


ANALYZE STRATEGIES FOR DIVERSIFYING THE COUNTRY'S ECONOMY DRIVEN BY TOURISM USING PATTAYA, CHONBURI, THAILAND AS A CASE STUDY. TO REDUCE FRAGILITY AND INCREASE ECONOMIC STABILITY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 15 August 2023</p> <p>Accepted 13 November 2023</p>	<p>Purpose: This study investigates ways to enhance economic stability in tourism-dependent regions, using Pattaya, Chonburi, Thailand, as a case study.</p> <p>Theoretical Reference: Thailand's heavy reliance on tourism, constituting about 17% of its GDP, sets the context. The study gathers insights from SMEs in Chonburi Province through in-depth interviews.</p>
<p>Keywords:</p> <p>Tourism-dependent Economies, Suitable Development, Economic Stability, COVID-19.</p> <div data-bbox="172 987 480 1234" style="text-align: center;">  </div>	<p>Method: In-depth interviews with SMEs reveal challenges faced by small hotel businesses, including high taxation and substantial expenses, with a focus on labor costs and pre-existing issues like excessive charges.</p> <p>Results and Conclusion: Prioritizing the hotel industry over attracting new tourists is key. Post-COVID-19 economic stability in Pattaya's tourism industry requires a comprehensive approach involving industry revitalization, diversification, support for local businesses, sustainable practices, infrastructure investments, marketing, and government-industry collaboration.</p> <p>Implications of Research: This research underscores the importance of addressing challenges in tourism-driven regions during crises and offers practical insights for safeguarding economic stability.</p> <p>Originality/Value: The study's unique focus on Pattaya provides valuable insights for similar regions, offering strategies to mitigate vulnerabilities caused by external shocks like pandemics.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i11.4091</p>

ANALISAR ESTRATÉGIAS PARA DIVERSIFICAR A ECONOMIA DO PAÍS IMPULSIONADA PELO TURISMO USANDO PATTAYA, CHONBURI, TAILÂNDIA COMO ESTUDO DE CASO. PARA REDUZIR A FRAGILIDADE E AUMENTAR A ESTABILIDADE ECONÓMICA

RESUMO

Objetivo: Este estudo investiga formas de melhorar a estabilidade económica em regiões dependentes do turismo, utilizando Pattaya, Chonburi, Tailândia, como estudo de caso.

Referência teórica: A forte dependência da Tailândia do turismo, que constitui cerca de 17% do seu PIB, define o contexto. O estudo reúne informações de PMEs da província de Chonburi através de entrevistas aprofundadas.

Método: Entrevistas aprofundadas com PME revelam os desafios enfrentados pelas pequenas empresas hoteleiras, incluindo impostos elevados e despesas substanciais, com destaque para os custos laborais e questões pré-existentes, como encargos excessivos.

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Resultados e Conclusão: Priorizar a indústria hoteleira em detrimento da atração de novos turistas é fundamental. A estabilidade econômica pós-COVID-19 na indústria do turismo de Pattaya requer uma abordagem abrangente que envolva a revitalização da indústria, a diversificação, o apoio às empresas locais, práticas sustentáveis, investimentos em infra-estruturas, marketing e colaboração entre o governo e a indústria.

Implicações da investigação: Esta investigação sublinha a importância de enfrentar os desafios nas regiões impulsionadas pelo turismo durante as crises e oferece conhecimentos práticos para salvaguardar a estabilidade econômica.

Originalidade/Valor: O foco exclusivo do estudo em Pattaya fornece informações valiosas para regiões semelhantes, oferecendo estratégias para mitigar vulnerabilidades causadas por choques externos como pandemias.

Palavras-chave: Economias Dependentes do Turismo, Desenvolvimento Adequado, Estabilidade Econômica, COVID-19.

ANALIZAR ESTRATEGIAS PARA DIVERSIFICAR LA ECONOMÍA DEL PAÍS IMPULSADA POR EL TURISMO UTILIZANDO PATTAYA, CHONBURI, TAILANDIA COMO ESTUDIO DE CASO. REDUCIR LA FRAGILIDAD Y AUMENTAR LA ESTABILIDAD ECONÓMICA

RESUMEN

Propósito: Este estudio investiga formas de mejorar la estabilidad económica en regiones dependientes del turismo, utilizando Pattaya, Chonburi, Tailandia, como estudio de caso.

Referencia teórica: La fuerte dependencia de Tailandia del turismo, que constituye alrededor del 17% de su PIB, establece el contexto. El estudio recopila opiniones de las PYME de la provincia de Chonburi a través de entrevistas en profundidad.

Método: Las entrevistas en profundidad con PYME revelan los desafíos que enfrentan las pequeñas empresas hoteleras, incluidos impuestos elevados y gastos sustanciales, con especial atención a los costos laborales y problemas preexistentes como cargos excesivos.

Resultados y conclusión: Priorizar la industria hotelera sobre la atracción de nuevos turistas es clave. La estabilidad económica posterior a la COVID-19 en la industria turística de Pattaya requiere un enfoque integral que incluya la revitalización de la industria, la diversificación, el apoyo a las empresas locales, prácticas sostenibles, inversiones en infraestructura, marketing y colaboración entre el gobierno y la industria.

Implicaciones de la investigación: Esta investigación subraya la importancia de abordar los desafíos en las regiones impulsadas por el turismo durante las crisis y ofrece ideas prácticas para salvaguardar la estabilidad económica.

Originalidad/Valor: El enfoque exclusivo del estudio en Pattaya proporciona información valiosa para regiones similares, ofreciendo estrategias para mitigar las vulnerabilidades causadas por crisis externas como las pandemias.

Palabras clave: Economías Dependientes del Turismo, Desarrollo Adequado, Estabilidad Económica, COVID-19.

INTRODUCTION

Tourism has a significant impact on the global economy. Tourism has become an important way for many countries to improve their economies and reduce poverty (Çakmak et al., 2023). This is especially true for countries that depend heavily on tourism. Thailand is a well-known tourist destination (Demir et al., 2021). Every year, people from all over the world travel to different tourist spots in different parts of the world. This has cost the country three trillion baht every year for more than a year. The annual revenue from international tourists alone was two trillion baht. The Thai economy relies on the tourism sector for more than 17 percent of the country's gross domestic product and ranks eighth in the world as a top tourism

destination(International Monetary Fund. Asia and Pacific Dept, 2022; Yasami et al., 2023). The COVID-19 pandemic has had a big effect on Thailand's hospitality industry, which depends a lot on tourists from other countries(Robinson et al., 2022). Because of the pandemic, there has been a sudden drop in the number of tourists and a slowdown in economic activity(Mohanty et al., 2022). This has led to a big drop in the industry's revenue and profitability. According to (Baporikar & Neeta, 2021), Thailand's GDP fell by 6.1 percent due to the pandemic, and the hospitality industry has been one of the hardest hit. Because of the pandemic, the number of tourists coming to Thailand has dropped sharply, which has hurt the hospitality industry(Çakmak et al., 2023; Weltbankgruppe, 2021). Many hotels and restaurants have had to close because there aren't enough customers, and those that are still open are making a lot less money(Onwan et al., 2022; Tran et al., 2020). Pandemic restrictions have had a significant negative impact on Thailand's once-thriving tourism industry, which was the main source of income for the nation(Çakmak et al., 2023). The negative impact of the pandemic on the hospitality industry in Thailand has been widely covered by the media, as reported by (Çakmak et al., 2023). Public health crises like epidemics are always portrayed in a bad light in the news, which has made tourism and the hospitality industry in Thailand even worse(Niemtu et al., 2022). The negative media coverage has also created a sense of fear among tourists, which has resulted in many cancellations of travel plans(Weltbankgruppe, 2021). The COVID-19 pandemic has resulted in a significant shift in consumer behavior, with many people now preferring to stay closer to home and avoid crowded places(Asian Development Bank, 2021a, 2021b). This change in how people act has affected the hospitality industry in Thailand, as many tourists now choose to stay in the country instead of going abroad. Thailand's domestic tourism market hasn't been able to make up for the drop in international tourism, which has caused the hospitality industry to lose a lot of money.(Taleb et al., 2023) As a result, the decline in tourism has a direct effect on the growth of the country. When a COVID-19 epidemic-related disaster or economic crisis occurs, Thailand will experience a major tourism problem. The hotel and airline industries must carry debt. After the COVID-19 epidemic, household income and national income fell by more than -120 in just one quarter (Nichapat Surawattananon: 2020; UNWTO 2020).

Thailand is obviously heavily dependent on the tourism industry. In light of this, the purpose of this research is to investigate information regarding nations whose national economies are dependent on tourism(Balasundharam & Koepke, 2021; International Monetary Fund. Asia and Pacific Dept, 2022). The study of tourism-dependent economies and adaptation

solutions to the epidemic problem and the new world order(Weltbankgruppe, 2021). As a result, tourism-dependent countries like Thailand have focused on developing their tourism industry to achieve economic stability(Piboonrunroj et al., 2023; Yasami et al., 2023). For instance, the Thai government has implemented various policies to promote tourism, such as infrastructure development, tax incentives, and marketing campaigns(Weltbankgruppe, 2021). Furthermore, productivity drives economic performance and enables rising incomes. Therefore, policy-makers need to learn lessons from Thailand's best-performing provinces to ensure the sustainable growth of the tourism industry(Weltbankgruppe, 2021). The government should work on improving the infrastructure for tourism, promoting cultural and ecotourism, and investing in the development of human capital to increase productivity and improve the quality of services(Yarrow, 2022). In In conclusion, the growth of tourism has been a big reason why many countries, including Thailand, have had stable economies. Therefore, it is crucial to adopt suitable policies and strategies to promote sustainable tourism development, which will further enhance economic growth and prosperity(Piboonrunroj et al., 2023; Weltbankgruppe, 2021). Tourism's importance to the economy extends beyond Thailand. Since many economies throughout the world are also dependent on tourism. Prior to the COVID incident, international tourism accounted for 10% of global GDP growth, while global industry fed over 320 million workers globally(Asian Development Bank, 2022). The impact was felt globally, not only in Thailand(Yarrow, 2022). The worldwide travel sector has declined by more than 70 percent since the introduction of COVID(Han, 2021). The tourism industry, which is the country's main economic driver, is very important. The hardest-hit region was Asia and the Pacific, where visitor arrivals decreased by more than 82% in the first ten months following the emergence of COVID-19(Balasundharam & Koepke, 2021; Piboonrunroj et al., 2023; Yasami et al., 2023). As is clear, Thailand was the first country in the world to have trouble with its economy because of the COVID pandemic. According to the Electronic System for Travel Authorization (ESTA), Thailand ranks fourth among nations that have incurred economic damage because to the COVID outbreak (Onwan(Niemtu et al., 2022; Onwan et al., 2022) losing roughly \$-37,504 million in revenue, second to third-place France (\$-42,036 million), second-place Spain (\$-46,707 million), and first-place America (\$-37,504 million), the nation's greatest financial loss (\$-147,245 million USD)(Balasundharam & Koepke, 2021).

Countries whose economies rely significantly on tourism will have markets that differ from Thailand's. That is, it must be a country with a higher tourism income than other regions(Asian Development Bank, 2022). Thus, more than fifty percent of national income is

derived from tourism and services. In fact, there are several countries where tourism contributes more than fifty percent to the national income(Sadiq et al., 2021). Such countries are often referred to as tourism-dependent economies(Thananusak et al., 2022). Pathaya, Thailand, in the province of Chonburi, is a great example of how tourism can help keep the economy stable. Pathaya is a popular tourist destination, attracting millions of visitors every year, and has become a vital economic centre for the region(Balasundharam & Koepke, 2021; Yasami et al., 2023). Studies have shown that there is a positive correlation between tourism expansion and economic development(Supanta et al., 2022). However, it is important to note that a heavy reliance on tourism also has its downsides. While it can provide significant economic benefits, it can also result in a lack of diversification and limited linkages to other sectors of the economy(Asian Development Bank, 2021b). This makes tourism-dependent economies highly vulnerable to external shocks such as natural disasters, political instability, or pandemics like COVID-19, which can lead to massive losses in international revenues and collapse in the exports of travel services(Asian Development Bank, 2021b; Peng, 2021). The majority of the causes are not due to a lack of cash from the tourism industry (Hasayotin, K. 2023).

This research, however, focuses on the tourism and service sectors of Thailand, as Thailand is a country with economies that are dependent on the tourism sector (tourism-dependent economies), as the agricultural export sector, which is Thailand's primary source of income, faces the problem of COVID and a difficult situation for the export sector due to the inability of Thai exports to compete on the global market(Marome & Shaw, 2021). The COVID-19 pandemic has had a big effect on the tourism business in Thailand. The decline in international tourism, the bad news in the media, and the change in consumer behaviour have all led to a big drop in the industry's revenue and profits(Kaewrat et al., 2022; Leelawat et al., 2022). As the pandemic continues to evolve, it is essential for the hospitality industry in Thailand to adapt and find ways to mitigate the impact of the pandemic(Hyder et al., 2023). In practical terms, Thailand is often recognized as a country whose economy heavily relies on the tourism industry, despite not being officially classified as a tourism-dependent economy(Tran et al., 2020). The goal of this research is to gather data from small and medium-sized lodging and hotel industry owners and operators. However, tourism-related businesses, which make up 54% of the market value of the global travel and services sector, are expected to be significantly impacted due to the COVID-19 pandemic and the measures taken to contain its spread(Asian Development Bank, 2021a; Balasundharam & Koepke, 2021; Yasami et al., 2023). The impacts

of this pandemic on the tourism industry can be analysed in terms of the economic, social, and environmental effects that they will have on businesses. The research objectives encompass addressing the crisis faced by countries dependent on the tourism industry due to a lack of tourists resulting from the epidemic. This study aims to provide practical guidelines for managing this crisis and, specifically, seeks to benefit Thailand by suggesting strategies to enhance tourism income during such times. One key strategy involves reducing the concentration of tourists in popular provincial attractions while ensuring the well-being of those involved in Thai tourism.

THEORETICAL REFERENTIAL

Covid Pandemic and Tourism Industry

The Covid-19 pandemic has had a devastating impact on the tourism industry, causing widespread travel restrictions and a decline in demand for travel (UNWTO, 2020). The pandemic has resulted in widespread cancellations of trips, reduced air traffic, and decreased spending on tourism (Niemtu et al., 2022). As a result, the tourism industry has suffered significant losses, with many businesses closing, and millions of jobs being lost (Kaewrat et al., 2022). The decline in international tourism has been particularly severe, with a significant reduction in the number of international tourists travelling to destinations around the world. This has had a significant impact on the economies of countries that rely heavily on tourism, and has led to a reduction in government revenue and a decline in employment opportunities in the tourism sector (UNWTO, 2020). In response to the decline in international tourism, many countries have seen a shift towards domestic tourism, as people look for alternative travel options within their own country (Dalferro, 2022; Thaicharoen et al., 2022). This has provided some relief for the tourism industry, but has also created new challenges, such as overcrowding in popular destinations and increased pressure on local resources (Handaragama & Kusakabe, 2021; Ryu et al., 2023). The Covid-19 pandemic has created a high level of uncertainty and volatility in the tourism industry, making it difficult for businesses and governments to plan and respond effectively (Balasundharam & Koepke, 2021; Sloboda & Sissoko, 2022). The unpredictability of the pandemic and the rapid changes in travel restrictions and public health measures have made it challenging for the tourism industry to recover and adapt (Sloboda & Sissoko, 2022).

The COVID-19 pandemic has had a devastating impact on the tourism industry worldwide (Sadiq et al., 2021). The travel restrictions, lockdowns, and border closures

implemented to control the spread of the virus have resulted in a significant decline in tourism activities(Land, 2021; Weltbankgruppe, 2021). The pandemic has affected all aspects of the tourism industry, from transportation to accommodation, attractions, and restaurants(Weltbankgruppe, 2021). The decline in tourism activities has resulted in significant losses for the industry, including job losses and business closures(Jolliffe et al., 2022). According to the World Tourism Organization, international tourist arrivals declined by 73% in 2020 compared to the previous year, resulting in a loss of \$1.3 trillion in export revenue(Land, 2021). Millions of people around the world have lost their jobs in the tourism industry, and many businesses have been forced to close down due to the lack of tourists(Sloboda & Sissoko, 2022).In response to the pandemic, the tourism industry has had to adapt to new norms, such as implementing new health and safety protocols, promoting domestic tourism, and incorporating digital technologies to deliver contactless services(Balasundharam & Koepke, 2021).

Governments and international organisations have also implemented measures to support the industry, such as financial assistance and stimulus packages(Sloboda & Sissoko, 2022). As the world recovers from the pandemic, the tourism industry is expected to rebound, but it may take time(Weltbankgruppe, 2021). Many people are still hesitant to travel due to health concerns, and some countries have extended their travel restrictions(Land, 2021). However, the industry is optimistic that it will recover eventually, as people start to feel more comfortable travelling and governments ease restrictions(Weltbankgruppe, 2021).In conclusion, the COVID-19 pandemic has had a profound impact on the tourism industry, and it will take time and effort for the industry to recover fully(Sloboda & Sissoko, 2022).

RESEARCH METHODOLOGY

Population and sample

In order to determine the quality of the interviewee, the interviewee must fill out a questionnaire. On the form, you will be asked for basic information about yourself, like your name, gender, age, level of education, current job title, place of employment, and willingness to participate in an interview. This document is known as the "Screening Form" (European Commission 2017). The sample consists of ten owners or employees of medium-sized hotels in Chonburi Province. As a sample group, they must be screened based on the screening questionnaire. Participants had extensive knowledge and experience in Chonburi's lodging and hotel industries. These people will be able to help with research in order to find out things like

the description of the hotel property, the context, the big picture, and the dynamics of the critical situation of a small- to medium-sized hotel chain. Including the use of data to process and analyze information from a wide range of sources, such as economic news, journals, radio media, and online information from all reputable channels, such as the websites of large organizations such as the Tourism Authority of Thailand and the Bank of Thailand, etc.

Research tools

There are two research methods used to acquire data: interviewers who fill out questionnaires to assess the data's quality, and questionnaires themselves. In addition to capturing audio files and transcribing them onto tape. So that COVID-19 doesn't spread, interviews will be done online using apps and online platforms that work like face-to-face interviews. In all activities, it is recommended by the public ministry to limit how close people get to each other and how many people get together. Throughout the interview, material will be captured on video, audio, or in written form. This will keep the interviewee's privacy and make sure they don't worry about their safety.

If the person being interviewed doesn't want the audio file to be recorded, the audio file will be used to make a standard note on paper. When video or audio recording techniques are used with interviewees who agreed to have their voices recorded, the information will be kept in a safe place and won't be shared with the public. So, encryption or coding has been used in research to protect the personal information of the respondents.

The whole plot is made up of numerical descriptive data and a survey of the literature reviews, both of which are used for thematic analysis. It comprises both self-collected and other-collected information. Exhibit analytical prowess to achieve research objectives. Based on Thailand's population variety, the research proposal will be a suitable option.

Data Collection

Based on interviews with hotel accommodation organisations, it was found that most of the problems and roadblocks that small and medium-sized hotels face are due to the fact that they aren't big enough. Prior to that, the COVID pandemic had a significant impact on Pathaya. Prior to that, the COVID pandemic had a significant impact on Pathaya. As Pathaya has been in a decline for over 4–5 years, it has already endured significant hardship. Pathaya is not a popular destination for quality visitors and working people who travel to Thailand for a holiday. Before the British came 10 years ago, there were so many that you could have built an English

village with all of them. In recent years, however, the influx of Indian and Chinese tourists to Pathaya has caused Europeans and British to abandon the city, since Westerners avoid mainland Chinese and non-Chinese tourists. India is despised for several reasons, including its conduct, etc.

The majority of hoteliers do not anticipate that the COVID-19 epidemic would cause a significant business decline and stagnation. Until Pathaya is empty, which will happen in early 2021 if bad economic signs are very clear, the biggest challenge will be to deal with both money and labour problems at the same time. Most of this business's costs are fixed costs or costs that must be paid whether or not the business is open. It includes bank payments, labour charges, power bills, water bills, and cleaning bills, among others. Small and medium-sized lodging establishments spend over one hundred thousand baht per month on pool maintenance. It was found that most hotels wanted the government to legally force them to close so that they could get some of their money back. It was found that the number of occasional users dropped by a lot when a curfew was announced without a government order to close. causing you to incur more fees. Despite the government's temporary suspension of debt payments, labour issues continue to plague businesses. This is because the majority of hotel personnel are Thai, and because Pathaya is a tourist city, the majority are not residents. Several workers must travel from other provinces to have a job. These employees must rent a dormitory or other housing in Pathaya; the company must pay social security; but, when business is slow, the hotel must negotiate for employees to work half as much and get a lower wage until the situation improves. As for fundamental support such as the government's continuous remittance program, it has not assisted these workers because hotel staff are not unemployed because their employers have not laid off personnel. who are quitting their jobs yet do not qualify for unemployment insurance benefits. Most small and medium-sized hotel lodging businesses haven't thought about how to attract new customers, even though it's the most important thing to do. This crisis is designed to help your company survive the initial crisis.

Data Analysis

By analysing the research's themes, it was determined that there were three issues:

1. In times of crisis, SMEs face difficulties in the form of taxes and excessive insurance rates.

The cost of having rigorous laws and regulations in place As a direct result of this, the government does not provide protection for the Pathaya hotel and lodging industry. And since

this sector had been going down for more than five years before the COVID-19 issue, it is not a starting point for small and medium-sized businesses (SMEs), but more of a bruise. The amount that a company is obligated to pay is more than its primary source of revenue.

2. Companies dependent on human labour

As compared to other kinds of businesses that are able to adjust to the challenges faced by SMEs in the hotel lodging sector, the accommodation and hotel industry is less likely to utilise technology to assist in its operations. This is because technology tends to be costly to implement. Manual labour is still required for several service-related activities. Both employers and workers have not shown a desire for replacing human labour with that performed by robots as of now. It is impossible to handle the responsibilities of the job from home due to the nature of the work itself, which consists entirely of manual labour, as well as the ethics of running a company. Most companies provide unemployment benefits to their workers because the vast majority of businesses are compassionate towards their staff members and want to aid them so that they do not lose their money or their jobs.

3. The hotel lodging industry has failed to adapt to attract new travellers.

Pathaya's tourism business is not the same as those seen in other popular tourist destinations. Pathaya City is used to meeting the needs of people who live there permanently from the UK and other European countries. However the circumstance has evolved as a result of events occurring on a worldwide scale. The majority of recent arrivals come from Asian countries like China and India. Pathaya gives priority to visitors from the West over those from Asia. Pathaya suffers from a dearth of new visitors since it caters exclusively to tourists from western countries. The majority of pensioners and other older persons who call Pathaya home are foreign nationals who have made Thailand their permanent residence. In addition, smaller and medium-sized hotels do not have to work together with businesses from other sectors in order to expand their market share.

RESULTS AND DISCUSSION

The data for the independent variable were gathered from a variety of secondary sources. Even though Thailand isn't one of the countries whose economy is mostly driven by tourism, tourism is still seen as a way for the country to make extra money. This is the case despite the fact that Thailand is a popular tourist destination. This is despite the fact that Thailand does not fall into the group of nations whose tourism industry is the primary driver of economic growth. Because the United States and China are in a trade war, the country is not

able to make as much money as it used to. This is because the trade war has put obstacles in the way of exports, which are the government's main source of income. It is possible that Thailand's agricultural exports will have a future in markets that historically supplied a smaller share of the country's total income as a result of the rapid shift of global trade flows. These markets include: For the past few years, tourism has eclipsed other industries as the nation's primary engine of economic growth, and the sector's importance is growing.

An important case study came to the conclusion that France is an ideal country to serve as a model for Thailand as a role model because France is the economic and tourism leader in terms of demographic features and has the highest number of international tourists. This led to the conclusion that France is an appropriate country to serve as a role model for Thailand. Due to the fact that France is the nation that welcomes the greatest number of visitors from other countries, it is the most suitable choice to serve as a model for Thailand. In spite of the crisis brought on by COVID that France is currently going through, the tourism industry in France is so resilient that it might potentially serve as a model for other crises that are equivalent, particularly in terms of how quickly and readily visas can be obtained. The procedures for obtaining a visa in France are noticeably more stringent than those in Thailand, both for tourists and potential new residents. The immigration and visa system for Thai tourists is a contradiction for the government, which wants to generate revenue from tourists but finds the process of granting immigration to be extremely complex. While the government wants to generate revenue from tourists, it also finds the process of granting immigration to be extremely complex. Although the government is interested in the cash that might be generated by tourism, it considers the immigration process to be quite difficult.

According to the findings of the research, the tourism business in Pathaya has been in a state of dormancy for the better part of five years, as measured by the dependent variable, which is the information obtained from the primary source (Smart! and Rotheray 2021; Kamble). The problem with COVID is essentially an occurrence that makes a situation that was already dangerous significantly more so. According to the findings of the interviews, the challenge is that the group of investors in SME businesses still does not have the technological ability to change (Bilgin et al. 2022; Morrison and Maxim 2021). Creative approaches to the management and organisation of customers in marketing Participation of non-governmental organisations (NGOs), private businesses, and public administrations in cooperative efforts (Chatterjee 2021; Sloboda and Sissoko 2022). There is a lack of coordination between the efforts that are being put forward by the three main activity sectors. The new information that was uncovered as a

result of this investigation revealed that the operation of the hotel business group can be broken down into two distinct parts: the responsibility of managing the business's labour force, and the obligation of managing expenses that the government collects that are higher than the business's revenue. Both of these responsibilities are distinct from one another. It is clear from this that the Thai people are not receiving any kind of aid from the government despite the fact that they are in a situation of being underemployed.

The development of economic stability in the tourism industry in Pathaya, Chonburi, Thailand in the wake of the Covid-19 pandemic requires a multi-faceted approach. This includes revitalising the industry by implementing new health and safety protocols, promoting Pathaya as a safe and secure destination, and supporting local businesses (Ren & Sánchez-Aguilera, 2022). Diversifying the tourism offer, such as promoting Pathaya as a hub for eco-tourism, adventure tourism, and cultural tourism, will also be important for ensuring long-term stability. Encouraging sustainable tourism practices, investing in tourism infrastructure, and collaborating between the government and the industry will also play a crucial role in the development of economic stability in the tourism industry in Pathaya, Chonburi. It is important to adapt to changing consumer trends and embrace new technologies to stay competitive in the industry.

Revitalising the Tourism Industry: The development of economic stability in the tourism industry in Pathaya, Chonburi, Thailand, in the wake of the Covid-19 pandemic, will require a revitalization of the industry. This may involve implementing new health and safety protocols, promoting Pathaya as a destination for safe and secure travel, and working to rebuild consumer confidence in travel (Miled, K. B. H., & Landolsi, M. (2023).

Diversifying the Tourism Offer: Diversifying the tourism offer in Pathaya, Chonburi, will be important for ensuring the long-term stability of the industry. This may involve promoting Pathaya as a destination for both leisure and business travel, as well as a hub for eco-tourism, adventure tourism, and cultural tourism.

Supporting Local Businesses: Supporting local businesses in Pathaya, Chonburi, will be key to the development of economic stability in the tourism industry. This may involve providing financial assistance, training, and marketing support to local businesses, as well as promoting the use of local products and services by tourists.

Encouraging Sustainable Tourism: Encouraging sustainable tourism in Pathaya, Chonburi, will help to ensure that the tourism industry develops in a responsible and sustainable

manner. This may involve implementing measures to reduce waste and emissions, protecting natural and cultural heritage sites, and supporting local economies.

Investing in Tourism Infrastructure: Investing in tourism infrastructure in Pathaya, Chonburi, will be important for ensuring the long-term stability of the industry. This may involve upgrading transportation networks, improving tourism facilities, and developing new attractions and activities.

Promoting Pathaya as a Destination: Promoting Pathaya, Chonburi, as a destination will be critical to the development of economic stability in the tourism industry. This may involve marketing Pathaya as a safe and secure destination for travel, highlighting its unique cultural, natural, and historical attractions, and showcasing the quality of its tourism products and services.

Collaboration between Government and Industry: Collaboration between the government and the tourism industry will be essential for ensuring the long-term stability of the industry in Pathaya, Chonburi. This may involve working together to implement effective health and safety protocols, promoting sustainable tourism practices, and supporting local businesses.

Adapting to Changing Consumer Trends: Adapting to changing consumer trends will be important for ensuring the long-term stability of the tourism industry in Pathaya, Chonburi. This could mean using new technologies like virtual and augmented reality and coming up with new and interesting products and services for tourists.

The development of economic stability in the tourism industry in Pathaya, Chonburi, Thailand, in the wake of the Covid-19 pandemic, will require a multi-faceted approach that involves revitalising the industry, diversifying the tourism offer, supporting local businesses, encouraging sustainable tourism, investing in tourism infrastructure, promoting Pathaya as a destination, and collaborating between the government and the industry (Ramsern, A., & Govender, K. K., 2023).

CONCLUSION

The significant development in this area is the fresh information obtained via study. This is completely different from what the Thai tourism industry found (Njerekai, (Njerekai, 2021). They found that the COVID problem was the start of a slowdown in tourism, even though Pathaya had been closed to tourists for about five years before COVID-19 broke out (Berutu, M. B., Usman, O., Suhud, U., Krissanya, N., & Sari, D. A. P. (2023).). The COVID-

19 pandemic was the start of a slowdown in tourism, even though Pathaya had been closed to tourists for about five years before the pandemic broke out, for several reasons. Firstly, the pandemic resulted in widespread travel restrictions and a decline in demand for travel, which affected the tourism industry globally (UNWTO, 2020). The pandemic also created a high level of uncertainty and volatility in the tourism industry, making it difficult for businesses and governments to plan and respond effectively (Li & Wu, 2022). Additionally, the health and safety concerns related to the pandemic made many tourists hesitant to travel, even to destinations that had been closed to tourists for several years (Benli & Topkaya, 2021; Van Dat, 2021). The decline in international tourism has been particularly severe, affecting the economies of countries that rely heavily on tourism, including Thailand (UNWTO, 2020). Thus, the COVID-19 pandemic was the start of a slowdown in tourism, even though Pathaya had been closed to tourists for about five years before the pandemic broke out (Benli & Topkaya, 2021; Jaffur & Seetanah, 2021). The second problem is the information that comes from variables that have nothing to do with each other or from reading scholarly works (Longjit, n.d.). According to a research by (Kaewrat et al., 2022; Leelawat et al., 2022), operating enterprises in the Pathaya tourism sector was a significant difficulty since owners had to negotiate a challenging and ever-changing environment. Many operating challenges, such as high expenses, fierce rivalry, and erratic demand, plagued the proprietors. In a difficult economic climate, they too worked to preserve the quality of their goods and services and respond to the shifting requirements of tourists. In addition to these issues, the owners believed that a major factor in the failure of their enterprises was the government's lack of assistance. They believed that the laws were bad for the industry and that the government didn't support the tourist sector sufficiently financially, via training, or through marketing (Sloboda & Sissoko, 2022). Many business owners believed they were operating at a disadvantage as a result, and that their companies were unable to realise their full potential. The proprietors believed that in order to meet these problems, Pathaya's tourist sector needed greater government assistance and resources, as well as a more hospitable regulatory climate to foster company expansion and success (Bilgin et al., 2022; Morrison & Maxim, 2021; Sloboda & Sissoko, 2022). Recent news stories say that the region's inability to attract enough new tourists is the most important problem that needs to be fixed right away (Benli & Topkaya, 2021; Jaffur & Seetanah, 2021; Longjit, n.d.). But the results of the data collection showed that, from the owners' point of view, the most important problems in the tourism industry in Pathaya were the management of businesses, finances, and labour rather than the process of getting new customers (Abdullah,

2021; Dube et al., 2023; Goretti et al., 2021). Small and medium-sized hotels and places to stay are trying to get out of financial trouble by cutting costs. They hope to be able to keep running in the years to come. (Njerekai, 2021)(Ren & Sánchez-Aguilera, 2022)

IMPLICATION

Tourism-dependent countries, such as Thailand, are faced with unique challenges when it comes to economic development. While tourism can provide a significant boost to the economy, it can also be a double-edged sword, as it can be sensitive to external factors such as natural disasters, political instability, or pandemics. Therefore, it is crucial to focus on developing tourism in a sustainable and responsible way to ensure long-term economic stability. To achieve this goal, here are some suggestions for suitable development of economic stability in tourism-dependent countries, with a focus on the case study of Pathaya, Chonburi, Thailand:

1. **Diversify Tourism Offerings:** Pathaya is known for its beautiful beaches and nightlife, but it is important to develop other attractions and activities to attract a wider range of tourists. This can include cultural and historical sites, eco-tourism, adventure tourism, and more.
2. **Improve Infrastructure:** Investment in infrastructure is essential to support the growth of tourism. This includes upgrading transportation systems, increasing the availability of affordable accommodation, and improving tourist facilities such as public restrooms and waste management.
3. **Encourage Responsible Tourism:** Promoting responsible tourism practices is critical to ensure the sustainability of the tourism industry. This includes minimising the environmental impact of tourism, respecting local cultures and traditions, and supporting local businesses and communities.
4. **Build Capacity and Skills:** Developing the skills and capacity of the local workforce is essential for sustainable tourism development. This includes providing training and education opportunities for workers in the tourism industry, as well as promoting entrepreneurship and innovation.
5. **Collaborate and Cooperate:** Collaboration and cooperation between stakeholders in the tourism industry, including government, private sector, and local communities, is essential for sustainable tourism development. This can include partnerships to promote responsible tourism practices, joint marketing efforts, and cooperation on infrastructure development. By implementing these suggestions, Pathaya and other tourism-dependent countries can achieve

sustainable economic development that benefits both the local communities and the tourists while minimising negative impacts on the environment and culture.

Figure 1 : Implementation the result of this research for suitable development of an economic stability in Pattaya, Thailand.



Source; (Hasayotin, 2023)

SUGGESTIONS FOR FURTHER RESEARCH

Another focus group from the government sector should be interviewed for further research. Holistic data collecting is adaptable and concentrates on key information from a variety of perspectives. The government sector ought to be made up of individuals with ties to Thailand's Tourism Authority to make the analysis more thorough, it will be chosen among individuals with knowledge of the tourism sector.

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