | | | | |
| 2. | Port infrastructures | 0.935 | | | | | |
| 3. | Passenger areas at the port | 0.614 | | | | | |
| 4. | Passenger transfer between cruise ships and shores with safety | | 0.746 | | | | |

| Indicators | Factors | | | | | |
|--|---------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| international standard | | | | | | |
| 5. Variety of restaurant options in the port | | 0.726 | | | | |
| 6. Public relation about the cruise routes before and after arriving the port | | | 0.760 | | | |
| 7. Cooperation between Singapore Port and Phuket Port | | | 0.660 | | | |
| 8. Public transportation in the port | | | 0.640 | | | |
| 9. Variety of tourist attractions | | | | 0.803 | | |
| 10. Experiential activities to do exotic matters | | | | 0.728 | | |
| 11. Distinctive identity of the tourist attractions | | | | 0.625 | | |
| 12. Sufficiency, cleanliness, and hygiene of toilets | | | | | 0.760 | |
| 13. Suitable parking areas in the tourist attractions for serving tourists | | | | | 0.690 | |
| 14. Effectiveness of the natural ecosystem management in the tourist attractions | | | | | 0.531 | |
| 15. Global reputation of tourist attractions | | | | | | 0.797 |
| 16. Beauty and distinction of port destinations | | | | | | 0.771 |

Regarding sub-factors, Table 4.46 shows the mean of each variable and the total mean of each factor.

Factor 1 “Port” consisted of 3 variables: port facilities (mean = 2.86), port infrastructures (mean = 2.93), and passenger areas at the port (mean = 3.61). The total mean of Factor 1 “Port” was 3.14.

Factor 2 “Port Management” consisted of 2 variables: passenger transfer between cruise ships and shores with safety international standard (mean = 4.26), and variety of restaurant options in the port (mean = 4.01). The total mean of Factor 2 “Port Management” was 4.14.

Factor 3 “Cruise Tourism Alliance” consisted of 3 variables: public relation about the cruise routes before and after arriving the port (mean = 4.17), cooperation between Singapore Port and Phuket Port (mean = 4.33), and public transportation in the port (mean = 4.41). The total mean of Factor 3 “Cruise Tourism Alliance” was 4.31.

Factor 4 “Shore Tourist Attractions” consisted of 3 variables: variety of tourist attractions (mean = 4.41), suitable parking areas in the tourist attractions for serving tourists (mean = 4.37), and distinctive identity of the tourist attractions (mean = 4.20). The total mean of Factor 4 “Shore Tourist Attractions” was 4.33.

Factor 5 “Shore Management” consisted of 3 variables: sufficiency, cleanliness, and hygiene of toilets (mean = 4.33), suitable parking areas in the tourist attractions for serving tourists (mean = 4.26), and effectiveness of the natural ecosystem management in the tourist attractions (mean = 4.26). The total mean of Factor 5 “Shore Management” was 4.29.

Factor 6 “Image of Tourist Attraction” consisted of 2 variables: global reputation of tourist attractions (mean = 4.27), and beauty and distinction of port destinations (mean = 4.19). The total mean of Factor 6 “Image of Tourist Attraction” was 4.23.

Table 4.46 Mean of Each Variable in Sub-factors

| Indicators | Factors | | | | | |
|---|---------|------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| 1. Port facilities | 2.86 | | | | | |
| 2. Port infrastructures | 2.93 | | | | | |
| 3. Passenger areas at the port | 3.61 | | | | | |
| 4. Passenger transfer between cruise ships and shores with safety | | 4.26 | | | | |

| Indicators | Factors | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| international standard | | | | | | |
| 5. Variety of restaurant options in the port | | 4.01 | | | | |
| 6. Public relation about the cruise routes before and after arriving the port | | | 4.17 | | | |
| 7. Cooperation between Singapore Port and Phuket Port | | | 4.33 | | | |
| 8. Public transportation in the port | | | 4.41 | | | |
| 9. Variety of tourist attractions | | | | 4.41 | | |
| 10. Experiential activities to do exotic matters | | | | 4.37 | | |
| 11. Distinctive identity of the tourist attractions | | | | 4.20 | | |
| 12. Sufficiency, cleanliness, and hygiene of toilets | | | | | 4.33 | |
| 13. Suitable parking areas in the tourist attractions for serving tourists | | | | | 4.26 | |
| 14. Effectiveness of the natural ecosystem management in the tourist attractions | | | | | 4.26 | |
| 15. Global reputation of tourist attractions | | | | | | 4.27 |
| 16. Beauty and distinction of port destinations | | | | | | 4.19 |
| Total mean of each Factor | 3.14 | 4.14 | 4.31 | 4.33 | 4.29 | 4.23 |

4.4.2 The Analysing Results on the Cruise Tourism Management

The data analysing results on the cruise tourism management were determined by the influence levels of the cruise tourism management factors affecting the cruise tourists' intention to revisit. The descriptive statistic was used to calculate mean and standard deviation (S.D.) with the following interpretation.

Scores 4.21 – 5.00 refers to very high influence

Scores 3.41 – 4.20 refers to high influence

Scores 2.61 – 3.40 refers to moderate influence

Scores 1.81 – 2.60 refers to low influence

Scores 1.00 – 1.80 refers to very low influence

Table 4.47 The Analysing Results on the Influence Levels of the Cruise Tourism Management Factors Affecting the Cruise Tourists' Intention to Revisit

| Cruise Tourism Management Factors | \bar{X} | S.D. | Influence | Rank |
|---|-------------|--------------|-------------|------|
| 1. Shore tourist attractions | 4.33 | 0.600 | Very high | 1 |
| 2. Cruise tourism alliance | 4.30 | 0.607 | Very high | 2 |
| 3. Shore excursion management and service | 4.28 | 0.620 | Very high | 3 |
| 4. Image of tourist attraction | 4.23 | 0.621 | Very high | 4 |
| 5. Port management | 4.13 | 0.666 | High | 5 |
| 6. Port | 3.13 | 0.963 | Moderate | 6 |
| Total | 4.07 | 0.680 | High | |

According to Table 4.47, shore tourist attractions has the influence on the cruise tourists' intention to revisit at the 'very high' level ($\bar{X} = 4.33$), followed by cruise tourism alliance at the 'very high' level ($\bar{X} = 4.30$), shore excursion management and service at the 'very high' level ($\bar{X} = 4.28$), image of tourist attraction at the 'very high' level ($\bar{X} = 4.23$), port management at the 'high' level ($\bar{X} = 4.13$), and port at the 'moderate' level ($\bar{X} = 3.13$).

4.4.3 The Analysis for the Hypothesis Testing

Table 4.48 illustrates the results of the hypothesis testing on the cruise tourism management factors affecting on the cruise tourists' intention to revisit.

Table 4.48 The Results of the Hypothesis Testing

| Hypotheses | Hypotheses of the Cruise Tourism Management Factors | Analysing Results |
|-------------------|--|--------------------------|
| H ₁ | Port has influence on the cruise tourists' intention to revisit. | Support |
| H ₂ | Port management has influence on the cruise tourists' intention to revisit. | Support |
| H ₃ | Image of tourist attractions has influence on the cruise tourists' intention to revisit. | Support |
| H ₄ | Shore tourist attraction has influence on the cruise tourists' intention to revisit. | Support |
| H ₅ | Shore excursion management and service has influence on the cruise tourists' intention to revisit. | Support |
| H ₆ | Cruise tourism alliance has influence on the cruise tourists' intention to revisit. | Support |

According to Table 4.48, the results of the hypothesis testing are summarised as below.

H₁: Port has influence on the cruise tourists' intention to revisit.

In the hypothesis testing at the statistical significance level of 0.05, the port has significant influence on the cruise tourists' intention to revisit ($P = 0.005 < 0.05$).

H₂: Port management has influence on the cruise tourists' intention to revisit.

In the hypothesis testing at the statistical significance level of 0.05, the port management has significant influence on the cruise tourists' intention to revisit ($P = 0.005 < 0.05$).

H₃: Image of tourist attraction has influence on the cruise tourists' intention to revisit.

In the hypothesis testing at the statistical significance level of 0.05, the image of tourist attraction has significant influence on the cruise tourists' intention to revisit ($P = 0.005 < 0.05$).

H₄: Shore tourist attraction has influence on the cruise tourists' intention to revisit.

In the hypothesis testing at the statistical significance level of 0.05, the shore tourist attraction has significant influence on the cruise tourists' intention to revisit ($P = 0.005 < 0.05$).

H₅: Shore excursion management and service has influence on the cruise tourists' intention to revisit.

In the hypothesis testing at the statistical significance level of 0.05, the shore excursion management and service have significant influence on the cruise tourists' intention to revisit ($P = 0.005 < 0.05$).

H₆: Cruise tourism alliance has influence on the cruise tourists' intention to revisit.

In the hypothesis testing at the statistical significance level of 0.05, the cruise tourism alliance has significant influence on the cruise tourists' intention to revisit ($P = 0.005 < 0.05$).

4.4.4 Opinions on Cruise Tourists' Intention to Revisit

Table 4.49 Means and Standard Deviation of the Cruise Tourists' Intention to Revisit

| Intention to Revisit | \bar{X} | S.D. | Interpretation |
|--|-------------|--------------|----------------|
| 1. Intention to revisit Phuket and Singapore | 3.91 | 0.620 | High |
| 2. Intention to revisit Phuket and Singapore because of getting much enjoyment from the trip | 4.16 | 0.733 | High |
| 3. Intention to revisit Phuket and Singapore because of getting knowledge from the trip | 4.11 | 0.633 | High |
| 4. Intention to revisit Phuket and Singapore because of inexpensive spending but value for enjoyment | 4.17 | 0.717 | High |
| 5. Intention to revisit Phuket and Singapore when having time | 4.21 | 0.651 | Very high |
| Mean | 4.11 | 0.671 | High |

According to Table 4.49, the respondents' opinion on the cruise tourists' intention to revisit is at the 'high' level in overall. In each aspect, the top rank is intention to revisit when having time; followed by intention to revisit because of inexpensive spending but value for enjoyment at the 'high' level, intention to revisit because of getting much enjoyment from the trip at the 'high' level, intention to revisit because of getting knowledge from the trip at the 'high' level and having intention to revisit Phuket and Singapore at the 'high' level.

4.4.5 Test on Relationship of the Independent Variables (X)

According to the analysis of mean, standard deviation, and Pearson's correlation coefficient of each factor in Table 4.50, the highest mean was in shore tourist attractions (4.33 from the full score of 5), followed by cruise tourism alliance (4.30), shore excursion management and service (4.28), image of tourist attractions (4.23), port management (4.13), and port (3.13) respectively. The Pearson correlation coefficient of each factor had positive relationship at lower than 0.70 so there was no problem of multicollinearity or correlation among predictors. This had effects on the multiple regression analysis that the coefficient of determination (R^2) was too high.

Table 4.50 Means, Standard Deviation, and Pearson's Correlation Coefficient

| Variables | \bar{X} | S.D. | 1 | 2 | 3 | 4 | 5 | 6 |
|--|-----------|------|---------|---------|---------|---------|---------|---------|
| Port (X_1) | 3.13 | 0.86 | 1 | | | | | |
| Port Management (X_2) | 4.13 | 0.56 | 0.348** | 1 | | | | |
| Cruise Tourism Alliance (X_3) | 4.30 | 0.44 | 0.064 | 0.306** | 1 | | | |
| Shore Tourist Attraction (X_4) | 4.33 | 0.45 | 0.206** | 0.369** | 0.301** | 1 | | |
| Shore Excursion Management and Service (X_5) | 4.28 | 0.44 | 0.196** | 0.385** | 0.364** | 0.327** | 1 | |
| Image of Tourist Attraction (X_6) | 4.23 | 0.51 | 0.205** | 0.307** | 0.293** | 0.292** | 0.305** | 1 |
| Cruise Tourists' Intention to Revisit (Y) | 4.11 | 0.46 | 0.314** | 0.523** | 0.431** | 0.507** | 0.418** | 0.413** |

Note: ** Correlation is significant at the 0.01 level (2-tailed).

4.4.6 The Stepwise Multiple Regression Analysis

In the analysis of the cruise tourism factors affecting on the cruise tourists' intention to revisit, the dependent variable was tourists' intention to revisit whereas the independent variables were 6 cruise tourism sub-factors. In the stepwise multiple regression analysis, the used symbols and interpretation are as follows.

| | | |
|----------------|-----------|---|
| X ₁ | refers to | port (Port) |
| X ₂ | refers to | port management (Process) |
| X ₃ | refers to | cruise tourism alliance (Partnership) |
| X ₄ | refers to | shore tourist attractions (Place) |
| X ₅ | refers to | shore excursion management and service (Professional) |
| X ₆ | refers to | Image of tourist attraction (Perception) |
| Y | refers to | cruise tourists' intention to revisit |

Table 4.51 The Analysing Results of the Stepwise Multiple Regression Analysis by Adding the Factor One by One

| Independent Variables | R | R Square | Adjusted R Square | Std. Error of the Estimate | F | Sig. |
|---|-------|----------|-------------------|----------------------------|--------|------|
| X ₂ | 0.523 | 0.274 | 0.272 | 0.392 | 150.06 | .000 |
| X ₂ , X ₄ | 0.623 | 0.388 | 0.385 | 0.361 | 125.82 | .000 |
| X ₂ , X ₄ , X ₃ | 0.660 | 0.435 | 0.431 | 0.347 | 101.78 | .000 |
| X ₂ , X ₄ , X ₃ , X ₆ | 0.680 | 0.462 | 0.457 | 0.339 | 84.90 | .000 |
| X ₂ , X ₄ , X ₃ , X ₆ , X ₁ | 0.689 | 0.474 | 0.467 | 0.336 | 71.02 | .000 |
| X ₂ , X ₄ , X ₃ , X ₆ , X ₁ , X ₅ | 0.694 | 0.482 | 0.474 | 0.334 | 60.89 | .000 |

According to Table 4.51, the stepwise multiple regression analysis was performed to find the predictors affecting the cruise tourists' intention to revisit. When the cruise tourism factor presented, 6 independent variables were tested to have difference at the significant level of 0.01. These variables were port management

(Process) (X_2), shore tourist attractions (Place) (X_4), cruise tourism alliance (Partnership) (X_3), image of tourist attraction (Perception) (X_6), port (Port) (X_1), and shore excursion management and service (Professional) (X_5), as explained below.

The factor on port management (Process) (X_2) had the regression coefficient or the predicting power at 0.272 so the port management factor (Process) had effect on the cruise tourists' intention to revisit at 27.20%.

When adding the factor on shore tourist attractions (Place) (X_4), the regression coefficient or the predicting power increased to 0.385, meaning that the shore tourist attraction (Place) increased the effect on the cruise tourists' intention to revisit at 38.50%.

When adding the factor on cruise tourism alliance (Partnership) (X_3), the regression coefficient or the predicting power increased to 0.431, meaning that the cruise tourism alliance (Partnership) increased the effect on the cruise tourists' intention to revisit at 43.10%.

When adding the factor on image of the tourist attractions (Perception) (X_6), the regression coefficient or the predicting power increased to 0.457, meaning that the image of the tourist attractions increased the effect on the cruise tourists' intention to revisit at 45.70%.

When adding the factor on port (Port) (X_1), the regression coefficient or the predicting power increased to 0.467, meaning that the port (Port) increased the effect on the cruise tourists' intention to revisit at 46.70%.

When adding the factor on shore excursion management and service (Professional) (X_5), the regression coefficient or the predicting power increased to 0.474, meaning that shore excursion management and service (Professional) increased the effect on the cruise tourists' intention to revisit at 47.40%.

Table 4.52 The Results of the Stepwise Multiple Regression Analysis on the Cruise Tourism Factors Affecting the Cruise Tourist's Intention to Revisit

| Independent Variables | B | Std. Error | Beta | t | Sig | Tolerance | VIF |
|---|-------|------------|-------|-------|-------|-----------|-------|
| (Constant) | 0.114 | 0.223 | | 0.509 | 0.611 | | |
| X2 | 0.199 | 0.035 | 0.245 | 5.646 | 0.000 | 0.700 | 1.429 |
| X4 | 0.260 | 0.041 | 0.259 | 6.295 | 0.000 | 0.782 | 1.279 |
| X3 | 0.194 | 0.042 | 0.189 | 4.627 | 0.000 | 0.788 | 1.269 |
| X6 | 0.137 | 0.036 | 0.153 | 3.812 | 0.000 | 0.815 | 1.227 |
| X1 | 0.059 | 0.021 | 0.112 | 2.839 | 0.005 | 0.855 | 1.170 |
| X5 | 0.105 | 0.044 | 0.102 | 2.418 | 0.016 | 0.746 | 1.340 |
| R = 0.694 R Square = 0.482 Adjusted R Square = 0.474 F = 60.89 SE = 0.334 | | | | | | | |

Note: **p-value < 0.05

Table 4.52 shows the cruise tourism factors or independent variables affecting the cruise tourists' intention to revisit in a descending order: port management (Process) (X₂), shore tourist attraction (Place) (X₄), cruise tourist alliance (Partnership) (X₃), image of tourist attraction (Perception) (X₆), port (Port) (X₁), and shore excursion management and service (Professional) (X₅), at the significance level of 0.05. When testing multicollinearity on correlation among independent variables with tolerance and VIF, all independent variables had tolerance > 0.1 and VIF < 10, meaning that all independent variables did not have problem of multicollinearity or correlation among themselves.

According to the multiple regression analysis on the factors affecting the cruise tourists' intention to revisit, the results were found at port management ($\beta = 0.245$, $t = 5.646$), shore tourists attraction ($\beta = 0.259$, $t = 6.295$), cruise tourism alliance ($\beta = 0.189$, $t = 4.627$), image of tourist attraction ($\beta = 0.153$, $t = 3.812$), port ($\beta = 0.112$, $t = 2.839$), and shore excursion management and service ($\beta = 0.102$, $t = 2.418$). The factors had effects on the cruise tourists' intention to revisit, and all variables could explain such experience in overall at 48.2%.

4.5 The Analysing Results from the Qualitative Study about the Process to Build the Cruise Tourism Alliance at the Regional Level for Attracting Cruise Liners to the Region

According to the interview with people related to cruise tourism management about building the cruise tourism alliance at the regional level to attract cruise liners to the region, the researcher decoded and counted the frequency of keywords mentioned in the interview, as described below.

Table 4.53 The Process to Build the Cruise Tourism Alliance Strategies

| Process to Build the Cruise Tourism Alliance Strategies | Frequency | | Total (N=28) | Percentage |
|--|----------------------------|-------------------------|--------------|------------|
| | Government (G) (N = 15) | Private (P) (N = 13) | | |
| 1. Analysis of motivation to build alliance | | | | |
| - Knowledge exchange | 12 | 10 | 22 | 78.58 |
| - Uncertainty of market | 9 | 12 | 21 | 75.00 |
| - Reduction of operational cost | 5 | 7 | 12 | 42.86 |
| 2. Selection of alliance | | | | |
| - Common objectives and goals | 13 | 10 | 23 | 82.15 |
| - Abilities of alliance | 12 | 8 | 20 | 71.43 |
| - Compatibility of visions and cultures | 6 | 12 | 18 | 64.29 |
| 3. Structure of alliance | | | | |
| - Selection of suitable alliance model | 10 | 10 | 20 | 71.43 |
| - Operational objectives of business alliance | 7 | 5 | 12 | 42.86 |
| 4. Negotiation and mutual agreement | | | | |
| - Scope of cooperation | 11 | 10 | 21 | 75.00 |
| - Model of management and decision | 9 | 7 | 16 | 57.15 |
| - Period of cooperation | 6 | 8 | 14 | 50.00 |
| 5. Analysis of suggestions for improving and changing alliance | | | | |

| Process to Build the Cruise Tourism Alliance Strategies | Frequency | | Total (N=28) | Percentage |
|---|----------------------------|-------------------------|--------------|------------|
| | Government (G) (N = 15) | Private (P) (N = 13) | | |
| - Analysis of organisational strengths and weaknesses | 13 | 12 | 25 | 89.29 |
| 6. Establishment of alliance | | | | |
| - Contract signing between the alliance partners | 13 | 13 | 26 | 92.86 |
| 7. Business plan setting and implementation | | | | |
| - Setting a business plan | 14 | 12 | 26 | 92.86 |
| 8. Follow up, examination, and evaluation of implementation | | | | |
| - Follow up and examination of implementation | 13 | 11 | 24 | 85.72 |
| - Evaluation on effectiveness of implementation | 10 | 12 | 22 | 78.58 |

According to the data from the semi-structured interviewed with people relating to the cruise tourism between Phuket and Singapore about the process to build the cruise tourism alliance, the opinions of the informants on each issue (Table 4.53) are described as follows.

1) Motivation to build alliance: The majority of informants thought that each organisation was motivated to form an alliance for different reasons. Most of them wanted knowledge exchange (78.58%), followed by uncertainty of market (75.00%), and reduction of operational cost (42.86%). The key informants who were representatives from the government and private sectors gave opinions as follows.

“To build and develop products or service together by sharing knowledge, expertise, or skills of each party.” (G1)

“Motivation to build alliance is from fierce business competition so, we have to cooperate each other for our business operation. This enables us to save cost and reduce work scope.” (G5)

“To increase skills, specialization, and technology from the alliance partner.” (G7)

“At present, the market is uncertain. The customers change all the time.” (P2)

“To exchange knowledge for educating the organisational employees.” (P6)

2) Selection of alliance: The informants thought that selection of alliance is the most important step. Most of them thought that an organisation should select an alliance partner with common objectives and goals (82.15%); followed by abilities of alliance (71.43%) to fulfil skills, abilities, and resources of each other for gaining competitive ability and sustainable growth; and compatibility of visions and cultures (64.29%). The key informants who were representatives from the government and private sectors gave opinions as follows.

“Select an alliance who perceive and understand cultures and values of each party.” (G3)

“Be communicable and able to work together.” (G9)

“The alliance must be an organisation with direct and indirect operation relating to cruise tourism.” (G10)

“The alliance partner should not have strong conflicts in opinions because it is difficult to work together.” (P5)

“The management systems of the alliance partners should be compatible to each other such as in decision-making system, mechanism of effective control, and so on.” (P6)

“We have to study information and profile of the alliance organisation.” (P8)

3) Structure of alliance: To become alliances for achieving common objectives, most informants it was necessary to select the business alliance model (71.43%), and to have operational objectives of alliance business activities (42.86%) such as in marketing cooperation, procurement cooperation, and strategic resource cooperation. The key informants who were representatives from the government and private sectors gave opinions as follows.

“We need to find a suitable model of cooperation.” (G4)

“The organisation needs to know the objectives which type of alliance cooperation they want.” (G7)

“We need to determine how much and what types of resources to be invested by each partner for preparation before cooperating in real operation.” (P10)

“We need to understand clearly at the beginning about appropriateness of alliance cooperation.” (P14)

4) Negotiation and mutual agreement: The informants thought that negotiation and mutual agreement is a very important factor. Most informants focused on consideration of scope of cooperation (75.00%), followed by model of management and decision (57.15%), and period of cooperation (50.00%) in order to meet the demand of all parties. The key informants who were representatives from the government and private sectors gave opinions as follows.

“There should be procedures for follow-up, inspection, and evaluation on operational effectiveness.” (G3)

“There must be memorandum of understanding or MOU.” (G12)

“Contract period, terms and conditions, termination, right for revision, and extension.” (G14)

“Formal contract must be made by clearly specifying terms and conditions of cooperation.” (P2)

“Service level agreement must be made to set the minimum service standard under normal and abnormal situations.” (P7)

“Scope of responsibility in case of problem occurrence and guidelines for solving different problems.” (P9)

5) Analysis of suggestions for improving and changing alliance: Most informants thought that this analysis was very important for enabling an organisation to know strengths and weaknesses in order to adjust weaknesses and reinforce strengths. The key informants who were representatives from the government and private sectors gave opinions as follows.

“For effective SWOT analysis, partners should do the analysis together in order to use the results in real situations.” (G6)

“The organisations need to know weaknesses to be improved and existing strengths to be reinforced in the alliance cooperation.” (G11)

“An analysis should be performed to find strengths or supporting factors to make distinction and to find weaknesses which make the business disadvantages in competition. The organisations should study about these factors.” (P5)

“Many organisations usually don’t know where to start analysing strengths and weakness. They don’t have any idea to start the analysis.” (P7)

“It is helpful for the organisations to get benefits from applying strengths and weaknesses of the alliance.” (P8)

6) Establishment of alliance: According to most interviewees (92.86%), establishment of alliance is the step after determining various aspects and making agreement with alliance partners. Then, the alliance partners make a contract to ensure that each party will be compliance to the agreement. This step is an important step to include all issues as agreed by business alliance. The following extracts are from interviewing the key informants who were representatives of the government and private agencies.

“A contract is made for the agreed obligations.” (G3)

“A written contract can reduce problems which may occur in the future because the agreement is recorded.” (P4)

“The terms and conditions in the contract are implemented under the agreed framework.” (P9)

7) Business plan setting and implementation: According to most interviewees (92.86%), this step is for the business alliance partners to work together in the same direction by setting a business plan which includes missions, objectives, strategic plans, and action plans as well as needs and resource allocation. The

following extracts are from interviewing the key informants who were representatives of the government and private agencies.

“There should be a plan for continuously operating business and for supporting cases when the operation faces with problems, has to stop, or is unable to continue.” (G11)

“The plan should contain steps of implementation in short-term, middle-term, and long-term.” (P3)

“The business plan is helpful for the alliance partners to work in the same direction.” (P8)

8) Follow up, examination, and evaluation of implementation: According to most interviewees (85.72%), it is necessary to follow up and examine the implementation as planned. In addition, the interviewees (78.58%) thought that the organisational success must be evaluated and used for improving organisational performance. The following extracts are from interviewing the key informants who were representatives of the government and private agencies.

“The implementation must be followed up and evaluated and these results can be used for improving performance.” (G6)

“There should be indicators for evaluating and examining the implementation.” (P2)

“The review of work performance is helpful for increasing work effectiveness.” (P4)

According to the interview, the researcher concluded the process to build the cruise tourism alliance at the regional level for attracting cruise liners to the region and the procedure is shown in Figure 4.2.

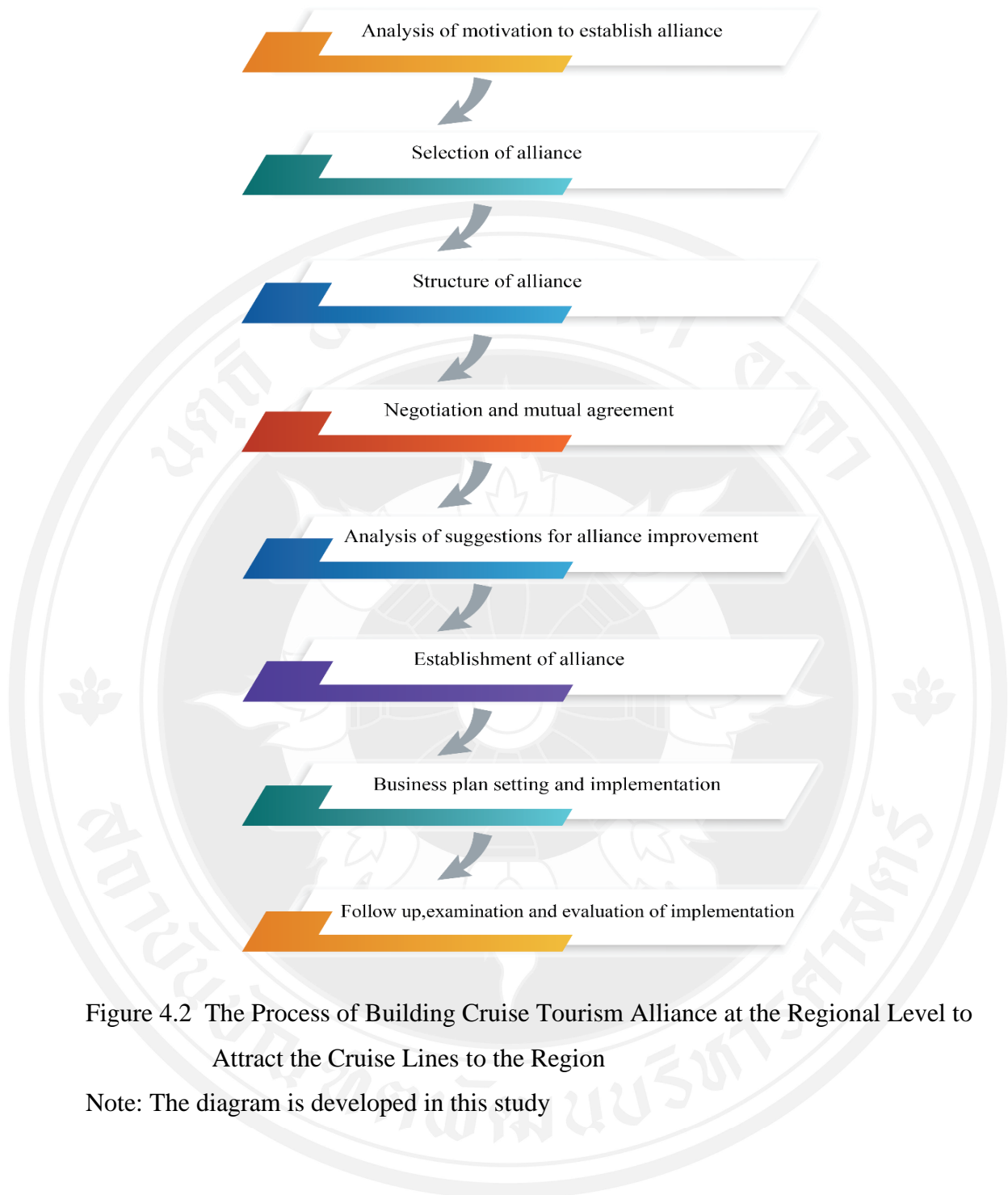


Figure 4.2 The Process of Building Cruise Tourism Alliance at the Regional Level to Attract the Cruise Lines to the Region

Note: The diagram is developed in this study

4.6 The Analysing Results on Alliance Strategies for Cruise Tourism in Cooperative Development between Phuket and Singapore

The study results for Objective 5 are according to the other objectives: Objective 1 to study cruise tourists' behaviours; Objective 2 to assess and compare effectiveness of cruise tourism management between Phuket and Singapore and the interview with people relating to the cruise tourism management; Objective 3 to study factors of cruise tourism management affecting cruise tourists' intention to revisit; and Objective 4 to study the process to build alliance for cruise tourism at the regional level in order to attract cruise lines to the region. The researcher analysed and synthesized from the study results on the cruise tourists' behaviours before, during and after the cruise; effectiveness of the cruise tourism management between Phuket and Singapore; and strengths, weaknesses, opportunities, and threats of the cruise tourism management in Phuket and Singapore. In addition, the researcher analysed and synthesised the factors of the cruise tourism management with effects on the cruise tourists' intention to revisit, and the process to build cruise tourism alliance strategies at the regional level to attract cruise liners to the region. These variables and factors were classified according to similarity of perspectives and opinions, and they were synthesised to propose alliance strategies for cruise tourism for the cooperated development between Phuket and Singapore.

In this study, the researcher proposed the alliance strategies for cruise tourism for the cooperative development between Phuket and Singapore, which covers all dimensions of the results from the quantitative and qualitative studies in order to design effective strategies. and procedures for real application. By offering all six strategies, including

- 1) Strategy 1: Market expansion of the cruise tourism both in the country and foreign countries
- 2) Strategy 2: Attraction, activity, and accessibility development
- 3) Strategy 3: Ports, port management, and facility development
- 4) Strategy 4: Process development in the cruise tourism management
- 5) Strategy 5: Image Creation for the cruise tourism in the Southeast Asian Region

6) Strategy 6: Participation and understanding promotion among cruise tourism stakeholders

4.6.1 Strategy 1: Market Expansion of the Cruise Tourism Both in the Country and Foreign Countries

The cruise tourism market both in the country and foreign countries is expanded for responding to the trend of the continuous growth of cruise tourism. The expansion should be in accordance with the growth of the economy and cruise tourism industry in the Asian region in order to cope with fierce competition among ports in the Asian region. Accordingly, this strategy includes policy setting for promoting cruise tourism, development of online social media for promoting cruise tourism, and support for cooperation of the international tourism organisations.

1) Policy setting for promoting cruise tourism

The policies should be set for promoting cruise tourism by informing cruise tourism and various types of tourist attractions to encourage tourists to desire and make decision to take the cruise trips between Phuket and Singapore.

2) Development of online social media for promoting cruise tourism

Online social media should be developed through websites, Instagram, Line, WhatsApp, Page, or Facebook to give information about cruise tourism, tourist attractions, and tourist activities. Through these online media, the information should be presented in an attractive way with accurate information and in accordance with the target tourists' demand and behaviours. According to the questionnaire data, most tourists receive information about the cruise trips from online social media.

3) Support for cooperation of the international tourism organisations

The international tourism organisations should be supported for building cooperation with other countries to get the bargaining power with cruise lines in expanding the cruise tourism market and attracting cruise liners to set more cruise routes with longer overnight stay. This is helpful for expanding the cruise tourism market both in the country and foreign countries. This is in accordance with the analysing results from the interview with the informants relating to the cruise tourism management in the government and private agencies. The results show that the cruise tourism should be developed with cooperation at the regional level, and such

cooperation should be strengthened among Asian business partners for promoting the cruise tourism at the regional level and promoting Southeast Asia to become the cruising playground for the world.

4.6.2 Strategy 2: Attraction, Activity, and Accessibility Development

This strategy is concerned with the development of the tourist attractions, places, activities, and accessibility to the attractions with the purposes to respond to the increase of the cruise liners, and suitability for more diversity of the cruise tourists. This development reinforces the strengths of the tourist attractions in terms of reputation, variety, and ability to attract tourists all year. This enhances the bargaining power and competition with other ports in the Asian regions. This strategy includes potential promotion of the tourist attractions, creation of various tourist activities, and development and improvement of the public transport system and transportation for convenient accessibility to the tourist attractions.

1) Potential promotion of the tourist attractions

The tourist attraction potentials can be promoted by improving the existing tourist attractions and building new attractions. Accordingly, considerations should be put on differences of each area and differences of tangible and intangible tourist resources. The selling points of each attraction should be determined and presented with different strategies to impress the tourists, leading to recommendation from cruise experience and intention to revisit. This is consistent to the analysing results of the cruise tourism management factors affecting the cruise tourists' intention to revisit that, in the shore excursion management, the shore tourist attraction is the most influence on the cruise tourists' intention to revisit in overall.

2) Creation of the tourist activities

Tourist activities as a part of shore excursion need to be arranged with variety and they should be interesting enough for meeting the tourist demand and providing valuable impressive experiences to the cruise tourists. Shore excursion activities should not be repetitive to the onboard activities. In these activities, the considerations should be put on suitability, safety, and tourism resource preservation. According to the questionnaire data, variety of the activities is the least motivating

factor in the cruise tourism between Phuket and Singapore so these activities should be developed and created in accordance with the demand of the cruise tourists.

3) Accessibility to the tourist attractions

The public transport system and transportation should be developed and improved in connection between the ports and the tourist attractions. There should be plans for building or developing the roads or routes to the tourist attractions to facilitate the tourists to access the attraction with more convenience and safety. This is consistent to the questionnaire data that accessibility and connection between the ports to the tourist attractions is one of the main factors motivating the cruise tourists to take shore excursions at the port of call.

4.6.3 Strategy 3: Ports, Port Management, and Facility Development

This strategy involves with the improvement of port infrastructures, port management, and port facilities to meet the international standards, and to support all sizes of cruise ships all year as well as to support the increasing number of cruise liners. Variety of necessary facilities should be arranged sufficiently for supporting the increase of tourists with more diversity.

1) Improvement of the port infrastructures

The important port infrastructures should be developed and improved in port size, depth of waterways, passenger terminals, equipment for passenger transfer, and port environment which is a factor to impress the cruise tourists etc. The port infrastructure is the main component as a gate to the travelling destinations. It is one of the criteria which the cruise liners use for choosing the cruise ports. The port should be interesting and exotic with readiness for supporting the cruise ships and the visits of the cruise tourists. This is consistent to the interview data from the informants relating to the cruise tourism management in the government and private sectors. Accordingly, Singapore Port meets the standards and can support all sizes of the cruise ships all year whereas Phuket Port has some limitations in terms of infrastructures and facilities which need to be urgently improved according to Cruise Tourism Promotion Strategies B.E. 2561-2570 (2018-2027).

2) Development of the port utility system

The port utility system should be developed in electricity, water supply, roads, toilets, parking areas, and wireless internet connection to be more effective and satisfactory for the cruise tourists. The port utility system is a necessary and important factor, and it should be developed simultaneously with the infrastructure development. Moreover, the improvement should be in traffic system, roads, and pathways for facilitating the travel to tourist attractions, and for safety of tourists and road users. This is consistent to the questionnaire data that safety is the factor on the highest rank of the cruise tourists' intention to revisit.

3) Development and improvement of the port facilities

The port facilities should be developed and improved for serving and facilitating the cruise tourists in the port areas. For example, the passenger area should be improved to meet the standards; the facilities for elderly and disabled people should be developed such as wheel accessible toilet, ramps, and rails etc.; and the facilities and services should be developed in a complete cycle such as convenient stores, food and drink shops, duty free shops, public telephone Wi-Fi services. This is consistent to the strategies for the development of the tourist facilities at Marina Bay Cruise Centre by designing and developing the passenger terminal including various facilities and services such as baggage handling points, tax refund service points, tourist information centres, restaurants, convenient stores, currency exchange points etc. Cruise liners use port facilities as one of the important criteria they use in deciding and selecting ports on their cruise route programs. Therefore, the development and improvement of the port facilities is helpful for Phuket Port and Singapore Port to compete with other ports in the Asian regions and to get more bargaining power with the cruise liners.

4.6.4 Strategy 4: Process Development in the Cruise Tourism Management

This strategy is concerned with the development of the cruise tourism management process to be more effective in custom and immigration, passenger transfer process, and management to cope with disasters, pandemics, and climate changes etc. The development includes potential building for the effective

cooperation, promotion of international standard safety and emergency planning, and maintenance of cleanliness and hygiene.

1) Potential building for the effective operation

The potential for effective operation can be built with the improvement of the operational processes by reducing unnecessary steps and work duration in each step. In addition, the digital technology should be integrated for facilitating quick and convenient operation and for preventing errors. The number of the operational officers should be increased sufficiently for supporting a lot of cruise tourists. In cruising to several port of call, the cruise tourists need to pass through the custom and immigration. Therefore, the custom and immigration should be processed effectively with sufficient officers for serving each batch of cruise tourists.

2) Promotion of international standard safety and emergency planning

The international standard safety can be promoted by planning to cope with emergency cases for suppressing serious incidences. Apart from the emergency plan, the plans for risk prevention and risk management are important in cruise tourism management which might encounter with crises, risks, threats, and terrorism at any time such as bad climate and accidents. This is consistent to the interview data from the informants relating to the cruise tourism in the government and private sectors. According to these data, natural disasters, pandemics, and climate changes are important obstacles of the cruise tourism management in Phuket and Singapore. These obstacles have effects on the cruise tourists' intention to take the cruise trip as they want to travel with safety without risks of any threats. Similarly, the questionnaire data show that the most motivating factor for the cruise tourists to take the cruise trip is the cruise safety which is also on the top rank of the cruise tourists' intention to revisit.

3) Maintenance of cleanliness and hygiene

Cleanliness and hygiene are really necessary in the cruise tourism management since the cruise liners give importance on them. Therefore, the cleanliness and hygiene must be maintained on the cruise ships, ports, and tourist attractions according to the international standards to prevent the serious pandemics which negatively affects cruise tourism' reputation and destination image, leading to the effects on the cruise tourists to take the cruise trips. This is consistent to the

questionnaire data that cleanliness and hygiene on the cruise ship is on the second rank of the factors motivating the cruise tourists to take the cruise trips. Moreover, cleanliness and hygiene are also on the second rank of the factors encouraging the cruise tourists to take shore excursion at port of call.

4.6.5 Strategy 5: Image Creation for the Cruise Tourism in the Southeast Asian Region

Communication and public relations should be implemented in cooperation between Phuket and Singapore through various activities and media in order to attract the cruise liners to run their cruise business in the Southeast Asian region. This implementation enhances the strength in being the cruise centre in the Southeast Asian region in the good geological location and in accordance with the growing trend of the cruise tourism industry in the Southeast Asian region.

1) Creation of the good tourism image

The image of the tourist attractions has effects on perception, understanding, and expectation. These factors have influence on the tourists' intention to revisit. Therefore, for the cruise tourism promotion, the image creation is necessary. The researcher proposes how to create the image as follows. Tourism business entrepreneurs and stakeholders need to improve their product quality and services, present accurate information to build trust and impression of the tourists and cruise liners in the same direction. Therefore, good image creation and valuable tourism products can add more values with effects on perception and intention to revisit in the future.

4.6.6 Strategy 6: Participation and Understanding Promotion among Cruise Tourism Stakeholders

Understanding and participation should be promoted among the tourism stakeholders such as cruise liners, ports, shore entrepreneurs, and the government and private sectors at the regional level in order to solve the problems in lack of cruise tourism policies. This strategy includes skill and potential promotion for the tourism service providers, knowledge building for service providers, and work in cooperation among parties.

1) Skill and potential promotion for the tourism service providers

The skills and potentials of the tourism service providers can be promoted by arranging activities and seminars for knowledge sharing to increase effectiveness of the service providers. People in the cruise tourism management in the government sector, private sectors, and universities give support and cooperation in developing skills and potentials of the service providers. For example, the potential of the tour guides should be promoted in terms of qualification and communication skills for them to serve a lot of tourists with diversity of ages and nationalities in a more effective and satisfactory way. The stakeholders in the cruise tourism management need to give importance on the cruise tourists' satisfaction because their satisfaction is the main factor motivating their intention to revisit and recommendation to other people to travelling to such destinations.

2) Knowledge building for the service providers

Knowledge building for the service providers can be implemented by the direct sector of the tourism service providers. These service providers need to contact with the cruise tourism sector, so they need to possess knowledge, understanding, and skills in the cruise tourism industry and process. To gain effectiveness in giving services, the trainings should be arranged on fundamental knowledge for specific operation of particular positions. This is consistent to the analysing results of the interview data from the informants relating to the cruise tourism management in the government and private sectors. Accordingly, 80% of the cruise package are sold through the travel agencies. The travel agents should be trained to gain knowledge about safety and health protocol on the cruise ships and selling strategies to recover the cruise tourists' trust.

3) Work in cooperation among parties

Cooperation among various parties in the cruise tourism development should be supported and promoted, especially in the sectors of government, private business, and local communities. Each party needs to understand one's own roles, and systematically work together among parties to drive and coordinate operation in a concrete and effective way, leading to more effectiveness of the cruise tourism development. This is consistent to the analysing results of the interview data from the informants relating to the cruise tourism management in the government and private

sectors. These informants give opinions that the cruise tourism should be developed in cooperation at the regional level with strong cooperation with the business partners in Asia in order to promote and develop the regional cruise tourism in the Southeast Asian region to become the cruising playground of the world.

According to the study results on the proposal of the cruise tourism alliance strategies in the cooperative development between Phuket and Singapore, the MAPPIP diagram is developed to clearly depict the proposed cruise tourism strategies, as shown in Figure 4.3.

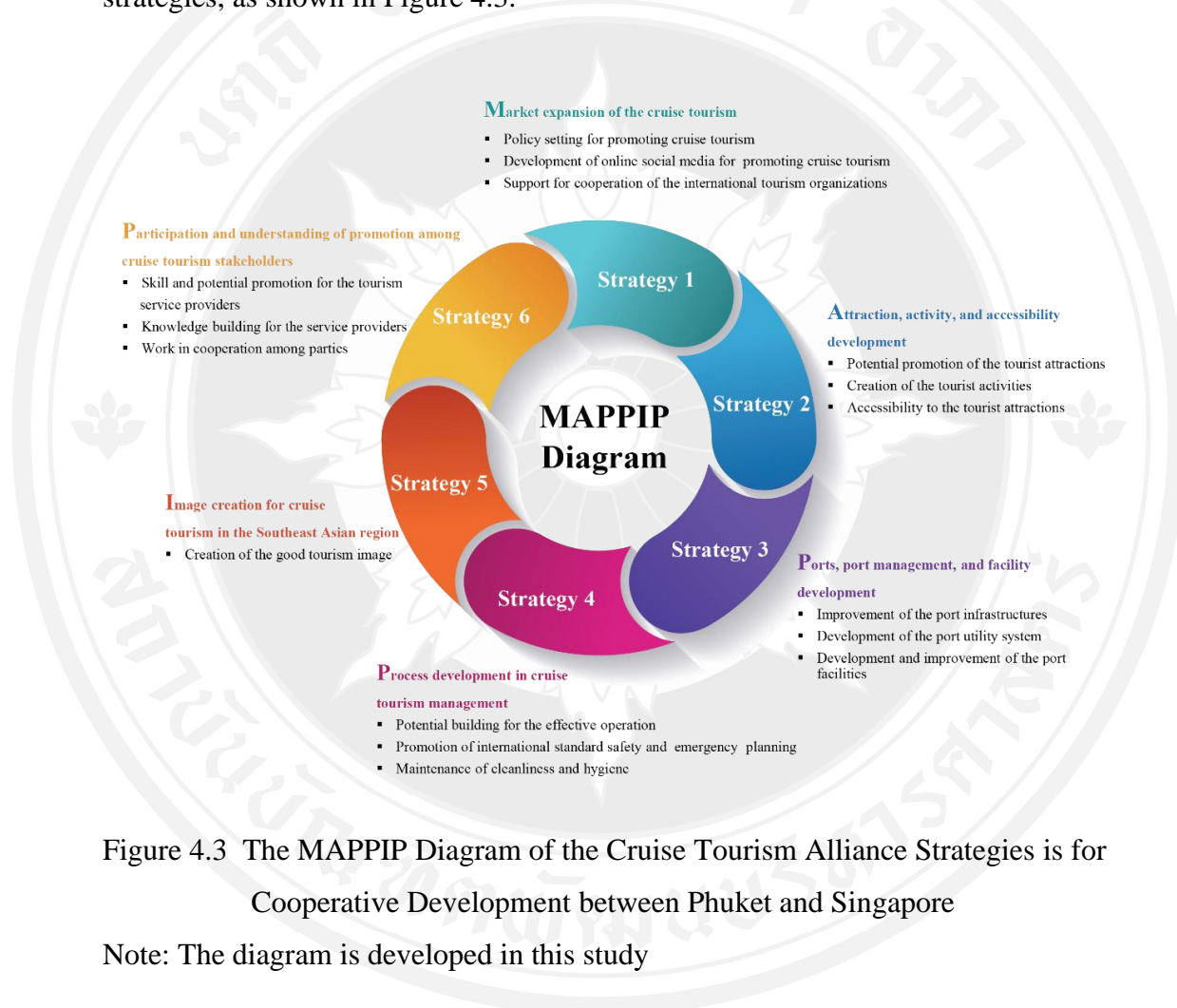


Figure 4.3 The MAPPIP Diagram of the Cruise Tourism Alliance Strategies is for Cooperative Development between Phuket and Singapore

Note: The diagram is developed in this study

The MAPPIP diagram of the cruise tourism alliance strategies for the cooperative development between Phuket and Singapore consists of 6 strategies as follows.

M - Market expansion of the cruise tourism both in the country and foreign countries: The cruise tourism market should be expanded both in the country and in

foreign countries to respond to the growing trend of cruise tourism in accordance with the growth of the economy and cruise tourism industry in the Southeast Asian Region. To cope with serious competition among ports in the Asian region, policies should be set for promoting cruise tourism, online media should be developed for promoting cruise tourism, and support and cooperation should be implemented among international tourism organisations.

A - Attraction, activity, and accessibility development: This strategy is for the development of tourist attractions, places, activities, and accessibility to meet the increasing number of cruise lines and be suitable for a greater diversity of cruise tourists. The objectives are to promote the strengths of tourist attractions in terms of reputation, diversity, and ability to attract cruise tourists throughout the year round in order to gain bargaining power and capacity to compete with other ports in the Asian region by promoting the potential of tourist attractions, creating tourist activities, and developing public transportation and transport for convenient accessibility.

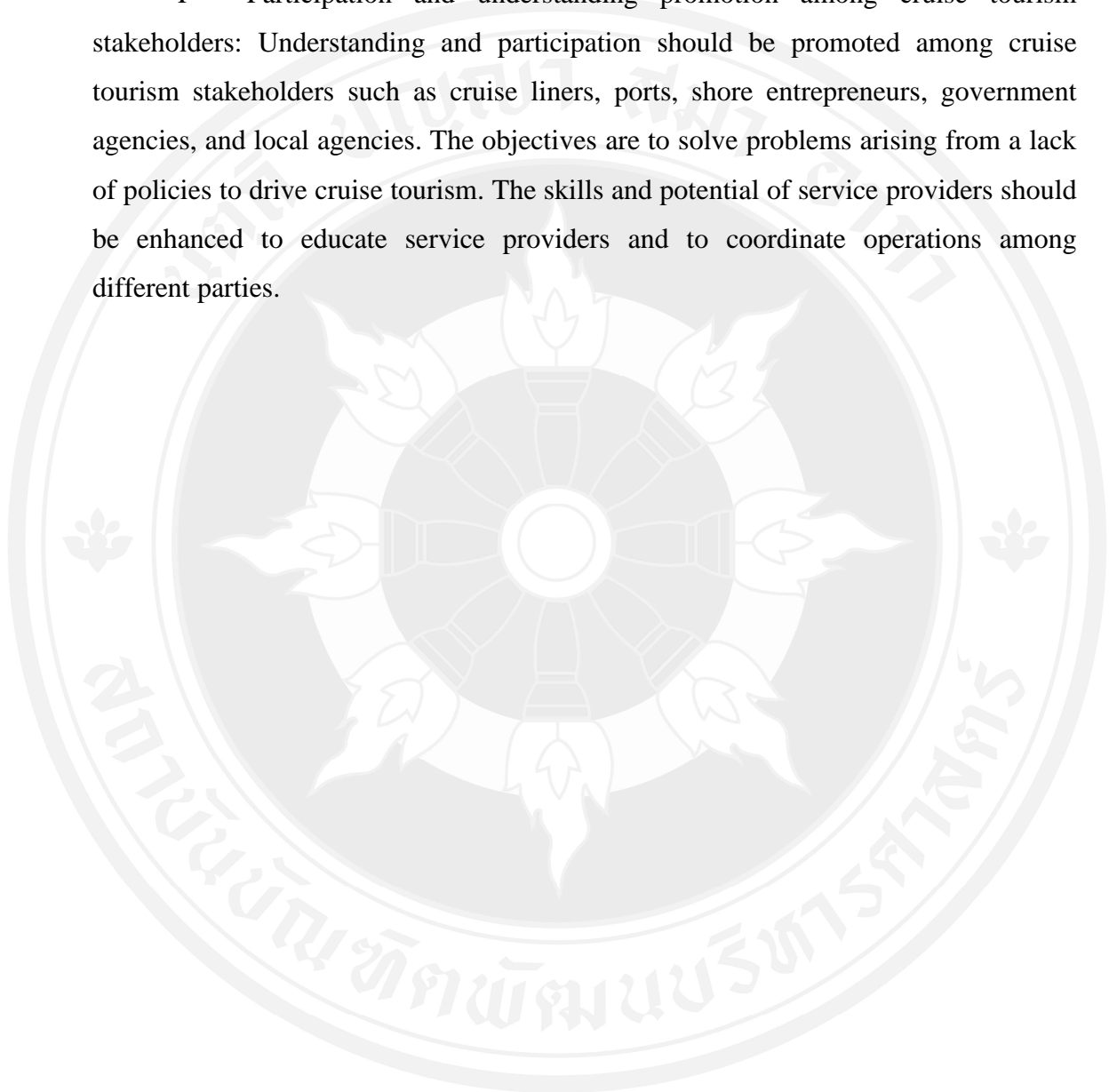
P - Ports, port management, and facility development: The port management strategy is for developing and managing the ports and facilities with implementation to improve port infrastructure and port management. The port infrastructure and facilities should be developed and improved according to international standards to support cruise ships and the increase of cruise lines all year round with various necessary facilities in a sufficient number to support the increasing number of tourists with more diversity.

P - Process development in the cruise tourism management: The process of cruise tourism management is to develop the process of cruise tourism management in a more effective way in terms of customs and immigration, passenger transfer, natural disaster and pandemic management, and climate change. The operational potential should be built to gain effectiveness, the safety should be enhanced according to international standards, emergency plans should be arranged, and cleanliness and hygiene should be maintained.

I - Image Creation for Cruise Tourism in the Southeast Asian Region: This strategy aims to build a good image of cruise tourism in the Southeast Asian Region through cooperation in terms of communication and public relations between Phuket and Singapore through various activities and media. The objectives are to attract

cruise liners to open cruise lines in the Southeast Asian Region. Accordingly, the strengths are promoted to become a cruise centre in the Southeast Asian Region, which is in a good location and in compliance with the growing trend of the cruise tourism industry in the Southeast Asian Region.

P - Participation and understanding promotion among cruise tourism stakeholders: Understanding and participation should be promoted among cruise tourism stakeholders such as cruise liners, ports, shore entrepreneurs, government agencies, and local agencies. The objectives are to solve problems arising from a lack of policies to drive cruise tourism. The skills and potential of service providers should be enhanced to educate service providers and to coordinate operations among different parties.



CHAPTER 5

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

The study was on “Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore”. The purposes of this research are 1) to study cruise tourists’ behaviours, 2) to assess and compare effectiveness of cruise tourism management between Phuket and Singapore, 3) to study factors of cruise tourism management affecting intention to revisit, 4) to study the process to build alliance for cruise tourism at the regional level in order to attract cruise lines to the region, and 5) to propose alliance strategies for cruise tourism for the cooperated development between Phuket and Singapore. This study was implemented with the mixed-method research. In the quantitative study, 400 sets of questionnaires were used for collecting the data from the cruise tourists taking the cruise trip between Phuket and Singapore. In the qualitative study, the data were collected from the interview with 35 people relating to cruise tourism management i.e., the government officers dealing with cruise tourism, private officers dealing with cruise tourism, and cruise tourists taking the trips between Phuket and Singapore. The research result summary, discussion, and suggestion are described as follows.

5.1 Conclusion

The study results on “Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore” are summarised according to the research objectives as below.

5.1.1 Demographic Profile of Respondents

According to the analysing results on the cruise tourists’ general information, most cruise tourist informants were female. Most tourists were at the ages of 40 – 55 years (Generation X), and most of them were married. The tourists were mainly from

the Asian region with the largest number of Singaporean tourists. Most tourists graduated with the bachelor level, worked as employees of private companies, and had the average annual income at 30,001-40,000 USD.

5.1.2 The Results of Research Objective 1: Cruise tourists' behaviours

The research question for Objective 1 was below.

5.1.2.1 Research Question 1: What are cruise tourists' behaviours?

The analysing results on the cruise tourists' behaviours are classified into the behaviours before, during, and after taking the cruise trips.

1) Cruise tourists' behaviours before taking the cruise trips

Most tourists took the cruise trips between Phuket and Singapore for 2-3 times with the purpose for holidays / leisure. Their cruising duration was mostly for 4-7 days, and their cruising period was mostly during annual vacation. Most cruise tourists made decision by themselves to take the cruise trips, and safety of the cruise travel was the main motivation to take the cruise trips. In addition, most cruise tourists received the cruise information from online social media; and they mostly reserved the cruise trips through the official cruise liner websites in advance about 3-4 months. They spent on the cruise trips by themselves.

2) Cruise tourists' behaviours during taking the cruise trips

Most tourists took the cruise trips with family members. Nearly all the cruise tourists travelled at every port of call due to quickness and convenience in custom and immigration. Their average spending for shore excursion was about 100-200 USD per tourist per port. Most of them planned for shore excursion by having friends or relatives to take them for shore excursion. The favourite onboard activity was casino, and the favourite shore excursion activity was cultural trip.

3) Cruise tourists' behaviours after taking the cruise trips

After the cruise trips, the tourists told or recommend their cruise experience mostly to friends or colleagues, and their channel for telling or recommending the cruise experience was Facebook/Page. Most tourists had intention to revisit, and safety was the main reason for their intention to revisit.

5.1.3 The Results of Research Objective 2: The Effectiveness of Cruise Tourism Management between Phuket and Singapore

The research question for Objective 2 was below.

Research Question 2: How is effectiveness of cruise tourism management of Phuket and Singapore?

5.1.3.1 The results from the questionnaire analysis indicate the effectiveness of cruise tourism management between Phuket and Singapore.

1) The overall result on the effectiveness of the cruise tourism management in Phuket was a high level. The highest effectiveness was on shore excursion activities, followed by shore tourist attractions, and shore excursion management. The description of each factor is presented below.

(1) The Port: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on international standard of the port jetties, followed by availability of souvenir selling points for tourists, and port capacity for supporting passengers such as passenger areas and passenger terminals respectively.

(2) Port management: The informants rated the overall port management effectiveness at a high level. The highest effectiveness was on Port transportation infrastructures to support transportation connectivity from the port to different attractions, followed by port public relation about image of national tourism to the tourists, and facilities for cruise ship dockage respectively.

(3) Shore Excursion Activities: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on availability of experiential activities to do exotic matters such as Thai cooking class and massage services, followed by availability of travelling activities with variety and interestingness such as rafting, boating, trekking, city cycling, scuba diving, and city tour, and availability of creative activities such as sightseeing on local living and cultures respectively.

(4) Shore tourist attractions: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on global reputation of the tourist attractions, followed by value for money of the shore

excursion activities, and easy accessibility, convenience, and safety of the tourist attractions respectively.

(5) Shore excursion management: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on control of tourist effects in the tourist attractions such as limiting the number of tourists, followed by safety of the tourist attraction during the whole travelling access, and effective management in natural ecosystem of the tourist attractions to prevent tourist effects such as closing some attractions in some period of time respectively.

2) The overall analysing result on the effectiveness of the cruise tourism management in Singapore was at a high level. The highest effectiveness was on shore tourist attractions, followed by port, and shore excursion management. The description of each factor is as follows.

(1) The Port: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on port infrastructures such as electricity, water supply, telephones, and internet, followed by international standard of the port jetties, and areas for service points in currency exchange and ATM machines respectively.

(2) Port management: The informants rated the overall port management effectiveness at a high level. The highest effectiveness was on quickness and convenience in custom, immigration, and quarantine with sufficient service officers, followed by management in port safety with security guards, safety equipment, and baggage inspection machine, and port transportation infrastructures to support transportation connectivity from the port to different attractions respectively.

(3) Shore Excursion Activities: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on availability of creative activities such as sightseeing on local living and cultures, followed by availability of travelling activities with variety and interestingness such as rafting, boating, trekking, city cycling, scuba diving, and city tour, and availability of experiential activities to do exotic matters such as Thai cooking class and massage services respectively.

(4) Shore tourist attractions: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on easy

accessibility, convenience, and safety of the tourist attractions, followed by global reputation of the tourist attractions, and value for money of the shore excursion activities respectively.

(5) Shore excursion management: The informants rated the overall port effectiveness at a high level. The highest effectiveness was on control of tourist effects in the tourist attractions such as limiting the number of tourists, followed by safety of the tourist attraction during the whole travelling access, and effective management in natural ecosystem of the tourist attractions to prevent tourist effects such as closing some attractions in some period of time respectively.

5.1.3.2 According to the data collected from the interview with people relating to the cruise tourism management from the public sector, the private sector, and the cruise tourists, the researcher concluded the analysis results according to the strengths, weaknesses, opportunities, and threats of the cruise tourism management between Phuket and Singapore. The details of the summary are as follows:

1) Strengths

(1) Geographical Location

Singapore is a destination with strategic location on the island well-known among navigators. It is an important trade route in the world, and its location attracts cruise lines from the northern and southern hemispheres due to its climate and sea conditions suitable for cruising all year. At present, Singapore has 2 ports for supporting 2 large cruise ships at the same time. These ports are used as the cruise home ports or the transit ports. On the other hand, Phuket has 2 ports sufficient for supporting tourists all years. Phuket Deep Sea Port can support medium and small cruise ships whereas Patong Port can support large cruise ships.

(2) Image of tourist attraction/destinations

Both Phuket and Singapore are destinations well-known among tourists around the world. Phuket is the destination for tourists who want to travel and enjoy various activities such as beach activities, island, scuba diving, seafood, and shopping areas etc. The natural resources and sceneries of Phuket is beautiful and distinctive. Meanwhile, Singapore is a modern country with excellent transportation system. Singapore is famous in its cleanliness and safety at the upper

rank of the world. Moreover, travelling from Singapore to and from other countries are very easy and convenient.

(3) Shore tourist attraction

Phuket contains variety of globally famous tourist attractions admired by tourists as ‘The Pearl of the Andaman’ due to beauty of sea and beaches. Moreover, Phuket also possesses historical and cultural tourist attractions with identities of Thai cultures and ways of life. On the other hand, Singapore has globally famous tourist attractions such as Universal Studios and Marina Bay which can attract new quality group of tourists to build brand loyalty for tourism in Singapore.

(4) Shore excursion management and service

One important strength of Phuket’s cruise tourism is on emphasizing on service providers as important people to deliver valuable service to the cruise tourists. The service providers such as representatives of travel agencies, tour guides, and local people welcome tourists with friendliness, and this manner becomes the main identity impressed by tourists in Phuket. In Singapore, English is an official language so the service providers can fluently communicate with foreign tourists in English and provide services professionally. Moreover, Singapore has strengths in cleanliness of tourist attractions, environmental preservations, fair prices/fees, and standards.

2) Weaknesses

(1) Port

Phuket Deep Sea Port was originally designed and built for being a cargo port so it cannot support large cruise ship whereas Patong Port is a temporary port in the form of pontoon. Therefore, Phuket faces a lot of obstacles and lack of infrastructures such as passenger terminals and toilets whereas Singapore has limitation of Marina Bay Cruise Centre which can support only 2 large cruise ships at the same time.

(2) Port Management

The port management in Phuket lacks effective management for passenger transfer systems such as taxis, coaches, and vans. The port lacks services, facilities, and experienced personnel specialising in cruise port

management. Moreover, local taxis influence services for the cruise tourists as there is no public transport system in connection between the port and the tourist attractions, and the organisation of the existing public transport system is not effective. In Singapore, the limitation is that the port employees at the operational level are mostly foreign labor with annual contracts. When the contracts end, they have to employ new employee and arrange training for new employees every year.

(3) Shore excursion management and services

The problem of accessing to tourist attractions in Phuket are from traffic jam due to crowded traffic and transport routes so it affects much on travelling between the port and the tourist attractions. Moreover, the resources for serving tourists in high season are not effectively managed, leading to lack of resources and competing to use such resources. Meanwhile, the problems in Singapore are on high rate of car rental and parking fees.

(4) Cruise Alliance

The large Singapore Port is developed for supporting large cruise ships. However, the port development in the other countries in this region is gradually implemented so they have limitation in supporting large cruise ships. Although the home port meets the standard, the port of call is not ready. This cause limitation in the growth of the cruise tourism industry as the development needs to be implemented in integration of the whole region.

3) Opportunities

(1) Trends for continuous growth of cruise tourism

Cruise Tourism growth rapidly with the trend to grow continuously. Therefore, cruise liners give importance on giving services for tourists to travel in every region, including Asia, and their target groups include tourists travelling with families and tourists at working age. As a result, large cruise ships are increasingly built for supporting the increasing number of tourists.

(2) Growth of economy and cruise tourism industry in Asian region

Asia has variety of tourist products with quality and value for money in responding to the demands of tourists in all groups. The number of tourists increases due to economic growth and the increasing number of populations

in many countries such as China and India. As a result, the cruise tourism industry in this region grows rapidly and continuously with variety of ports and cruise routes. The Asian region is distinctive from the other regions that the cruise can be done all year.

(3) Increase of cruise lines

Cruise tourism is a travel by the sea in combination with accommodation, vehicles, services, facilities, entertainments, and on-board activities. Accordingly, tourists can travel to different cities, admire beautiful sceneries, and enjoy activities and entertainment throughout the trip. Therefore, cruise tourism become popular more and more and it expands the popularity from high-class to middle-class tourists, especially in Asia which contains a half of the middle-class people in the world.

(4) Variety of target group of cruise tourism

Cruise tourism expands its target group of elderly people to other various groups such as young group, family group, and working group by using prices for attracting new target groups and using larger cruise ships to support them. For serving elderly cruise tourists with superb services, the cruise liners still use small and medium cruise ship, and the service is used as a selling point.

4) Threats

(1) Natural disasters, pandemics, and climate changes

Natural disasters, pandemics, and climate changes are the main obstacles of cruise tourism, and they affect the cruise tourists' decision to travel with safety and without risks of any threats.

(2) Fuel price, currency exchange, and world economic crisis

Fuel price is the main cost of cruises whereas fluctuation and uncertainty of foreign currency exchange and world economic crisis have effects on the cruise tourists' decision to cruise such as in America and Europe. Thus, several cruise lines increasingly change the cruise routes to Asia in order to reduce risks.

(3) Fierce competition among the ports in the Asian region

Many countries in the Asian region promote cruise tourism by developing ports and infrastructures for attracting cruise lines to run business in their countries. In Thailand, the development is not implemented in a concrete way in

terms of ports, infrastructures, port facilities, and quality of tourist attractions, services, and safety etc. Thus, Thailand faces with competitive conditions in running cruise tourism business.

(4) Bargaining power of cruise liners

According to mergers and takeovers of cruise lines to gain competitive advantages, many large cruise liners can push and bargain for small local entrepreneurs and shore excursion entrepreneurs such as travel agencies and cruise representatives to accept various requests for maintaining their own business bases such in bargaining to reduce service rate fees.

5.1.4 The Results of Research Objective 3: Cruise Tourism Management Factors Affecting the Cruise Tourists' Intention to Revisit

The research question for Objective 3 was below.

Research Question 3: What are factors of cruise tourism management affecting cruise tourists' intention to revisit?

1) The summary of the factor extraction results

In the study, the exploratory factor analysis was used to extract the cruise tourism management factors affecting the cruise tourists' intention to revisit.

The analysing results showed that the observable variables under the cruise tourism management factors affecting the cruise tourists' intention to revisit had relationship among each other. Such relationship was observed from Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) at 0.777 and Bartlett's Test of Sphericity with chi-square (χ^2) at 2062.087 at the statistical significance level of 0.05.

These values showed that the variables are suitable for the factor analysis. In the factor extraction and classification of 16 observable variables, the cruise tourism management factors affecting the cruise tourists' intention to revisit were extracted into 6 factors: shore tourist attractions, cruise tourism alliance, shore excursion management and service, image of tourist attraction, port management, and port. The loading values of the variables were at the range of 0.510 – 0.908 with the overall mean at the high level. Shore tourist attractions had the highest mean, followed by

shore tourist attractions, cruise tourism alliance, shore excursion management and service, image of tourist attraction, port management, and port.

2) The study results show the factors with effects on the cruise tourists' intention to revisit as follows.

(1) The factor of shore tourist attractions had positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(2) The factor of cruise tourism alliance had positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(3) The factor of shore excursion management and service had positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(4) The factor of good image of tourist attraction had positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(5) The factor of port management had positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(6) The factor of port had positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

3) Conclusion of Hypothesis Testing

(1) Hypothesis 1: Port has positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(2) Hypothesis 2: Port management has positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(3) Hypothesis 3: Image of tourist attraction has positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(4) Hypothesis 4: Shore tourist attractions has positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(5) Hypothesis 5: Shore excursion management and service has positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

(6) Hypothesis 6: Cruise tourism alliance has positive relationship with the cruise tourists' intention to revisit at the statistical significance of 0.05.

4) The analysing results on the cruise tourists' intention to revisit

The overall result was at the high level. The cruise tourists had intention to revisit Phuket and Singapore with the reason on availability of free time, followed by reasonable budget with value-for-money-enjoyment, and getting much enjoyment from the trip.

5.1.5 The Results of Research Objective 4: The Process to Build Alliance Strategies of Cruise Tourism at the Regional Level for Attracting Cruise Liners into the Regions

The research question for Objective 4 was below.

Research Question 4: How is the process to build the cruise tourism alliance strategies?

According to the analysing results from interviewing people relating to the cruise tourism management from the government and private sector, the process to build cruise tourism alliance strategies consist of 8 steps as follows.

1) Motivation to establish alliance: This is the first step in considering establishing alliance. Each organisation has different purposes such as to share and exchange knowledge to increase work skills, to develop knowledge of employees, to reduce operational cost due to marketing uncertainty.

2) Selection of alliance: In this step, the organisation selects an alliance partner with common objectives and goals in a direct and indirect way. The organisation also considers the alliance partner's abilities, and compatibility of vision and cultures with the expectation to increase the organisation's competitive capacity and growth.

3) Structure of alliance: The alliance partners find an appropriate model for establishing alliance with operational objectives such as marketing cooperation, procurement cooperation, and strategic resource cooperation.

4) Negotiation and mutual agreement: The scope of cooperation is defined, and the determination is on setting models of service and decision-making,

period of cooperation, procedures of follow-up, inspection, assessment of operational effectiveness, scope of responsibilities in cases of facing problems, and guidelines for problem-solving.

5) Analysis of suggestions for alliance improvement and change: The alliance partners give suggestions on strengths and weaknesses of each other in order to improve weaknesses and reinforce strengths in the alliance cooperation.

6) Establishment of alliance: Establishment of alliance is the step after determining various aspects and making agreement with alliance partners. The written contract is made to reduce problems which may occur in the future because agreement and purposes of all alliance parties are recorded for mutually understanding, preventing misunderstanding, and reducing difficulties in business operation.

7) Business plan setting and implementation: The business plan is arranged for enabling alliance organisations to work in the same direction, to prevent problems or risks, and to allow work operation in a quick, systematic, and effective way to achieve the goals.

8) Follow up, examination, and evaluation of implementation: This step plays an important role to alliance organisations. Following up project implementation is helpful in improving and examining success of projects whether such implementation is compliant to objectives or not. Moreover, performance appraisal is an important step to indicate success and potentials to drive organisations to gain better success.

According to the results of the interview with people relating to cruise tourism in Phuket and Singapore, the process to build cruise tourism alliance in 8 steps is consistent to the study of (Whipple & Frankel, 1998) which found 5 steps of alliance establishment: 1) setting alliance strategies, 2) selecting alliance, 3) setting alliance structure, 4) building alliance, and 6) evaluating alliance. Other educators and researchers propose other additional steps different from this study. Based on the findings, the researcher applies the concepts and perspectives on knowledge basis to explain the process to build alliance strategies in cruise tourism to attract cruise liners to the region.

5.1.6 The Results of Research Objective 5: Cruise Tourism Alliance Strategies for the Cooperated Development between Phuket and Singapore

The research question for Objective 5 was below.

Research Question 5: What are appropriate the alliance strategies of cruise tourism industry for corporation Development between Phuket and Singapore?

The guidelines for building alliance strategies of cruise tourism in the cooperative development between Phuket and Singapore can be obtained from the analysing results of the questionnaire used with cruise tourists and the in-depth interview with people relating to cruise tourism in Phuket and Singapore. Accordingly, the cooperation of the cruise tourism alliance at the regional level for attracting cruise liners to the region consists of 8 steps: 1) motivation to establish alliance, 2) selection of alliance, 3) structure of alliance, 4) negotiation and mutual agreement, 5) analysis of suggestions for alliance improvement and change, 6) establishment of alliance, 7) business plan setting and implementation, and 8) follow up, examination, and evaluation of implementation.

Based on the analysing results on cruise tourists' behaviours before, during, and after taking the cruise trips; cruise tourists obtain information from social media, reserve cruise trips through website, and recommend the trips after cruising through Facebook. They are motivated to take cruise trips because of safety. Therefore, the cooperation to build alliance strategies should expand markets of cruise tourism both inside and outside the country by setting policies for promoting cruise tourism between countries. In addition, the interview results conform to the study results on cruise tourists' behaviors. Accordingly, the cruise tourism management should be developed to build potentials for effective implementation by promoting international standards of safety, emergency plans, cleanliness, and sanitation.

Regarding the effectiveness of the cruise tourism management between Phuket and Singapore, the analysing results are from the questionnaire used with cruise tourists and the in-depth interview with people relating to cruise tourism in Phuket and Singapore. Accordingly, Singapore has readiness in many aspects about port and port management while Phuket has some limitations about port and port management. Therefore, for cooperation to build alliance strategies, Phuket Port should be

developed with better port management and facilities such as improvement of port infrastructures, utilities, facilities by using Singapore Port as a model. However, Phuket has readiness in being the destination of cruise tourism because Phuket has various interesting shore excursion activities. Therefore, in the cooperation to build alliance strategies, the development should be on tourist attractions, activities, and accessibility to tourist attractions in order to attract tourists and cruise liners to the region.

According to the study results about factors of cruise tourism management with effects on cruise tourists' intention to revisit, the factor mostly affecting cruise tourists' intention to revisit is shore tourist attractions. This finding is consistent to the result of the interview with people relating to cruise tourism. Therefore, in the cooperation to build alliance strategies, good image of cruise tourism in Southeast Asia should be built. The following rank of factors are port management and alliance in cruise tourism. Therefore, the promotion should be on understanding and participation of stakeholders by enhancing skills and potentials of service providers in cruise tourism and educating administrators for working together with partners.

The researcher analyses and summarises the study results according to Objectives 1-4 for proposing the guidelines for alliance strategies of cruise tourism in the cooperative development between Phuket and Singapore. Each strategy has the process of alliance establishment, as shown in Figure 5.1.

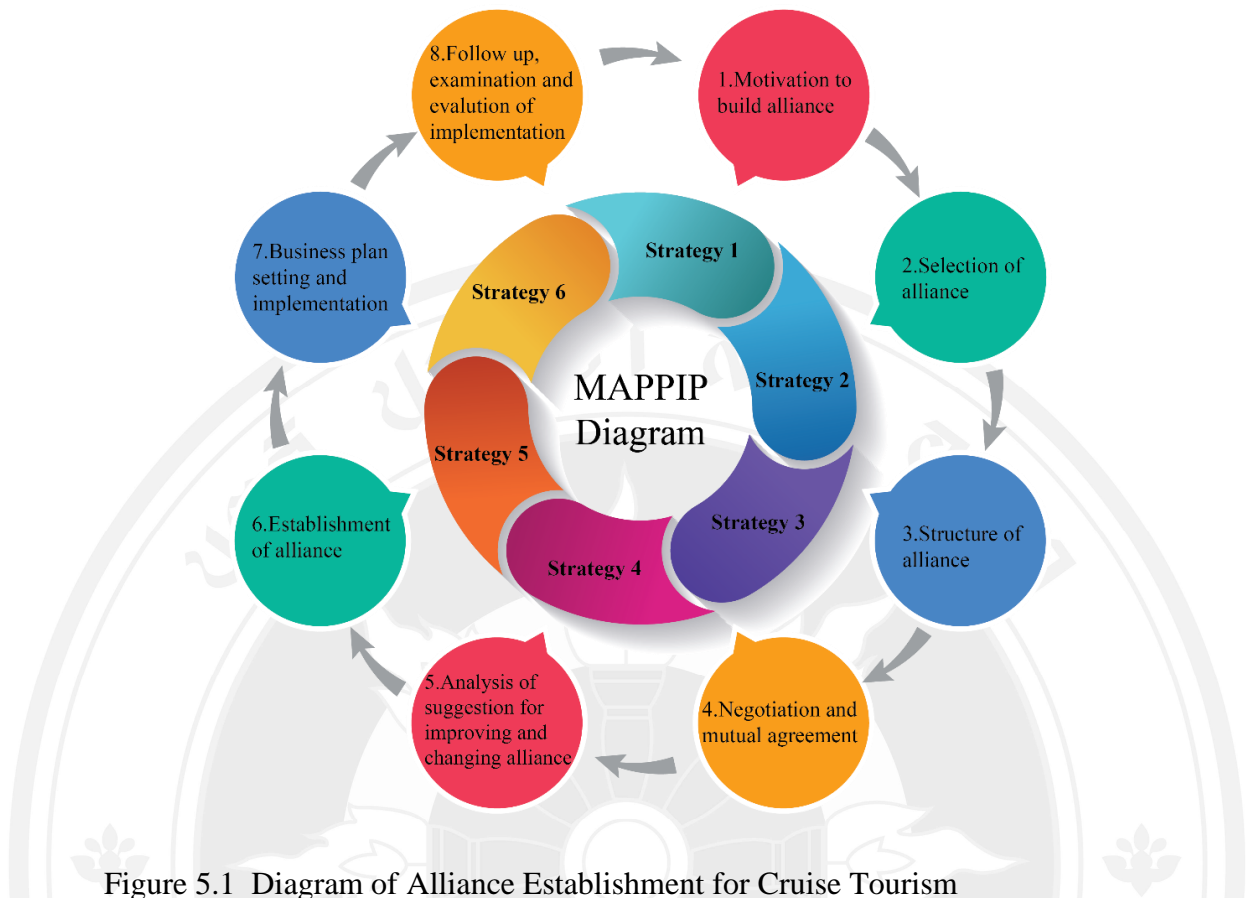


Figure 5.1 Diagram of Alliance Establishment for Cruise Tourism

Note: The diagram is developed in this study

5.2 Discussion

The study results on “Alliance Strategies of Cruise Tourism Industry for Cooperation Development between Phuket and Singapore” inform about the tourists’ demographic aspects and behaviours, effectiveness of cruise tourism management between Phuket and Singapore, and cruise tourism management factors affecting the cruise tourists’ intention to revisit. The data in the quantitative study were collected from 400 cruise tourists whereas those in the qualitative study were from the interview with 35 people relating to cruise tourism. The study results were discussed on the basis of theoretical concepts and related research as follows.

5.2.1 Demographic Aspects of the Cruise Tourists

According to the questionnaire data analysis, most cruise tourists were female at the ages of 40-55 years i.e., Generation X, and they were mostly from Asian countries. This finding is consistent to Cruise Lines International Association (2020) which reports that 66% of the main target group of cruise tourism are tourists in Generation X. Monpanthong (2015) found that most cruise tourists at Phuket Port of Call were Asian at the ages of 31-50 years whereas Cruise Lines International Association (2017) reported the target cruise tourists were elderly. The decrease of the cruise tourists' average ages reflects more diversity of the cruise tourist groups. In addition, it was found that most cruise tourists were married, followed by single. This finding is consistent to Cruise Lines International Association (2020) which reported cruise lines' response to changes of passenger population by offering studio accommodation, activities for single travellers, single meal sets, and single lounges. Regarding the educational level, most tourists taking the cruise trips between Phuket and Singapore graduated with bachelor's level. This is consistent to the study of Cohen, Prayag, and Moital (2014) on the cruise tourist behaviours and found that half of the cruise tourists were diverse and well-educated, so they expected for exotic travelling experience at port of call and impressive service. In terms of occupation, most tourists were employees in private companies. This is in accordance with the study results of Kedkaew (2018) which found that the cruise tourists at Samui Port of Call in Surat Thani Province were mostly the employees in private companies. About the income, most tourists were in middle-class with the average monthly income at 30,001-40,000 USD. This finding is similar to the study of Lopes and Dredge (2018) that the cruise tourists had less average income at present, indicating changes of the passenger classes from high class with high income to middle class and working ages. However, in the study of DiPietro and Peterson (2017), the cruise tourists at Aruba Port of Call were tourists with high income and preference of travelling by small cruise ships.

5.2.2 Cruise Tourists' Behaviours

5.2.2.1 Cruise Tourists' Behaviours Before Taking the Cruise Trips

It was found that the frequency of the cruise tourists in taking the cruise trips was mostly at 2-3 times. Similarly, the study of De Cantis et al. (2016) found that the cruise tourists had cruise experience at about 2-3 times. However, the study of Mulkunee (2017) on the guidelines for developing cruise port management of cruise tourism in Thailand, a case study of Laem Chabang Port found the frequency of the tourists' in taking the cruise trips at more than 5 times, and most of these tourists were from Europe. Meng et al. (2011) studied about the Chinese and Taiwanese cruise tourists' behaviours and found that most of these tourists took the cruise trips for the first time due to the start of cruise tourism in the Asian region at that time. This finding indicates that the market of the Asian cruise tourists has potential for increasing cruise tourism.

Regarding the cruise purpose, most cruise tourists had the purpose for holidays and leisure. Consistently, Satta et al. (2015) found that cruise tourism is an option for relaxation. At present, cruise tourism is very popular. Apart from admiring beautiful scenery, the cruise tourists can enjoy travelling at different port of call. In addition, the present study also found that most tourists travelled during their annual vacation, they made decision to take the cruise trips by themselves, and their motivation to take the cruise trips was on safety of cruise travel. Unlikely, the study of Andriotis and Agiomirgianakis (2010) found that the main motivation of the cruise tourists was for discovering exotic places whereas the study of Maher (2012) found that the main motivation of the cruise tourists in Atlantic Islands was for learning and seeking exotic experience.

About the cruise information sources, most cruise tourists in this study got the cruise information from online social media. This is consistent to the study of De Cantis et al. (2016) which found that most cruise tourists received cruise information from online social media which offered cruise programs. However, Kedkaew (2018) found that most cruise tourists got the cruise information from cruise liner websites. In terms of the channel of the cruise trip reservation, most cruise tourists in this study reserved the trips through travel agencies in advance at about 91-120 days, and they spent the trips by themselves.

5.2.2.2 Cruise Tourists' Behaviours During Taking the Cruise Trips

Most cruise tourists planned shore excursion by having their friends or relatives to take them for the shore excursion since the countries were in the same zone, so it was easy for them to make appointment with their friends and relatives. According to Meng et al. (2011), most cruise tourists took shore excursion by themselves since shore excursion in different countries had different limitations. The study of McCarthy (2018) also found that most cruise tourists took shore excursion by themselves. In the present study, most cruise tourists along the Singapore - Phuket route travelled at every port of call and their spending was about 100-200 USD per tourist per port. This is consistent to the study of Kedkaew (2018) which found that the cruise tourists at the coast of Samui District, Surat Thani Province spent at the average of 4,216 THB.

About the travel companion, most cruise tourists took the cruise trips with their family members. This finding is consistent to Chen (2016) which found that the family group increasingly preferred taking the cruise trips, and cruise liners designed family trips with enjoyment, safety, convenience, and relaxation. For example, Disney Cruise offers new onboard activities to attract the families and children. Therefore, the trend of cruise tourism is likely changed from the market of the elderly group to the family group. The cruise tourists' favourite onboard activity was casino, and their favourite shore excursion was cultural sightseeing. Consistently, the study of Gargano and Grasso (2016) found that the cruise tourists preferred exotic travelling experience to touch and learn new matters from tourist attractions and activities such as folk dancing, cooking, or sightseeing in cultural ways of life. Likely, the study of Andriotis and Agiomirgianakis (2010) found that the cruise tourists were interested in cultural attractions. In the study of Lam and Notteboom (2014), the most favourite of the cruise tourists was local food tasting.

5.2.2.3 Cruise Tourists' Behaviours After Taking the Cruise Trips

After the cruise trips, most cruise tourists told or recommend their cruise experience to friends or colleagues through the channel of Facebook/Page. Most of them had intention to revisit with the reason of safety. This finding is consistent to the study of Jones (2011) that most cruise tourists had intention to revisit. According to the study of Ozturk and Gogtas (2016), the communication in

the form of word-of-mouth (WOM) had effects on people's decision making to take the cruise trips.

5.2.3 Comparison of the Effectiveness of Cruise Tourism Management between Phuket and Singapore

According to the assessing results on the effectiveness of the cruise tourism management, the overall effectiveness of Phuket was at the 'high' level with the mean of 3.91. Phuket Province is the tourist attraction with global reputation, known as 'Andaman Pearl'. It has several internationally famous tourist attractions such as Phi Phi Island, Similan Islands, and Surin Islands etc. Phuket has potential for being a cruise port because it has interesting tourist attractions in good locations; availability of the important infrastructure i.e., an international airport; availability of facilities for tourists such as hotels, restaurants, travel agencies, and tour guides; availability of cruise ship service such as shipyards, variety of available products, and safety. In addition, Phuket has various official offices such as Phuket Marine Office, tourist police, Phuket Immigration Office, and Phuket Customs House. According to Gibson, Crandall, and Rieke (2012), the main component of tourist ports or destinations is to present variety and uniqueness suitable for diversity of cruise tourists in various ages.

Moreover, Phuket provides variety of interesting tourist activities such as rafting, boating, trekking, city cycling, scuba diving, and city tours. Most cruise tourists choose to take shore excursion for doing activities such as walking along the beach, travelling to Phi Phi Island and James Bond Island, taking city tours, riding elephants, sightseeing at historical and cultural attractions, tasting seafood, and shopping etc. Similarly, Monpanthong and Choibamroong (2015) found that the variable of tourist attractions and activities at Port is very important with high performance. As shore excursion has time limitation, tourist activities should be really impressive for tourists as much as possible Mulkunee (2017). Entrepreneurs and agencies should design various interesting and value-for-money activities to respond to the tourists' demands. Andriotis and Agiomirgianakis (2010) studied about shore excursion activities at Heraklion Port (Crete, Greece), and insisted that the cruise tourists pay attention to shore excursion activities. According to (Esichaikul & Chansawang, 2017), value for money is consumers' criterion for assessing the product

as a whole. Depending on perception of each consumer, value for money has 4 different perceived aspects: 1) low price, 2) consumers' demand from the product, 3) obtained quality of the product, and 4) obtained product. To promote value for money of the product, the entrepreneur needs to produce products and services with quality and to build capacity over other competitors.

On the other hand, the overall effectiveness of the cruise tourism management in Singapore was found at the 'high' level with the mean of 4.16. Singapore has potential in the market of cruise tourism with large scale investment. Regarding its overall potential, Singapore has readiness in tourism resources, support from government agencies, business sector, logistics, and services related to personnel effectiveness etc. As a home port and the centre of cruise lines in Southeast Asia, Singapore has basic factors and environment such as capacity to support the port, infrastructures for an international port standard, port facilities, and cruise passenger areas. According to Monpanthong and Choibamroong (2015), port infrastructures and facilities are important components as the gate to the destinations. Port infrastructures and facilities must have standards in terms of passenger terminals, port size, and passenger areas etc. Moreover, Satta et al. (2015) insists that at present many countries in Southeast Asia give importance to port development such as jetties, passenger terminal, and facilities etc.

In Singapore, cruise tourists can travel to tourist attractions conveniently and safely. The result is consistent to the study of Satta et al. (2015) which insist that the government and private sectors need to cooperate in developing land transportation with interconnection such as taxis and buses. Chittangwattana (2012) explains that access to tourist attractions is an important factor for attracting tourists so the attractions should be managed for quick, convenient, and safe access with standards, sufficient number, and models according to tourists' demand.

In conclusion from the assessment on the effectiveness of the cruise tourism management between Phuket and Singapore, the cruise tourists assessed the effectiveness of the cruise tourism management between Phuket and Singapore at the 'high' level with the means of 4.16 and 3.91 respectively. Singapore has readiness of the deep seaport for supporting cruise tourism whereas Thailand needs to urgently develop, improve, and build the deep seaport in Phuket for supporting cruise ships as

a home port rather than a port of call for promoting Thailand to become Centre of Cruise Destination in the future.

As a result, Phuket needs to be urgently developed for increasing effectiveness in cruise tourism management in all aspects. Effective cruise tourism management is helpful for expanding competitive capability in cruise tourism and for attracting the cruise tourists' intention to revisit.

5.2.4 Cruise Tourism Management Factors Affecting Cruise Tourists' Intention to Revisit

According to the analysis of the factors affecting the cruise tourists' intention to revisit, the factors with positive effects on the cruise tourists' intention to revisit were the factors of port management, cruise tourism management, image of tourist attraction, shore excursion management and services, and port, as described below.

1) Shore tourist attraction (Place) is the factor affecting the cruise tourists' intention to revisit because tourist attraction is an important factor in cruise tourism management (Gibson & Parkman, 2018) to attract cruise lines to select the port of call and to set the cruise routes (Hull & Losekoot, 2011). Shore tourist attraction is also an important factor for cruise tourists to make decision to buy cruise products and services (Cho, Kim, & Hyun, 2010). Similarly, Y. Wang, Jung, Yeo, and Chou (2014b) state that tourist attraction is the most important factor in selecting the port.

2) Port management (Process) is concerned with management and facilitation for cruise lines and cruise tourists. The port with effective management operates work with quickness and reliable. Such port service is reliable for both cruise lines and cruise tourists, leading to highest customers' satisfaction (Monpanthong & Choibamroong, 2015).

3) Cruise tourism alliance (Partnership) is necessary for cruise tourism industry to increase effectiveness in work operation, to reinforce competitive capacity, and to increase capacity in responding to the demands of cruise lines and cruise tourists. Agencies in the government, private, and community sectors need to understand their roles and give cooperation to work together as integration in cruise tourism management with the main objectives in the same direction in order to

develop and manage cruise tourism in a more effective way (Chang et al., 2016; Chen, 2016).

4) Image of tourist attraction (Perception) is an important factor for attracting tourists to revisit. The image of tourist attraction has effects on tourists' behaviours especially in making decision to select tourist attraction. Tourists likely select the trips to places with good images such as places with reputation, beauty, and safety (Echtner & Ritchie, 2003; Leisen, 2001; Toudert & Bringas-Rábago, 2016).

5) Shore excursion management and service (Professional) is for facilitating tourists properly and sufficiently (Hull & Losekoot, 2011; Sanz-Blas, Carvajal-Trujillo, et al., 2017) in order to provide quality service and to get tourists satisfaction.

6) Port (Port) is concerned with infrastructures and facilities which are important factors as a gate to destinations (Monpanthong & Choibamroong, 2015). Port infrastructures and facilities should conform to standards in passenger terminals, port size, passenger areas etc. Satta et al. (2015) insists that nowadays many countries give importance in developing ports such as jetties, passenger terminals, and facilities etc.

5.2.5 Process of Building Cruise Tourism Alliance at the Regional Level to Attract the Cruise Lines to the Region

The process of building the cruise tourism alliance at the regional level to attract the cruise lines to the region starts with alliance selection and establishment. This finding is consistent with the study of Whipple and Frankel (1998), which specifies that alliance selection is an important step in the alliance building process. Both organisations have to cooperate in planning and setting the alliance structures in various aspects, such as selection of the business alliance models, marketing cooperation, and mutual benefits (Greer et al., 2017). According to Gebrekidan and Mukhtar (2015), the alliance survey has mutual objectives and goals, and the organisation selects the right and suitable alliance to reinforce strengths and improve weaknesses for the highest success and benefits of the organisations.

This research applied the concepts of knowledge bases to explain the process of building the cruise tourism alliance at the regional level to attract the cruise lines to

the region. Accordingly, the process of building the cruise tourism alliance at the regional level to attract the cruise lines to the region consists of the following 8 steps.

1) Analysis of the motivation to establish alliance: The finding is consistent to the study of Wattanasupachoke (2004) that different organisations had different motivations and reasons to build alliance such as market uncertainty, knowledge exchange, saving of operational size and scope, and reduction of limitations in international trade barriers.

2) Selection of alliance: The selection of alliance is an important step for driving organisations to success. An organisation selects the alliances with mutual objectives and goals. This finding is consistent to Whipple and Frankel (1998) who mention that the criteria for assessing suitability of the alliance members consist of (1) having suitable resources for supporting each other, (2) strategic compatibility, (3) operational compatibility, and (4) cultural compatibility.

3) Structure of alliance: The structure of alliance is to select the business alliance model. Organisations collaboratively plan, manage, and set the alliance structures in terms of partnership, business alliance model, marketing cooperation, and mutual benefits etc. (Greer et al., 2017).

4) Negotiation and mutual agreement: This step is to determine the scope of cooperation, the cooperation period, and models of management and decision-making. The negotiation and mutual alliance agreement include 6 aspects: (1) goals and directions of the alliance group, (2) scope of cooperation, (3) period of alliance cooperation, (4) models of management and decision-making, and (5) termination of alliance cooperation (Gebrekidan & Mukhtar, 2015).

5) Analysis of suggestions for alliance improvement: This is also an important step for the organisations to perceive strengths and weaknesses of alliance cooperation, to improve and correct the weaknesses, to reinforce the strengths of alliance cooperation, and to select the alliance strategies as specified (N. Evans, 2001).

6) Establishment of alliance: This step is performed after determining various aspects and making agreement with the alliance partner. This finding is consistent to the study of Dyer et al. (2001) which proposes steps of alliance establishment by making written contract for reducing problems which may occur in

the future. As agreement and purposes of all alliance partners are recorded to prevent misunderstanding and reduce difficulties in business operation.

7) Business plan setting and implementation: A business plan should be organized for the alliance organization to work in the same direction, prevent problems or risks, and allow work operation in a quick, systematic, and effective way to achieve the goal as required. This finding is different from the study results of Greer et al. (2017), and Rakthai and Witthayaphan (2001) which add steps for setting alliance strategies.

8) Follow up, examination, and evaluation of implementation: This step plays an important role to alliance organization. This finding is consistent to the study of Pett and Clay Dibrell (2001) and Schreiner, Kale, and Corsten (2009) which propose the step of alliance evaluation because following up project implementation is helpful in improving and examining success of projects whether such implementation is compliant to objectives or not. Moreover, performance appraisal is an important step to indicate success and potentials to drive organizations to gain better success.

5.3 Research Limitation and Suggestion

5.3.1 Research Limitation

This research has to collect the data through an online interview and the online questionnaire instead of the face-to-face forms due to the COVID-19 pandemic. As the government measures for prevention and control of the COVID-19, people are instructed to stay home and stop interactive activities among one another in all cases to prevent and control the infection as much as possible. Therefore, the data of the environment observation and facts in real situations are missing, and the researchers could not respond or give additional suggestion to the informants when they were doubtful.

5.3.2 Suggestions

5.3.2.1 Suggestions on Implementation

This research proposes cruise tourism alliance strategies for cooperative development between Phuket and Singapore. The researcher suggests that the other areas in Thailand apply these cruise tourism alliance strategies in cooperative development among regions. The study results can be applied to assessing the strengths and weaknesses of each area to obtain guidelines for improving or reducing weaknesses. In addition, the results can be applied to designing cruise tourism marketing strategies in response to the customers' demand in an effective way in order to promote Thailand as a potential cruise destination in the Southeast Asian Region.

5.3.2.2 Suggestion on Policies

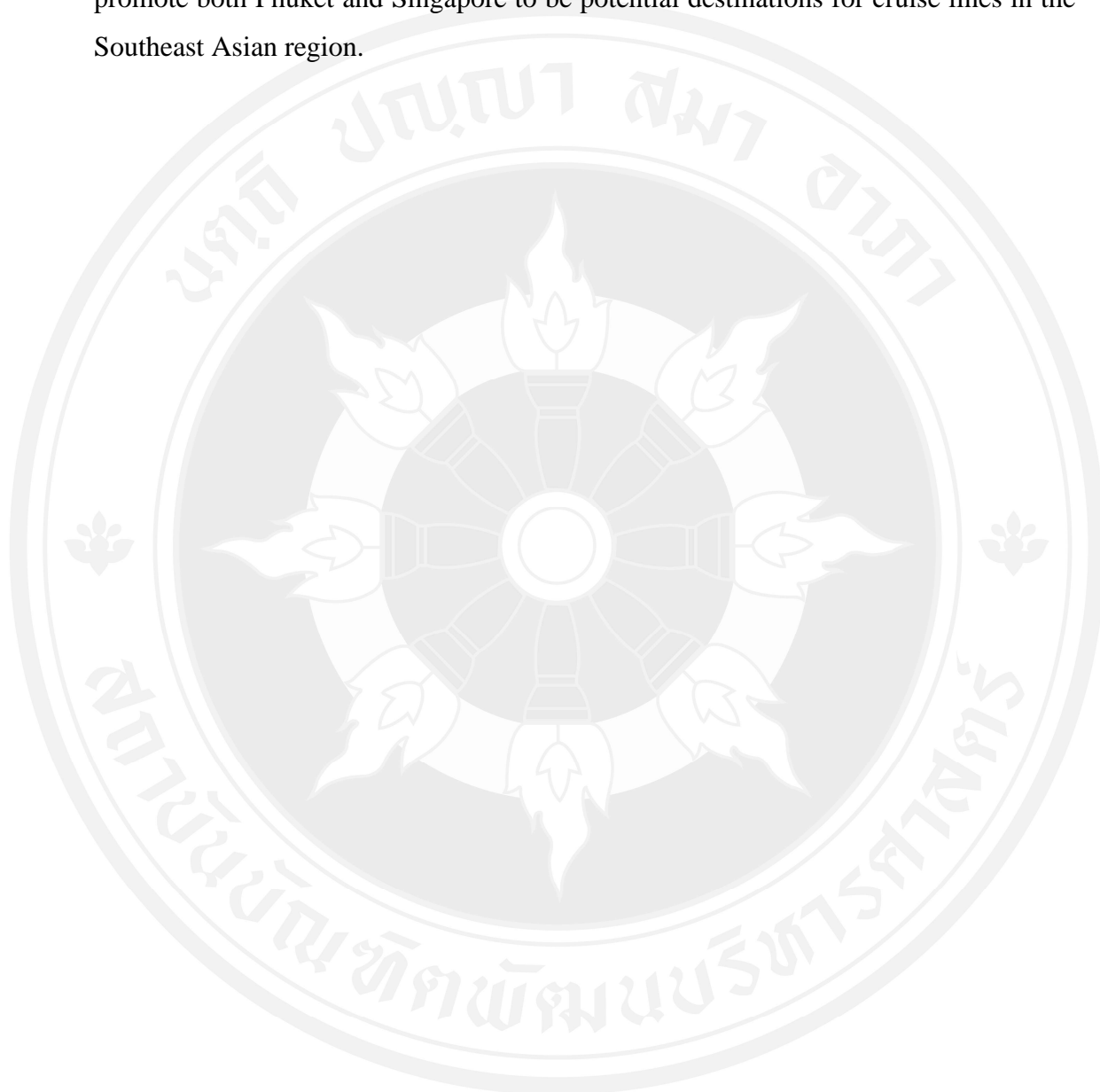
The MAPPIP diagram with 6 cruise tourism alliance strategies can be applied by the Marine Department, Department of Tourism, Ministry of Tourism and Sports, and Tourism Authority of Thailand for cooperative development between Phuket and Singapore. Policies should be determined and planned for developing and driving Thai cruise tourism, and cruise tourism alliance strategies should be created for cooperative development between Phuket and Singapore with higher potential.

5.4 Epilogue

Although cruise tourism service in Thailand has been managed for longer than 30 years, the study about cruise tourism in Thailand is still very rare since cruise tourism is new knowledge in education and tourism industry of Thailand. Moreover, cruise tourism studies in developing countries are also limited due to limitation of port development. There is no study about the alliance strategies for cruise tourism development between Phuket and Singapore.

Therefore, the researcher believes that the study results are applicable in real situations. The findings are academic contribution since they are new knowledge which is useful for pedagogy or further studies in new research projects for cruise tourism development. For policy contribution, the findings are useful for related agencies such as Marine Department or Ministry of Tourism and Sports for setting

policies, planning development, and driving Thai cruise tourism. Regarding management contribution, the results are useful for related people to plan work operation. The ultimate goal of this research is to propose the alliance strategies of cruise tourism for development cooperation between Phuket and Singapore in order to promote both Phuket and Singapore to be potential destinations for cruise lines in the Southeast Asian region.



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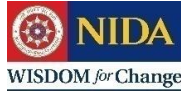
APPENDICES



APPENDIX A

Questionnaire For Cruise Tourists

QUESTIONNAIRE FOR CRUISE TOURISTS



Graduate School of Tourism Management

National Institute of Development Administration

Bangkok, Thailand

Questionnaire

This questionnaire is conducted by a Ph.D. candidate, Ms. Wattanaporn Trungtreechart, as a part of her Ph.D. thesis in Integrated Tourism Management, Graduate School of Tourism Management, National Institute of Development Administration (NIDA). It aims at proposing an “**Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore**”. The researcher would highly appreciate your participation in completing this questionnaire and all responses will be treated confidentially and used solely for academic purposes.

This study adheres to the ethical guidelines of the National Institute of Development Administration (NIDA), Bangkok, Thailand. I would be pleased to discuss your participation or any query you may have at any time. Please contact me, Wattanaporn Trungtreechart Email: wattanaporn@hotmail.com. If you would like to speak to the ethic officer, who is not involved in this study, you may contact the faculty or Institute’s ethic office directly.

Yours sincerely,

Wattanaporn Trungtreechart

General Questions (Screened Questions)

Direction: Please put a tick (✓) in the box (☐) which mostly relates to yourself.

1) You are a tourist used to travelling on cruises between Phuket and Singapore.

- ☐ 1) Yes ☐ 2) No (If the response is 'No', end the questionnaire)

2) You are a tourist used to travelling in Phuket and Singapore.

- ☐ 1) Yes ☐ 2) No (If the response is 'No', end the questionnaire)

=====

The questionnaire is divided into 6 parts which are:

Part 1 Travel behaviour of cruise tourists

Part 2 Opinions about assessment and comparison of effectiveness in cruise tourism management

Part 3 Opinions about the importance of factors in cruise tourism management which affect cruise tourists' intention to revisit

Part 4 Opinions about cruise tourists' intention to revisit

Part 5 Opinions about problems and additional suggestions

Part 6 Demographic profile of cruise tourists

Part 1: Travel behaviour of cruise tourists

Direction: Please promptly answer the following question by ticking **P** the box **£** or filling in the blank.

1. How many times have you taken cruise trips?..... time(s)

2. What was your objective to take the latest cruise trip along the Phuket and Singapore route?

- ☐ 1) Holiday/Leisure ☐ 2) Education ☐ 3) Business/Meeting/Seminar
 ☐ 4) Visit friend/Relatives ☐5) Other (Please specify)

3. What duration do you prefer for cruise travel along the Phuket and Singapore route?

For day(s).

4. Which period of time do you prefer to travel?

- ☐ 1) Monday - Friday ☐ 2) Weekend ☐ 3) Annual vacation
 ☐ 4) Public holidays ☐ 5) Other (Please specify)

5. Who influenced your decision to take the latest cruise trip between Phuket and Singapore?

(You can choose more than one option.)

- 1) Yourself 2) Relatives/Family members 3) Friends/Colleagues
 4) Blogger Review/YouTuber 5) Corporate/Company
 6) Other (Please specify)

6. What was your motivation to take the latest cruise trip along the Phuket and Singapore route?

(You can choose more than one option.)

- 1) Convenience and comfort 2) Cruise itinerary
 3) Port of call/Destination 4) Length of cruising
 5) Value for money 6) Diversity of activities
 7) New experience 8) Premium service onboard
 9) Price of cruise package 10) Reputation of cruise line
 11) Safety of the cruise travel 12) Cleanliness and hygiene on the cruise ship
 13) Other (Please specify)

7. From which source did you obtain information about cruise travel along the Phuket and Singapore route?

(You can choose more than one option.)

- 1) Travel agency/Tour operator 2) Website of cruise lines
 3) Newspaper/Magazine/Journal/Pamphlet 4) Online social media
 5) Blogger Review/YouTuber/Vlogger 6) Television/Radio
 7) Family members/ Friends/Colleagues 8) Advertising poster/billboard
 9) Tourism festival 10) Other (Please specify).....

8. How did you reserve for the latest cruise travel along the Phuket and Singapore route?

- 1) Travel agency/Tour operator 2) Cruise agency 3) Cruise website
 4) Online websites e.g. Expedia, Cruise.com
 5) Other (Please specify).....

9. Who was your sponsor for latest cruise travel along the Phuket and Singapore route?

- 1) Yourself 2) Relatives/Family members 3) Lover
 4) Friend 5) Corporate/Company 6) Lucky prize
 7) Other (Please specify)

10. How long in advance did you reserve for the latest cruise travel along the Phuket and Singapore route? For yearmonth(s)day(s)

11. How did you plan the shore excursions during latest cruise trip along the Phuket and Singapore route?

- 1) Travel by yourself by public transportation/taxi/rented car
 2) Direct reserve with a shore excursion travel agency/Tour operator
 3) Buy travel program from a cruise line
 4) Friend/Relatives takes you for shore excursion
 5) Host company/organisation takes you for shore excursion
 6) Other (Please specify).....

12. How much are you prepared to spend on shore excursions per person per port?

- 1) Less than USD 100/person 2) USD 100-200/person
 3) USD 201 – 300/person 4) USD 301 – 400/person
 5) Other (Please specify).....

13. Who travelled with you in the latest cruise trip along the Phuket and Singapore route?

- 1) Alone 2) Family 3) Spouse/Lover
 4) Son/daughter 5) Friends/Colleagues 6) Corporate/Company
 7) Relatives 8) Other (Please specify)

14. In the latest cruise trip along the Phuket and Singapore route, did you disembark to visit every port where the cruise ship docked?

- 1) Yes 2) No

15. What factor(s) attracted you to visit the ports when the ship docked?

(You can choose more than one option.)

- 1) Variety of tourist attractions 2) Uniqueness/identify of tourist attractions

- 3) Variety of shopping
- 4) Convenience of connection among tourist attractions
- 5) Safety of tourist attractions
- 6) Value for money of excursion activities
- 7) Excellent service of tour guides
- 8) Cleanliness and hygiene of tourist attractions
- 9) Custom and immigration is quick, convenient, and transparent with sufficient officers as well as disease examination and quarantine at an international standard.
- 10) Convenience of access and connection from the port to tourist attraction

16. What activities on the ship are you interested in? (You can choose more than one option.)

- 1) Swimming/Slider 2) Bowling 3) Simulated rock climbing
- 4) Fitness 5) Basketball 6) Beauty salon
- 7) Food-tasting activities 8) Games 9) Broadway shows/Theatre
- 10) Casino 11) Sunbathing 12) Massage/Spa
- 13) Onboard Shopping 14) Other (Please specify).....

17. Which shore excursion activities are you interested in? (You can choose more than one option.)

- 1) City tour/Sightseeing 2) Shopping 3) Local food and dining
- 4) Water sport 5) Entertainment/Show 6) Sunbathing/Swimming
- 7) Historical trip 8) Museum trip 9) Cultural trip
- 10) Community trip 11) Adventurous trip 12) Health, massage and spa trip
- 13) Other (Please specify).....

18. Did you recommend your cruise experience to other people about your latest cruise trip along the Phuket and Singapore route? (You can choose more than one option.)

- 1) I recommended to my friends/colleagues
- 2) I recommended to acquaintances/general people
- 3) I recommended to relatives/family members
- 4) I did not recommend because.....

19. Which channel did you recommend your latest cruise experience along the Phuket and Singapore route through? (You can choose more than one option.)

- 1) Facebook/Page 2) Instagram 3) Twitter
 4) Blog/Website 5) YouTube 6) Line/WeChat/WhatsApp
 7) Telephone 8) Other (Please specify)

20. Do you think you will take a cruise trip along the Phuket and Singapore route again in the future?

- 1) Certainly 2) Unsure 3) No, because

21. What mostly attracts you to take a cruise trip along the Phuket and Singapore route again?

[Please give a ranking 1, 2, 3 in order: from 1 (the most) to 3 (the least)]

- Interesting features of the port Cruise route
..... Exotic experience Travel duration
..... Price of cruise package Reputation of the cruise line
..... Tourist attractions and shore excursions Safety
..... Other (Please specify)

Part 2: Opinions about assessment of effectiveness in cruise tourism management

Direction: Please put a tick (✓) in the box (□) which corresponds to your answer.

Level of assessment of effectiveness in cruise tourism management

5 = Very High, 4 = High, 3 = Moderate, 2 = Low, 1 = Very Low

| Phuket | | | | | Opinions about assessment of effectiveness in cruise tourism management | Singapore | | | | |
|--------|---|---|---|---|---|-----------|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 | | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 22) Port capacity can support passengers on such as passenger rest areas, passenger terminals etc. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 23) The port has international standard. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 24) Infrastructures such as electricity, water supply, telephone, and internet are available in the | 5 | 4 | 3 | 2 | 1 |

| Phuket | | | | | Opinions about assessment of effectiveness in cruise tourism management | Singapore | | | | |
|--------|---|---|---|---|---|-----------|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 | | 5 | 4 | 3 | 2 | 1 |
| | | | | | port area. | | | | | |
| 5 | 4 | 3 | 2 | 1 | 25) The port provides enough facilities such as toilets, restaurants for tourists. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 26) The port has special service areas for meeting points. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 27) The port has souvenir shops for serving tourists. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 28) Money exchange facilities and ATM machines are available in the port area. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 29) Customs and immigration are quick, convenient, and transparent with sufficient officers as well as disease examination and quarantine at an international standard. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 30) The ports are managed properly for sanitation including food, drinks, cleanliness, and waste management. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 31) The port has safety management in terms of security officers and related equipment such as luggage scanning machine. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 32) Docking facilities are available in the port. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 33) Traffic and logistics in the port areas are managed effectively. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 34) The port publicizes travelling routes before embarkation and after disembarkation, including the routes to the ports of neighbouring countries for the cruise tourists. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 35) The cruise port has a public transportation system to support the port connections. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 36) The port publicizes the image of domestic | 5 | 4 | 3 | 2 | 1 |

| Phuket | | | | | Opinions about assessment of effectiveness in cruise tourism management | Singapore | | | | |
|--------|---|---|---|---|---|-----------|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 | | 5 | 4 | 3 | 2 | 1 |
| | | | | | tourism to the cruise tourists. | | | | | |
| 5 | 4 | 3 | 2 | 1 | 37) Travelling activities are varied and interesting such as rafting, rowing, hiking, cycling around town, snorkeling, or bus/tram riding around. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 38) Experiential activities are available such as Thai cooking classes or massage services. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 39) Shore activities are creative such as lifestyle and local cultural sightseeing. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 40) Shore activities offer good value for money. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 41) Tourist attractions are outstanding, unique, and interesting for attracting tourists. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 42) A variety of tourist attractions are available with natural and man-made attractions. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 43) Tourist attractions of the destinations or the ports are beautiful, interesting, and distinctive from other ports. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 44) Tourist attractions are globally famous. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 45) Tourists can access tourist attractions conveniently and safely. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 46) There are a variety of shopping outlets and souvenirs are unique with reasonable prices. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 47) Restaurants and food shops at tourist attractions provide a variety of food options which are clean and delicious, with good quality, good sanitation, and reasonable prices. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 48) Local people or entrepreneurs are involved in the environmental management of tourist attractions, such as ensuring cleanliness. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 49) Tourist attractions manage effects from travel | 5 | 4 | 3 | 2 | 1 |

| Phuket | | | | | Opinions about assessment of effectiveness in cruise tourism management | Singapore | | | | |
|--------|---|---|---|---|--|-----------|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 | | 5 | 4 | 3 | 2 | 1 |
| | | | | | by using measures such as limiting the number of tourists. | | | | | |
| 5 | 4 | 3 | 2 | 1 | 50) Tourist attractions manage the natural ecology effectively to prevent negative effects from travel, using measures such as closing travelling places in particular periods. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 51) Officers / attendants at tourist attractions provide services for travel such as giving suggestions and information about travel as well as providing briefings for knowledge and understanding before joining activities. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 52) Tourist attractions have safety management for tourists during their travel. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 53) Tourist attractions have direction signs or interpretation signs for facilitating tourists. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 54) Parking areas in the tourist attractions are arranged properly for serving tourists. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 55) Tourist attractions have toilets are clean, sanitary, and available in sufficient numbers. | 5 | 4 | 3 | 2 | 1 |
| 5 | 4 | 3 | 2 | 1 | 56) Travelling routes can link to other tourist attractions with good and safe roads and traffic, etc. | 5 | 4 | 3 | 2 | 1 |

Part 3: Opinions about the importance of factors in cruise tourism management which affects cruise tourists' intention to revisit

Direction: Please put a tick (✓) in the box (□) which corresponds to your answer.

Level of Opinions about importance of factors in cruise tourism management which affects cruise tourists' intention to revisit

5 = Very High, 4 = High, 3 = Moderate, 2 = Low, 1 = Very Low

| Opinions about importance of factors in cruise tourism management which affects cruise tourists' intention to revisit | Level of opinions | | | | |
|---|--------------------------|----------|----------|----------|----------|
| | 5 | 4 | 3 | 2 | 1 |
| 57) Port infrastructure can support the number of people and cruise ships of all sizes. | 5 | 4 | 3 | 2 | 1 |
| 58) Port facilities are provided such as a harbour, suitable width of watercourse for turning ships, suitable depth of watercourse, breakwaters, piers, etc. | 5 | 4 | 3 | 2 | 1 |
| 59) Passenger areas are equipped with such as passenger rest areas or terminals for embarking the ships, special service areas for meeting points, toilets, and souvenir shops. | 5 | 4 | 3 | 2 | 1 |
| 60) Restaurants in the ports offer a variety of food which is clean, delicious, hygienic, and at reasonable prices and quality. | 5 | 4 | 3 | 2 | 1 |
| 61) The process for tendering operations between cruise ships and shore is safe according to the safety standard. | 5 | 4 | 3 | 2 | 1 |
| 62) The number of ship tenders are sufficient for the number of tourists. | 5 | 4 | 3 | 2 | 1 |
| 63) The port or the cruise line deliver luggage quickly without loss. | 5 | 4 | 3 | 2 | 1 |
| 64) Infrastructure such as electricity, water supply, telephone, and internet are available in the port area. | 5 | 4 | 3 | 2 | 1 |
| 65) Money exchange facilities and ATM machines are available in the port area. | 5 | 4 | 3 | 2 | 1 |
| 66) Customs and immigration are quick, convenient, and transparent with sufficient officers as well as disease examination | 5 | 4 | 3 | 2 | 1 |

| Opinions about importance of factors in cruise tourism management which affects cruise tourists' intention to revisit | Level of opinions | | | | |
|---|--------------------------|----------|----------|----------|----------|
| | 5 | 4 | 3 | 2 | 1 |
| and quarantine at an international standard. | | | | | |
| 67) Pilot boats and baggage conveyor belts are sufficient and readily available. | 5 | 4 | 3 | 2 | 1 |
| 68) Preparation is done for possible risks or different crises such as climate, natural disaster, epidemic, etc. | 5 | 4 | 3 | 2 | 1 |
| 69) The ports are managed properly for sanitation including food, drinks, cleanliness, and waste management. | 5 | 4 | 3 | 2 | 1 |
| 70) Docking facilities are available in the port. | 5 | 4 | 3 | 2 | 1 |
| 71) Traffic and logistics in the port areas are managed effectively. | 5 | 4 | 3 | 2 | 1 |
| 72) Infrastructure (such as electricity, drinking water, public telephone, and toilets) are managed properly and are sufficient for tourists. | 5 | 4 | 3 | 2 | 1 |
| 73) Measures for tourist safety such as alarm systems, metal detectors, X-ray machines, and security officers are effective. | 5 | 4 | 3 | 2 | 1 |
| 74) Travelling activities are varied and interesting such as rafting, rowing, hiking, cycling around town, snorkeling, or bus/tram riding around. | 5 | 4 | 3 | 2 | 1 |
| 75) Experiential activities are available such as Thai cooking classes or massage services. | 5 | 4 | 3 | 2 | 1 |
| 76) Shore activities are creative such as lifestyle and local cultural sightseeing. | 5 | 4 | 3 | 2 | 1 |
| 77) Shore activities offer good value for money. | 5 | 4 | 3 | 2 | 1 |
| 78) Tourist attractions are outstanding, unique, and interesting for attracting tourists. | 5 | 4 | 3 | 2 | 1 |
| 79) A variety of tourist attractions are available with natural and man-made attractions which offer good value for money. | 5 | 4 | 3 | 2 | 1 |
| 80) Tourist attractions of the destinations or the ports are beautiful, interesting, and distinctive from other ports. | 5 | 4 | 3 | 2 | 1 |

| Opinions about importance of factors in cruise tourism management which affects cruise tourists' intention to revisit | Level of opinions | | | | |
|--|--------------------------|----------|----------|----------|----------|
| | 5 | 4 | 3 | 2 | 1 |
| 81) Tourist attractions are globally famous. | 5 | 4 | 3 | 2 | 1 |
| 82) Tourists can access tourist attractions conveniently and safely. | 5 | 4 | 3 | 2 | 1 |
| 83) There are a variety of shopping outlets and souvenirs are unique with reasonable prices. | 5 | 4 | 3 | 2 | 1 |
| 84) Restaurants and food shops at tourist attractions provide a variety of food options which are clean and delicious, with good quality, good sanitation, and reasonable prices. | 5 | 4 | 3 | 2 | 1 |
| 85) Tourist attractions have a pleasant climate with a clean and organized environment for travel. | 5 | 4 | 3 | 2 | 1 |
| 86) The destinations have political stability and security without riots, protests, or terrorism. | 5 | 4 | 3 | 2 | 1 |
| 87) Local people or entrepreneurs are involved in the environmental management of tourist attractions, such as ensuring cleanliness. | 5 | 4 | 3 | 2 | 1 |
| 88) Tourist attractions manage effects from travel by using measures such as limiting the number of tourists. | 5 | 4 | 3 | 2 | 1 |
| 89) Tourist attractions manage the natural ecology effectively to prevent negative effects from travel, using measures such as closing travelling places in particular periods. | 5 | 4 | 3 | 2 | 1 |
| 90) Officers / attendants at tourist attractions provide services for travel such as giving suggestions and information about travel as well as providing briefings for knowledge and understanding before joining activities. | 5 | 4 | 3 | 2 | 1 |
| 91) Tourist attractions have safety management for tourists during their travel. | 5 | 4 | 3 | 2 | 1 |
| 92) Tourist attractions have direction signs or interpretation signs for facilitating tourists. | 5 | 4 | 3 | 2 | 1 |
| 93) Parking areas in the tourist attractions are arranged properly | 5 | 4 | 3 | 2 | 1 |

| Opinions about importance of factors in cruise tourism management which affects cruise tourists' intention to revisit | Level of opinions | | | | |
|---|--------------------------|----------|----------|----------|----------|
| | 5 | 4 | 3 | 2 | 1 |
| for serving tourists. | | | | | |
| 94) Toilets are clean, sanitary, and available in sufficient numbers. | 5 | 4 | 3 | 2 | 1 |
| 95) Travelling routes can link to other tourist attractions with good and safe roads and traffic, etc. | 5 | 4 | 3 | 2 | 1 |
| 96) You can obtain information about tourist attractions easily from various media such as the internet, radio, television, or different printed media. | 5 | 4 | 3 | 2 | 1 |
| 97) Public transportation provides good service with reasonable prices. | 5 | 4 | 3 | 2 | 1 |
| 98) The port publicizes travelling routes before embarkation and after disembarkation, including the routes to the ports of neighbouring countries for the cruise tourists. | 5 | 4 | 3 | 2 | 1 |
| 99) The cruise port has a public transportation system to support the port connections. | 5 | 4 | 3 | 2 | 1 |
| 100) The port publicizes the image of domestic tourism to the cruise tourists. | 5 | 4 | 3 | 2 | 1 |
| 101) There is distinctive knowledge sharing or knowledge management (KM) between Singapore Port and Phuket Port to strengthen cruise tourism in the region. | 5 | 4 | 3 | 2 | 1 |
| 102) There is cooperation between Singapore Port and Phuket Port, such as setting committees, organizing regular meetings, and conducting activities together to exchange information. | 5 | 4 | 3 | 2 | 1 |
| 103) Singapore Port and Phuket Port have policies for developing cruise tourism together and implementing marketing promotion together to increase the number of cruise lines, ships, and support cruising in the region. | 5 | 4 | 3 | 2 | 1 |

Part 4: Opinions about cruise tourists' intention to revisit

Direction: Please put a tick (✓) in the box (□) which corresponds to your answer.

Level of opinions about cruise tourists' intention to revisit

5 = Very High, 4 = High, 3 = Moderate, 2 = Low, 1 = Very Low

| Opinions about cruise tourists' intention to revisit | Level of opinions | | | | |
|--|-------------------|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
| 104) You intend to take the trip again in Singapore and Phuket. | 5 | 4 | 3 | 2 | 1 |
| 105) You intend to take the trip again in Singapore and Phuket because you really enjoyed travelling there. | 5 | 4 | 3 | 2 | 1 |
| 106) You intend to take the trip again in Singapore and Phuket because you gained knowledge from travelling. | 5 | 4 | 3 | 2 | 1 |
| 107) You intend to take the trip again in Singapore and Phuket because it is not expensive but is worthwhile for pleasure. | 5 | 4 | 3 | 2 | 1 |
| 108) You intend to take the trip again in Singapore and Phuket when you have time. | 5 | 4 | 3 | 2 | 1 |

Part 5: Opinions about problems and additional suggestions

109) Suggestions about alliance strategies in cruise tourism between Phuket and Singapore.

.....

.....

.....

.....

Part 6: Demographic profile of cruise tourists

Direction: Please write down your answer or put a tick (✓) in the box (☐) which corresponds to your answer.

110. Gender

- 1) Male 2) Female 3) LGBTQ+

111. Age

- 1) Below 24 years old 2) 24 – 39 years old
 3) 40 – 55 years old 4) 56 – 74 years old 5) Over 75 years old

112. Nationality.....

113. Education

- 1) Below bachelor's degree 2) Bachelor's degree 3) Above bachelor's degree

114. Marital status

- 1) Single 2) Marriage 3) Widowed
 4) Divorced 5) Separated 6) Others (please specify)

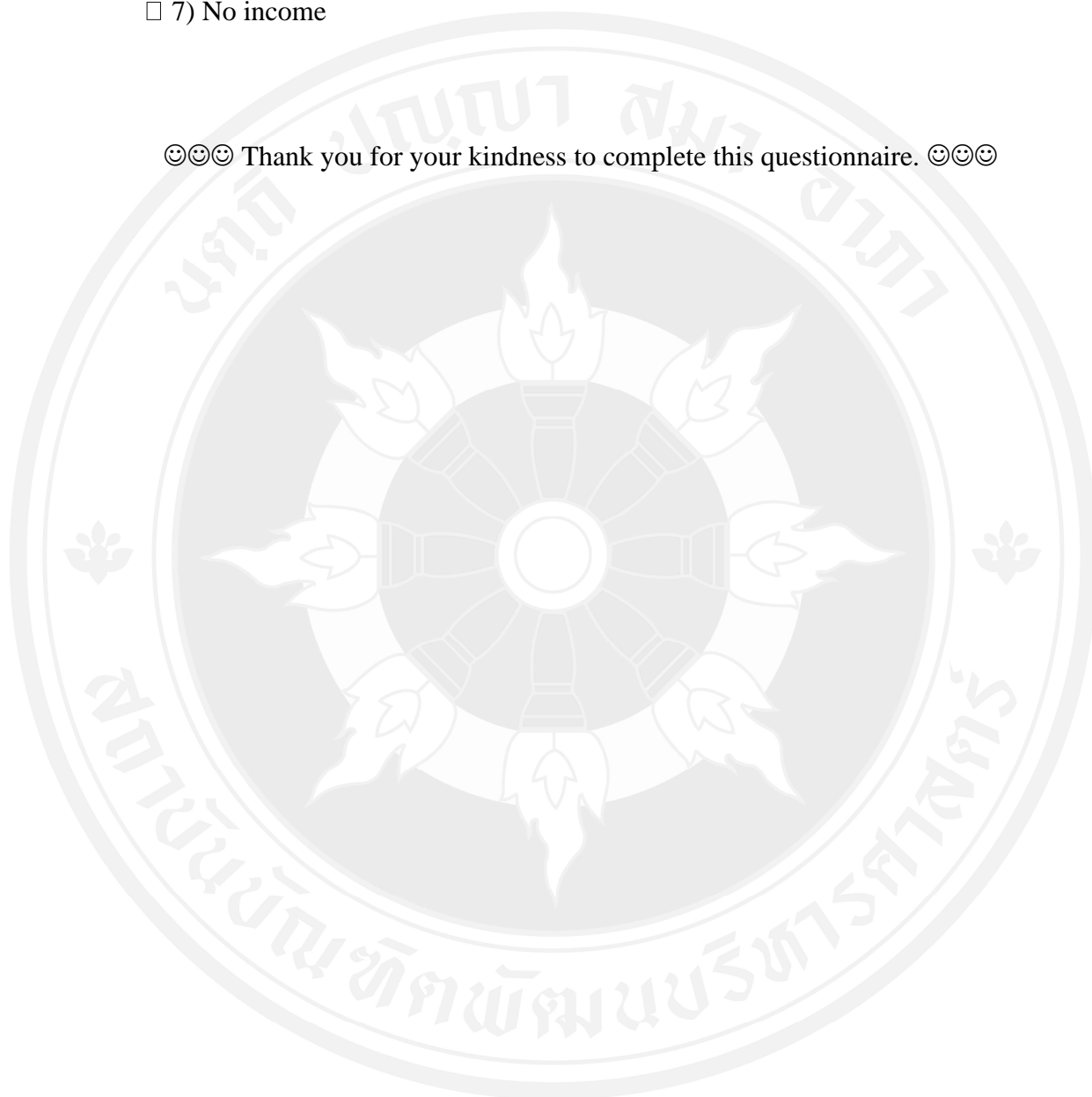
115. Occupation

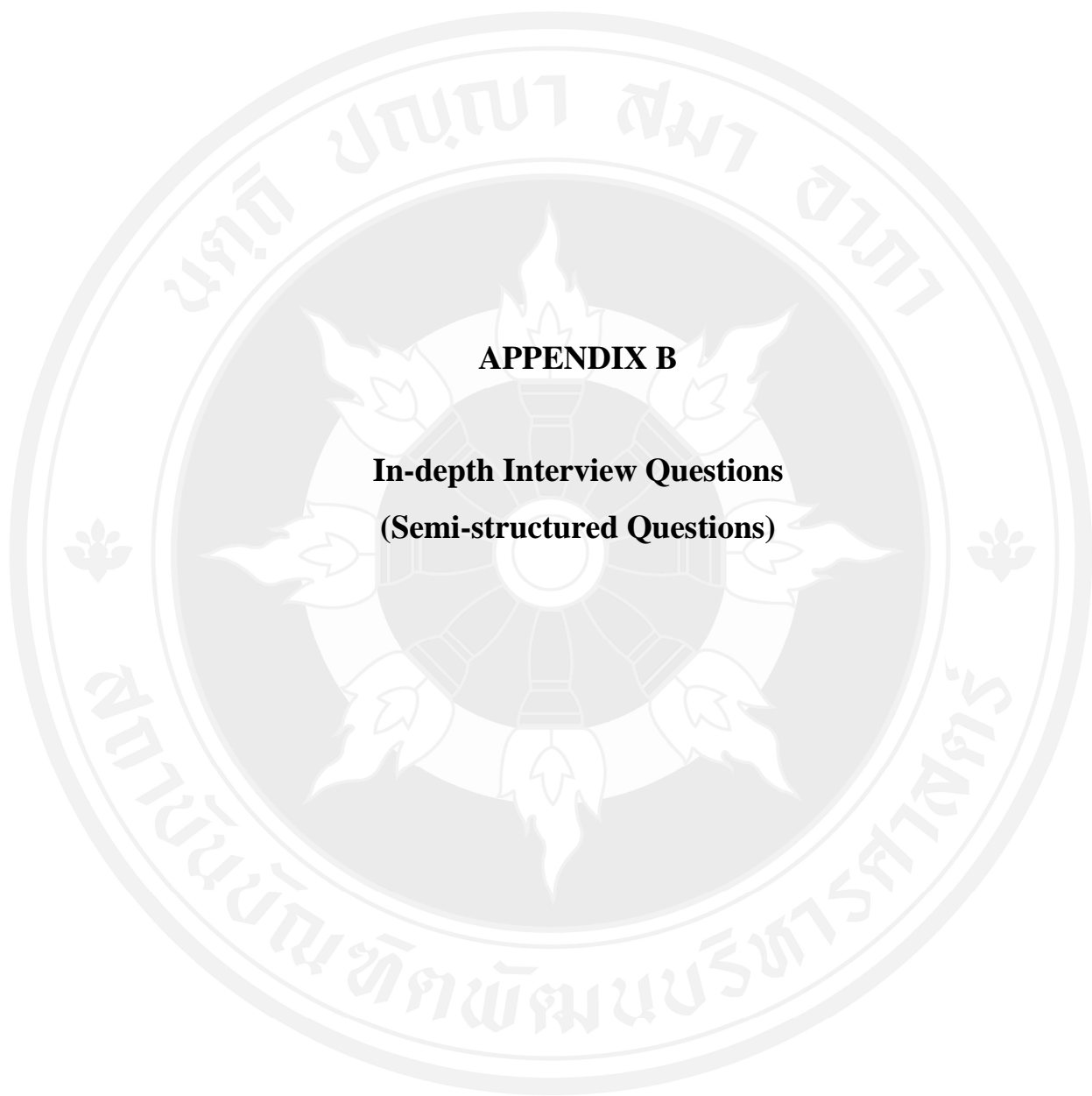
- 1) Government/Civil servant 2) Retired 3) Student
 4) Freelance 5) Private Business employee
 6) Self-employed/Business owner 7) Unemployment
 8) Housewife/Househusband 9) Others (please specify)

116. Average monthly income

- | | |
|---|---|
| <input type="checkbox"/> 1) Less than USD 20,001 | <input type="checkbox"/> 2) USD 20,001 – USD 30,000 |
| <input type="checkbox"/> 3) USD 30,001 – USD 40,000 | <input type="checkbox"/> 4) USD 40,001 – USD 50,000 |
| <input type="checkbox"/> 5) USD 50,001 – USD 60,000 | <input type="checkbox"/> 6) More than USD 60,000 |
| <input type="checkbox"/> 7) No income | |

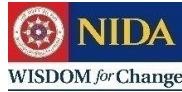
☺☺☺ Thank you for your kindness to complete this questionnaire. ☺☺☺





APPENDIX B

**In-depth Interview Questions
(Semi-structured Questions)**



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

The participant information

Title of research project:

**Alliance Strategies of Cruise Tourism Industry
for Corporation Development between Phuket and Singapore**

This interview is conducted by a Ph.D. candidate, Ms. Wattanaporn Trungrtreechart, as a part of her Ph.D. thesis in Integrated Tourism Management, Graduate School of Tourism Management, National Institute of Development Administration (NIDA). It aims at proposing an “**Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore**”. The researcher would highly appreciate your participation in completing this interview and all responses will be treated confidentially and used solely for academic purposes.

Yours sincerely,

Wattanaporn Trungrtreechart

Date Time

Place Interview recorder

The interviewee allows the researchers to make an audio recording during the interview.

- Allow Not allow

The interviewee allows the researchers to take photos during the interview.

- Allow Not allow

Part 1: Personal information of the interviewees

1.1 Name - Surname.....

1.2 Job position.....

1.3 Name of workplace.....

1.4 Experience in cruise tourism industry year(s) month(s)

Part 2: Information about key factors for success as well as limitations in cruise tourism management for Singapore and Phuket

1) What are the distinctive points in the following parts of cruise tourism management in Singapore? Why?

- The port
- Port management
- Activities in cruise tourism
- Tourist attractions for shore excursions
- Management and service of shore excursions
- Alliance in cruise tourism

2) What are the limitations in the following parts of cruise tourism management in Singapore? Why?

- The port
- Port management
- Activities in Cruise tourism

- Tourist attractions for shore excursions
 - Management and service of shore excursions
 - Alliance in Cruise tourism
- 3) What methods should be used to manage cruise tourism in the following parts in order to achieve successful management to international standards?
- The port
 - Port management
 - Activities in cruise tourism
 - Tourist attractions for shore excursions
 - Management and service of shore excursions
 - Alliance in cruise tourism
- 4) Who are the stakeholders important for cruise tourism in Singapore?
- 5) Which organisations should be responsible for cruise tourism in Singapore?

Part 3: Information about the factors and the formation process of a strategic alliance of cruise tourism in the Southeast Asian region

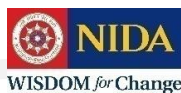
- 1) In the last 2 years, did your organisation manage to cooperate or form a cruise alliance with other organisations in the Southeast Asian region or not? How?
- 2) If no, why not? Or could this not be achieved?
- 3) If yes, what method was used by your organisation? How did you form the alliance at the start when contacting the alliance partner?
- 4) What are your organisation's objectives for joining an alliance?
- 5) What qualifications are considered by your organisation to select proper alliance partners?
- 6) What is your organisation's selection process or procedure to choose the right alliance?
- 7) After your organisation joined an alliance with other organisations, has your organisation changed its administration structure and management in work units or not? How?

- 8) How does your organisation manage to prepare for cooperation with an alliance at the Southeast Asian level?
- 9) How does the government sector promote cruise tourism for the private sector?

Part 4: Guidelines for forming a strategic alliance in cruise tourism for mutual development between Phuket and Singapore, along with additional suggestions

- 1) In the future (within the next 2 years), do you think your workplace will be likely to form international cooperation with other organisations (in Phuket)? If yes, how?
- 2) What future policies do you think will be formed for cooperation to develop cruise tourism between Singapore Port and Phuket Port?
- 3) What parts does the private sector want the government sector to promote in the context of cruise tourism?

In-depth Interview Questions for Cruise Tourists
(Semi-structured questions)



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

The participant information

Title of research project:

**Alliance Strategies of Cruise Tourism Industry
for Corporation Development between Phuket and Singapore**

This interview is conducted by a Ph.D. candidate, Ms. Wattanaporn Trungrtreechart, as a part of her Ph.D. thesis in Integrated Tourism Management, Graduate School of Tourism Management, National Institute of Development Administration (NIDA). It aims at proposing an “**Alliance Strategies of Cruise Tourism Industry for Corporation Development between Phuket and Singapore**”. The researcher would highly appreciate your participation in completing this interview and all responses will be treated confidentially and used solely for academic purposes.

Yours sincerely,

Wattanaporn Trungrtreechart

Date Time

Place Interview recorder

Interviewee allows the researchers to do audio record during the interview.

Allow Not allow

Interviewee allows the researchers to take photos during the interview.

Allow Not allow

- 1) **Gender** 1) Male 2) Female 3) Others (please specify)
- 2) **Age**.....
- 3) **Nationality**.....
- 4) What are the strengths of cruise tourism in Singapore/Phuket? Why?
- 5) What are the weaknesses of cruise tourism in Singapore/Phuket? Why?
- 6) What should be improved in cruise tourism management in Singapore/Phuket?
- 7) Do you want new cruise routes or destinations in Southeast Asia? What new destinations would you like to visit on a cruise?
- 8) Do you think Phuket Port and Singapore Port are managed differently?
- 9) Along the cruise route between Singapore and Phuket, what activities do you think should be implemented cooperatively by these two ports?
- 10) What are your suggestions or additional opinions about cruise tourism in Singapore/Phuket?



APPENDIX C

Experts for Index of Item-Objective Congruence (IOC)

EXPERTS FOR INDEX OF ITEM-OBJECTIVE CONGRUENCE (IOC)

| Name | Position |
|---|---|
| 1. Assistant Professor Prakobsiri Pakdeepinit | Dean of School of Business and Communication Arts University of Phayao, Thailand |
| 2. Dr. Sukhuman Klamsaengsai | Lecturer of Tourism and Hospitality Industry Program, School of Management, Walailak University, Thailand |
| 3. Ms. Julieanne Yee | Regional Director Asia, Intercoaches Shoreside & Port Services, Singapore |

SUMMARY OF INDEX OF CONGRUENCE OF QUESTIONNAIRES

Direction: Please give your opinion in the questionnaire by putting a tick (✓) in the corresponding opinion box with suggestion useful for further improving each item.

Part 1 Travel Behaviour of cruise tourists

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|---|--|-------------------|---|---|------------|-----|
| | | 1 | 2 | 3 | | |
| 1 | How many times have you taken cruise trips (including this trip)? time(s) | 1 | 1 | 1 | 3 | 1 |
| 2 | What is your objective in taking a cruise trip? <input type="checkbox"/> 1) Holiday/Leisure <input type="checkbox"/> 2) Education <input type="checkbox"/> 3) Business/Meeting/Seminar <input type="checkbox"/> 4) Visit friend/Relatives <input type="checkbox"/> 5) Other (Please specify) | 1 | 1 | 1 | 3 | 1 |
| 3 | What duration do you prefer for cruise travel? For day(s). | 1 | 1 | 1 | 3 | 1 |
| 4 | Which period of time do you prefer to travel? <input type="checkbox"/> 1) Monday - Friday <input type="checkbox"/> 2) Weekend <input type="checkbox"/> 3) Annual vacation | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|---|---|-------------------|---|---|------------|-----|
| | | 1 | 2 | 3 | | |
| | <input type="checkbox"/> 4) Public holidays <input type="checkbox"/> 5) Other (Please specify) | | | | | |
| 5 | Who influenced your decision to take this cruise? <input type="checkbox"/> 1) Yourself <input type="checkbox"/> 2) Relatives/Family members <input type="checkbox"/> 3) Friends/Colleagues <input type="checkbox"/> 4) Blogger Review/YouTuber <input type="checkbox"/> 5) Corporate/Company <input type="checkbox"/> 6) Other (Please specify) | 1 | 1 | 1 | 3 | 1 |
| 6 | What was your motivation to take the cruise? <i>(You can choose more than one option.)</i> <input type="checkbox"/> 1) Convenience and comfort <input type="checkbox"/> 2) Cruise itinerary <input type="checkbox"/> 3) Port of call/Destination <input type="checkbox"/> 4) Length of cruising <input type="checkbox"/> 5) Value for money <input type="checkbox"/> 6) Diversity of activities <input type="checkbox"/> 7) New experience <input type="checkbox"/> 8) Premium service onboard <input type="checkbox"/> 9) Price of cruise package <input type="checkbox"/> 10) Reputation of cruise line <input type="checkbox"/> 11) Safety of the cruise travel <input type="checkbox"/> 12) Cleanliness and hygiene on the cruise ship <input type="checkbox"/> 13) Other (Please specify) | 1 | 1 | 1 | 3 | 1 |
| 7 | From which source did you obtain information about this cruise travel? <input type="checkbox"/> 1) Travel agent/Tour operator <input type="checkbox"/> 2) Website of cruise lines <input type="checkbox"/> 3) Newspaper/Magazine/Journal/Pamphlet <input type="checkbox"/> 4) Online social media <input type="checkbox"/> 5) Blogger Review/YouTuber/Vlogger <input type="checkbox"/> 6) Television/Radio <input type="checkbox"/> 7) Family members/ Friends/Colleagues <input type="checkbox"/> 8) Advertising poster/billboard <input type="checkbox"/> 9) Tourism festival <input type="checkbox"/> 10) Other (Please specify)..... | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|--|-------------------|---|---|----|-----|
| | | 1 | 2 | 3 | | |
| 8 | How did you reserve this cruise travel? <input type="checkbox"/> 1) Travel agency/Tour operator <input type="checkbox"/> 2) Cruise agency <input type="checkbox"/> 3) Cruise website <input type="checkbox"/> 4) Online websites e.g. Expedia, Cruise.com <input type="checkbox"/> 5) Other (Please specify)..... | 1 | 1 | 1 | 3 | 1 |
| 9 | Who was your sponsor for this cruise travel? <input type="checkbox"/> 1) Yourself <input type="checkbox"/> 2) Relatives/Family members <input type="checkbox"/> 3) Lover <input type="checkbox"/> 4) Friend <input type="checkbox"/> 5) Corporate/Company <input type="checkbox"/> 6) Lucky prize <input type="checkbox"/> 7) Other (Please specify) | 1 | 1 | 1 | 3 | 1 |
| 10 | How long in advance did you reserve this cruise travel? For yearmonth(s) day(s) | 1 | 1 | 1 | 3 | 1 |
| 11 | How did you plan the shore excursions? <input type="checkbox"/> 1) Travel by yourself by public transportation/ taxi/rented car <input type="checkbox"/> 2) Direct reserve with a shore excursion travel agency/Tour operator <input type="checkbox"/> 3) Buy travel program from a cruise line <input type="checkbox"/> 4) Other (Please specify) | 1 | 1 | 1 | 3 | 1 |
| 12 | How much are you prepared to spend on shore excursions per person per port? <input type="checkbox"/> 1) Less than USD 100/person <input type="checkbox"/> 2) USD 100-200/person <input type="checkbox"/> 3) USD 201 – 300/person <input type="checkbox"/> 4) USD 301 – 400/person <input type="checkbox"/> 5) Other (Please specify) | 1 | 1 | 1 | 3 | 1 |
| 13 | Who travelled with you? <input type="checkbox"/> 1) Alone <input type="checkbox"/> 2) Family <input type="checkbox"/> 3) Spouse/Lover <input type="checkbox"/> 4) Son/daughter | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|--|-------------------|---|---|----|-----|
| | | 1 | 2 | 3 | | |
| | <input type="checkbox"/> 5) Friends/Colleagues <input type="checkbox"/> 6) Corporate/Company <input type="checkbox"/> 7) Relatives <input type="checkbox"/> 8) Other (Please specify) | | | | | |
| 14 | Did you disembark to visit every port where the cruise ship docked? <input type="checkbox"/> 1) Yes <input type="checkbox"/> 2) No | 1 | 1 | 1 | 3 | 1 |
| 15 | What factor(s) attracted you to visit the ports when the ship docked? (You can choose more than one option.) <input type="checkbox"/> 1) Variety of tourist attractions <input type="checkbox"/> 2) Uniqueness/identify of tourist attractions <input type="checkbox"/> 3) Variety of shopping <input type="checkbox"/> 4) Convenience of connection among tourist Attractions <input type="checkbox"/> 5) Safety of tourist attractions <input type="checkbox"/> 6) Value for money of excursion activities <input type="checkbox"/> 7) Excellent service of tour guides <input type="checkbox"/> 8) Cleanliness and hygiene of tourist attractions <input type="checkbox"/> 9) Custom and immigration is quick, convenient, and transparent with sufficient officers as well as disease examination and quarantine at an international standard. <input type="checkbox"/> 10) Convenience of access and connection from the port to tourist attraction. | 1 | 1 | 1 | 3 | 1 |
| 16 | What activities on the ship are you interested in? (You can choose more than one option.) <input type="checkbox"/> 1) Swimming/Slider <input type="checkbox"/> 2) Bowling <input type="checkbox"/> 3) Simulated rock climbing <input type="checkbox"/> 4) Fitness <input type="checkbox"/> 5) Basketball <input type="checkbox"/> 6) Beauty salon <input type="checkbox"/> 7) Food-tasting activities <input type="checkbox"/> 8) Games <input type="checkbox"/> 9) Broadway shows/Theatre <input type="checkbox"/> 10) Casino | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|---|-------------------|---|---|----|-----|
| | | 1 | 2 | 3 | | |
| | <input type="checkbox"/> 11) Sunbathing <input type="checkbox"/> 12) Massage/Spa <input type="checkbox"/> 13) Onboard Shopping <input type="checkbox"/> 14) Other (Please specify)..... | | | | | |
| 17 | Which shore excursion activities are you interested in? (You can choose more than one option.) <input type="checkbox"/> 1) City tour/Sightseeing <input type="checkbox"/> 2) Shopping <input type="checkbox"/> 3) Local food and dining <input type="checkbox"/> 4) Water sport <input type="checkbox"/> 5) Entertainment/Show <input type="checkbox"/> 6) Sunbathing/Swimming <input type="checkbox"/> 7) Historical trip <input type="checkbox"/> 8) Museum trip <input type="checkbox"/> 9) Cultural trip <input type="checkbox"/> 10) Community trip <input type="checkbox"/> 11) Adventurous trip <input type="checkbox"/> 12) Health, massage and spa trip <input type="checkbox"/> 13) Other (Please specify)..... | 1 | 1 | 1 | 3 | 1 |
| 18 | Will you recommend your cruise experience to other people? <input type="checkbox"/> 1) I will recommend to my friends/colleagues <input type="checkbox"/> 2) I will recommend to acquaintances/general people <input type="checkbox"/> 3) I will certainly recommend to relatives/family members <input type="checkbox"/> 4) I will never recommend because | 1 | 1 | 1 | 3 | 1 |
| 19 | Which channel will you recommend your cruise experience through? <input type="checkbox"/> 1) Facebook/Page <input type="checkbox"/> 2) Instagram <input type="checkbox"/> 3) Twitter <input type="checkbox"/> 4) Blog/Website <input type="checkbox"/> 5) YouTube <input type="checkbox"/> 6) Line/WeChat/WhatsApp <input type="checkbox"/> 7) Telephone <input type="checkbox"/> 8) Not recommended because..... | 1 | 1 | 1 | 3 | 1 |
| 20 | Do you think you will take a cruise trip again in the future? | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|--|-------------------|---|---|----|-----|
| | | 1 | 2 | 3 | | |
| | <input type="checkbox"/> 1) Certainly <input type="checkbox"/> 2) Unsure <input type="checkbox"/> 3) No, because | | | | | |
| 21 | What attracts you to take a cruise trip again? <i>[Please give a ranking 1, 2, 3 in order: from 1 (the most) to 3 (the least)]</i> Interesting features of the port Cruise route Exotic experience Travel duration Price of cruise package Reputation of the cruise line Tourist attractions and shore excursions Safety Other (Please specify) | 1 | 1 | 1 | 3 | 1 |

Part 2: Opinions about assessment of effectiveness in cruise tourism management

| | | | | | | |
|----|---|---|---|---|---|---|
| 22 | Port capacity can support passengers on such as passenger rest areas, passenger terminals etc. | 1 | 1 | 1 | 3 | 1 |
| 23 | The port has international standard. | 1 | 1 | 1 | 3 | 1 |
| 24 | Infrastructures such as electricity, water supply, telephone, and internet are available in the port area. | 1 | 1 | 1 | 3 | 1 |
| 25 | The port provides enough facilities such as toilets, restaurants for tourists. | 1 | 1 | 1 | 3 | 1 |
| 26 | The port has special service areas for meeting points. | 1 | 1 | 1 | 3 | 1 |
| 27 | The port has souvenir shops for serving tourists. | 1 | 1 | 1 | 3 | 1 |
| 28 | Money exchange facilities and ATM machines are available in the port area. | 1 | 1 | 1 | 3 | 1 |
| 29 | Customs and immigration are quick, convenient, and transparent with sufficient officers as well as disease examination and quarantine at an international standard. | 1 | 1 | 1 | 3 | 1 |
| 30 | The ports are managed properly for sanitation including food, drinks, cleanliness, and waste management. | 1 | 1 | 1 | 3 | 1 |
| 31 | The port has safety management in terms of security officers and related equipment such as luggage | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|---|-------------------|---|---|------------|-----|
| | | 1 | 2 | 3 | | |
| | scanning machine. | | | | | |
| 32 | Docking facilities are available in the port. | 1 | 1 | 1 | 3 | 1 |
| 33 | Traffic and logistics in the port areas are managed effectively. | 1 | 1 | 1 | 3 | 1 |
| 34 | The port publicizes travelling routes before embarkation and after disembarkation, including the routes to the ports of neighbouring countries for the cruise tourists. | 1 | 1 | 1 | 3 | 1 |
| 35 | The cruise port has a public transportation system to support the port connections. | 1 | 1 | 1 | 3 | 1 |
| 36 | The port publicizes the image of domestic tourism to the cruise tourists. | 1 | 1 | 1 | 3 | 1 |
| 37 | Travelling activities are varied and interesting such as rafting, rowing, or hiking. | 1 | 1 | 1 | 3 | 1 |
| 38 | Experiential activities are available such as Thai cooking classes or massage services. | 1 | 1 | 1 | 3 | 1 |
| 39 | Shore activities are creative such as lifestyle and local cultural sightseeing. | 1 | 1 | 1 | 3 | 1 |
| 40 | Activities offer good value for money. | 1 | 1 | 1 | 3 | 1 |
| 41 | Tourist attractions are outstanding, unique, and interesting for attracting tourists. | 1 | 1 | 1 | 3 | 1 |
| 42 | A variety of tourist attractions are available with natural and man-made attractions which offer good value for money. | 1 | 1 | 1 | 3 | 1 |
| 43 | Tourist attractions of the destinations or the ports are beautiful, interesting, and distinctive from other ports. | 1 | 1 | 1 | 3 | 1 |
| 44 | Tourist attractions are globally famous. | 1 | 1 | 1 | 3 | 1 |
| 45 | Tourists can access tourist attractions conveniently and safely. | 1 | 1 | 1 | 3 | 1 |
| 46 | There are a variety of shopping outlets and souvenirs are unique with reasonable prices. | 1 | 1 | 1 | 3 | 1 |
| 47 | Restaurants and food shops at tourist attractions provide a variety of food options which are clean and delicious, with good quality, good sanitation, and reasonable prices. | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|--|-------------------|---|---|------------|------|
| | | 1 | 2 | 3 | | |
| 48 | Local people or entrepreneurs are involved in the environmental management of tourist attractions, such as ensuring cleanliness. | 1 | 1 | 1 | 3 | 1 |
| 49 | Tourist attractions manage effects from travel by using measures such as limiting the number of tourists. | 1 | 1 | 0 | 2 | 0.67 |
| 50 | Tourist attractions manage the natural ecology effectively to prevent negative effects from travel, using measures such as closing travelling places in particular periods. | 1 | 1 | 1 | 3 | 1 |
| 51 | Officers / attendants at tourist attractions provide services for travel such as giving suggestions and information about travel as well as providing briefings for knowledge and understanding before joining activities. | 1 | 1 | 0 | 2 | 0.67 |
| 52 | Tourist attractions have safety management for tourists during their travel. | 1 | 1 | 1 | 3 | 1 |
| 53 | Tourist attractions have direction signs or interpretation signs for facilitating tourists. | 1 | 1 | 1 | 3 | 1 |
| 54 | Parking areas in the tourist attractions are arranged properly for serving tourists. | 1 | 1 | 1 | 3 | 1 |
| 55 | Toilets are clean, sanitary, and available in sufficient numbers. | 1 | 1 | 1 | 3 | 1 |
| 56 | Travelling routes can link to other tourist attractions with good and safe roads and traffic, etc. | 1 | 1 | 1 | 3 | 1 |

Part 3: Opinions about importance of factors in cruise tourism management which affects cruise tourists' intention to revisit

| | | | | | | |
|----|---|---|---|---|---|------|
| 57 | Port infrastructure can support the number of people and cruise ships of all sizes. | 1 | 1 | 0 | 2 | 0.67 |
| 58 | Port facilities are provided such as a harbour, suitable width of watercourse for turning ships, suitable depth of watercourse, breakwaters, piers, etc. | 1 | 1 | 0 | 2 | 0.67 |
| 59 | Passenger areas are equipped with such as passenger rest areas or terminals for embarking the ships, special service areas for meeting points, toilets, and souvenir shops. | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|---|-------------------|---|---|------------|------|
| | | 1 | 2 | 3 | | |
| 60 | Restaurants in the ports offer a variety of food which is clean, delicious, hygienic, and at reasonable prices and quality. | 1 | 1 | 0 | 2 | 0.67 |
| 61 | The process for tendering operations between cruise ships and shore is safe according to the safety standard. | 0 | 1 | 1 | 2 | 0.67 |
| 62 | The number of ship tenders are sufficient for the number of tourists. | 1 | 1 | 0 | 2 | 0.67 |
| 63 | The port or the cruise line deliver luggage quickly without loss. | 0 | 1 | 1 | 2 | 0.67 |
| 64 | Infrastructure such as electricity, water supply, telephone, and internet are available in the port area. | 1 | 0 | 1 | 2 | 0.67 |
| 65 | Money exchange facilities and ATM machines are available in the port area. | 0 | 1 | 1 | 2 | 0.67 |
| 66 | Customs and immigration are quick, convenient, and transparent with sufficient officers as well as disease examination and quarantine at an international standard. | 1 | 0 | 1 | 2 | 0.67 |
| 67 | Pilot boats and baggage conveyor belts are sufficient and readily available. | 1 | 1 | 1 | 3 | 1 |
| 68 | Preparation is done for possible risks or different crises such as climate, natural disaster, epidemic, etc. | 1 | 1 | 1 | 3 | 1 |
| 69 | The ports are managed properly for sanitation including food, drinks, cleanliness, and waste management. | 1 | 1 | 1 | 3 | 1 |
| 70 | Docking facilities are available in the port. | 1 | 1 | 1 | 3 | 1 |
| 71 | Traffic and logistics in the port areas are managed effectively. | 1 | 1 | 1 | 3 | 1 |
| 72 | Infrastructure (such as electricity, drinking water, public telephone, and toilets) are managed properly and are sufficient for tourists. | 0 | 1 | 1 | 2 | 0.67 |
| 73 | Measures for tourist safety such as alarm systems, metal detectors, X-ray machines, and security officers are effective. | 1 | 1 | 0 | 2 | 0.67 |
| 74 | Travelling activities are varied and interesting such as rafting, rowing, or hiking. | 1 | 1 | 1 | 3 | 1 |
| 75 | Experiential activities are available such as Thai | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|----|---|-------------------|---|---|------------|------|
| | | 1 | 2 | 3 | | |
| | cooking classes or massage services. | | | | | |
| 76 | Shore activities are creative such as lifestyle and local cultural sightseeing. | 1 | 1 | 1 | 3 | 1 |
| 77 | Activities offer good value for money. | 1 | 1 | 1 | 3 | 1 |
| 78 | Tourist attractions are outstanding, unique, and interesting for attracting tourists. | 1 | 0 | 1 | 2 | 0.67 |
| 79 | A variety of tourist attractions are available with natural and man-made attractions which offer good value for money. | 1 | 1 | 0 | 2 | 0.67 |
| 80 | Tourist attractions of the destinations or the ports are beautiful, interesting, and distinctive from other ports. | 0 | 1 | 1 | 2 | 0.67 |
| 81 | Tourist attractions are globally famous. | 1 | 1 | 0 | 2 | 0.67 |
| 82 | Tourists can access tourist attractions conveniently and safely. | 1 | 0 | 1 | 2 | 0.67 |
| 83 | There are a variety of shopping outlets and souvenirs are unique with reasonable prices. | 1 | 1 | 0 | 2 | 0.67 |
| 84 | Restaurants and food shops at tourist attractions provide a variety of food options which are clean and delicious, with good quality, good sanitation, and reasonable prices. | 1 | 1 | 1 | 3 | 1 |
| 85 | Tourist attractions have a pleasant climate with a clean and organized environment for travel. | 1 | 1 | 1 | 3 | 1 |
| 86 | The destinations have political stability and security without riots, protests, or terrorism. | 1 | 1 | 1 | 3 | 1 |
| 87 | Local people or entrepreneurs are involved in the environmental management of tourist attractions, such as ensuring cleanliness. | 0 | 1 | 1 | 2 | 0.67 |
| 88 | Tourist attractions manage effects from travel by using measures such as limiting the number of tourists. | 1 | 1 | 1 | 3 | 1 |
| 89 | Tourist attractions manage the natural ecology effectively to prevent negative effects from travel, using measures such as closing travelling places in particular periods. | 0 | 1 | 1 | 2 | 0.67 |
| 90 | Officers / attendants at tourist attractions provide services for travel such as giving suggestions and | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|-----|---|-------------------|---|---|------------|------|
| | | 1 | 2 | 3 | | |
| | information about travel as well as providing briefings for knowledge and understanding before joining activities. | | | | | |
| 91 | Tourist attractions have safety management for tourists during their travel. | 1 | 1 | 1 | 3 | 1 |
| 92 | Tourist attractions have direction signs or interpretation signs for facilitating tourists. | 1 | 1 | 1 | 3 | 1 |
| 93 | Parking areas in the tourist attractions are arranged properly for serving tourists. | 0 | 1 | 1 | 2 | 0.67 |
| 94 | Toilets are clean, sanitary, and available in sufficient numbers. | 1 | 1 | 1 | 3 | 1 |
| 95 | Travelling routes can link to other tourist attractions with good and safe roads and traffic, etc. | 1 | 1 | 1 | 3 | 1 |
| 96 | You can obtain information about tourist attractions easily from various media such as the internet, radio, television, or different printed media. | 1 | 1 | 1 | 3 | 1 |
| 97 | Public transportation provides good service with reasonable prices. | 1 | 1 | 1 | 3 | 1 |
| 98 | The port publicizes travelling routes before embarkation and after disembarkation, including the routes to the ports of neighbouring countries for the cruise tourists. | 1 | 0 | 1 | 2 | 0.67 |
| 99 | The cruise port has a public transportation system to support the port connections. | 1 | 0 | 1 | 2 | 0.67 |
| 100 | The port publicizes the image of domestic tourism to the cruise tourists. | 1 | 0 | 1 | 2 | 0.67 |
| 101 | There is distinctive knowledge sharing or knowledge management (KM) between Singapore Port and Phuket Port to strengthen cruise tourism in the region. | 1 | 0 | 1 | 2 | 0.67 |
| 102 | There is cooperation between Singapore Port and Phuket Port, such as setting committees, organizing regular meetings, and conducting activities together to exchange information. | 1 | 1 | 1 | 3 | 1 |
| 103 | Singapore Port and Phuket Port have policies for developing cruise tourism together and implementing | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|---|---|-------------------|---|---|------------|-----|
| | | 1 | 2 | 3 | | |
| | marketing promotion together to increase the number of cruise lines, ships, and support cruising in the region. | | | | | |

Part 4: Opinions about cruise tourists' intention to revisit

| | | | | | | |
|-----|---|---|---|---|---|---|
| 104 | You intend to take the trip again in Singapore and Phuket. | 1 | 1 | 1 | 3 | 1 |
| 105 | You intend to take the trip again in Singapore and Phuket because you really enjoyed travelling there. | 1 | 1 | 1 | 3 | 1 |
| 106 | You intend to take the trip again in Singapore and Phuket because you gained knowledge from travelling. | 1 | 1 | 1 | 3 | 1 |
| 107 | You intend to take the trip again in Singapore and Phuket because it is not expensive but is worthwhile for pleasure. | 1 | 1 | 1 | 3 | 1 |
| 108 | You intend to take the trip again in Singapore and Phuket when you have time. | 1 | 1 | 1 | 3 | 1 |

Part 5: Opinions about problems and additional suggestions

| | | | | | | |
|-----|---|---|---|---|---|---|
| 109 | Suggestions about alliance strategies in cruise tourism between Phuket and Singapore. | 1 | 1 | 1 | 3 | 1 |
|-----|---|---|---|---|---|---|

Part 6: Demographic profile of cruise tourists

| | | | | | | |
|-----|--|---|---|---|---|---|
| 110 | Gender <input type="checkbox"/> 1) Male <input type="checkbox"/> 2) Female <input type="checkbox"/> 3) LGBTQ+ | 1 | 1 | 1 | 3 | 1 |
| 111 | Age <input type="checkbox"/> 1) Below 24 years old <input type="checkbox"/> 2) 24 – 39 years old <input type="checkbox"/> 3) 40 – 55 years old <input type="checkbox"/> 4) 56 – 74 years old <input type="checkbox"/> 5) Over 74 years old | 1 | 1 | 1 | 3 | 1 |
| 112 | Nationality | 1 | 1 | 1 | 3 | 1 |
| 113 | Education <input type="checkbox"/> 1) Below bachelor's degree <input type="checkbox"/> 2) Bachelor's degree <input type="checkbox"/> 3) Above bachelor's degree | 1 | 1 | 1 | 3 | 1 |
| 114 | Marital status <input type="checkbox"/> 1) Single | 1 | 1 | 1 | 3 | 1 |

| Q | Items for giving opinions | Experts' opinions | | | ΣR | IOC |
|-----------|--|-------------------|---|---|------------|------|
| | | 1 | 2 | 3 | | |
| | <input type="checkbox"/> 2) Marriage <input type="checkbox"/> 3) Widowed <input type="checkbox"/> 4) Divorced <input type="checkbox"/> 5) Separated <input type="checkbox"/> 6) Others (please specify) | | | | | |
| 115 | Occupation <input type="checkbox"/> 1) Government/Civil servant <input type="checkbox"/> 2) Retired <input type="checkbox"/> 3) Student <input type="checkbox"/> 4) Freelance <input type="checkbox"/> 5) Private Business employee <input type="checkbox"/> 6) Self-employed/Business owner <input type="checkbox"/> 7) Unemployment <input type="checkbox"/> 8) Housewife/Househusband <input type="checkbox"/> 9) Others (please specify) | 1 | 1 | 1 | 3 | 1 |
| 116 | Average monthly income <input type="checkbox"/> 1) Less than USD 20,001 <input type="checkbox"/> 2) USD 20,001 – USD 30,000 <input type="checkbox"/> 3) USD 30,001 – USD 40,000 <input type="checkbox"/> 4) USD 40,001 – USD 50,000 <input type="checkbox"/> 5) USD 50,001 – USD 60,000 <input type="checkbox"/> 6) More than USD 60,000 <input type="checkbox"/> 7) No income | 1 | 1 | 1 | 3 | 1 |
| IOC Score | | | | | | 0.93 |

BIOGRAPHY

| | |
|----------------------------|--|
| Name-Surname | Mrs. Wattanaporn Trungtreechart |
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