

A Strategic Approach to Manage the Cultural Heritage Values of Suansunandha

Mr. Suwannarit Wongcha-Um¹

¹ Student: Doctor of Philosophy Program(International Program) in Architectural Heritage Management and Tourism, Faculty of Architecture, Silpakorn University

Abstract

This study aims to (1) to investigate tangible and intangible cultural heritage values of Suansunandha, (2) to assess significant elements of cultural heritage values of Suansunandha, (3) to evaluate impacts of cultural tourism and cultural heritage management, and (4) to outline a management policy for cultural heritage values and tourism in Suansunandha. The process of the study started from reviewing documentary evidence associated with the history of Suansunandha, investigating physical conditions of Suansunandha, having interviews with 15 key informants with semi-structured interviews, exploring opinions from 396 stakeholders with questionnaires, collecting both qualitative and quantitative data with the snowball and convenience sampling techniques respectively, analyzing the qualitative data with content analysis and the quantitative data with frequencies, percentages and means, and presenting the analyzed data in forms of tables and networks. The findings demonstrate that Suansunandha has passed through six stages of social changes and physical development. The cultural significance of Suansunandha includes historic, aesthetic, social and scientific values such as the inner court of the royal family of King Rama V and the royal residences in the villa style as a part of the Romantic plan. The analysis of impacts of cultural heritage and tourism management indicates that Suansunandha should encourage stakeholders participating in the decision making process and tourism might enhance the employment and earning incomes, and deteriorate historic buildings. Opportunities and constraints should be guidance of defining the conservation, interpretation and visitor management policies.

Keywords: Suansunandha, Cultural heritage value, Cultural tourism

บทคัดย่อ

จุดมุ่งหมายของการศึกษาครั้งนี้ คือ(1) เพื่อสำรวจคุณค่ามรดกทางวัฒนธรรมที่เป็นรูปธรรม และนามธรรมของสวนสุนันทา(2) เพื่อประเมินองค์ประกอบที่มีความสำคัญของคุณค่ามรดกทางวัฒนธรรม(3) เพื่อประเมินผลกระทบจากการห่อห่องเที่ยวทางวัฒนธรรม และการจัดการทางวัฒนธรรม และ(4) เพื่อร่างนโยบายสำหรับการจัดการการห่อห่องเที่ยว และคุณค่าทางวัฒนธรรมของสวนสุนันทา ขั้นตอนการศึกษาเริ่มจากการทบทวนหลักฐานทางเอกสารที่เกี่ยวข้องกับประวัติของสวนสุนันทา การสำรวจลักษณะทางกายภาพของสวนสุนันทา การสัมภาษณ์ผู้ให้ข้อมูลหลักจำนวน 15 คน ด้วยแบบสัมภาษณ์แบบกึ่งมีโครงสร้าง และการสำรวจความเห็นของผู้มีส่วนเกี่ยวข้องในสวนสุนันทาจำนวน 396 คน ด้วยแบบสอบถาม การเก็บทั้งข้อมูลเชิงคุณภาพ และปริมาณใช้วิธีการสุ่มตัวอย่างแบบกลุ่มทิม และแบบสอบถามตามลำดับ การวิเคราะห์ข้อมูลใช้การวิเคราะห์และการจัดแสดงข้อมูลในรูปแบบของตาราง และโครงข่ายสำหรับข้อมูลเชิงคุณภาพ และใช้ค่าความถี่ ร้อยละ และค่าเฉลี่ยสำหรับการวิเคราะห์ข้อมูลเชิงปริมาณ ผลการศึกษาที่ได้เห็นว่าสวนสุนันทาได้ผ่านการเปลี่ยนแปลงมาแล้ว 6 ช่วง ความสำคัญทางวัฒนธรรมของสวนสุนันทาประกอบด้วยคุณค่าทางประวัติศาสตร์ สุนทรียภาพ สังคม และวิทยาการ อาทิ การเป็นที่ประทับของเจ้านายฝ่ายในของรัชกาลที่ 5 อาคารที่ประทับเป็นแบบวิลล่าซึ่งเป็นองค์ประกอบของผังบริเวณแบบโบราณติดของสวนสุนันทา การวิเคราะห์ผลการจากการจัดการมรดกทางวัฒนธรรม เช่น สวนสุนันทาควรส่งเสริมผู้เกี่ยวข้องมีส่วนร่วมในการตัดสินใจที่เกี่ยวนেื่องกับคุณค่ามรดกทางวัฒนธรรม การวิเคราะห์ผลผลกระทบจากการห่อห่องเที่ยวทางวัฒนธรรม เช่น การห่อห่องเที่ยวอาจสร้างรายได้ การจ้างงาน และอาจทำให้อาหารประวัติศาสตร์ทรุดโทรม โอกาสและข้อจำกัดควรนำมาเป็นแนวทางการกำหนดนโยบายการจัดการด้านการอนุรักษ์ การบริหารนักท่องเที่ยว และการสื่อความหมายของสวนสุนันทา

คำสำคัญ: สวนสุนันทา คุณค่ามรดกทางวัฒนธรรม การห่อห่องเที่ยวทางวัฒนธรรม

Introduction

Suansunandha that used to be an important royal inner court of the Kingdom of Thailand was established by King Rama V. There were three major purposes of building Suansunandha in order to commemorate Queen Sunandha passed away in a boat accident in 1880, to develop the king's private park and to prepare a setting of royal residences for the king's substantial family.

The revolution of the kingdom in 1932 influenced the use of Suansunandha setting. The traditional boundary of Suansunandha is now divided into three areas for four organizations. There are two educational institutes and two government departments coexisting in the present ground of Suansunandha. The first two organizations, consisting of Suan Sunandha Rajabhat University and Suan Dusit Rajabhat University, provide tertiary education as public universities under the control of the Ministry of Education. The latter departments are government agencies: the Department of Local Administration and the Department of Provincial Administration regulated by the Ministry of Interior, facilitating administration of local government agencies of rural areas. Even though they serve the public with different functions, their major operational budgets depend on government subsidies. Moreover, they separately manage and maintain the cultural heritage of Suansunandha with limited financial resources.

The government policy regarding decentralization and privatization may impact on cultural heritage management of Suansunandha. These two public universities would eventually become autonomous universities under the Government's supervision and they would be able to generate and manage their own income. However, some people are worried about inadequate budget allocations to preserve the cultural heritage. Besides the lack of conservation budgets, they are also concerned about awareness and understanding of cultural significance. Although the departments are not affected by privatization, they also encounter insufficient budgets to manage the cultural heritage well.

Potential cultural resources in Suansunandha can be developed as a secondary tourist attraction to generate economic benefits and also encourage people learning more about the cultural significance. Due to the setting of Suansunandha is closely

connected to a major tourist attraction(Vimanmek Mansion). Cultural tourism may stimulate stakeholders' interest to contribute cultural heritage conservation and continuity. Conversely, the prospective costs and benefits of cultural tourism developments should be analyzed to predict changes that could cause critical damages to cultural heritage values.

The major purpose of providing services to students as a formal education and public service as a primary function should be sustained while an informal education and economic benefit through the light of cultural tourism should be a supplementary activity. Therefore, this dissertation will aim to demonstrate how not only cultural heritage conservation can be sustained but also cultural tourism will help to engage people to become aware of, appreciate and understand the cultural heritage values in Suansunandha. Nevertheless, the conservation and exploitation of the cultural heritage values should be balanced against sustainable development.

Research Question and Objectives

Apart from present functions providing educational and public services, shortage of well understanding to heritage values including lack of integrated policy have impacted on cultural heritages of Suansunandha. Therefore, the problems are turned to be the following research question.

What would be the most suitable way to protect the cultural heritage values and allow cultural tourism development in Suansunandha?

From the question, this dissertation's objectives are:

1. To investigate tangible and intangible cultural heritage values of Suansunandha
2. To assess significant elements of cultural heritage values of Suansunandha
3. To evaluate impacts of cultural tourism and cultural heritage management
4. To outline a management policy for cultural heritage values and tourism in Suansunandha

Research Methodology

This research design is divided into sections of target population, sampling, data collection, data analysis and conclusion.

1. A defined population consists of 39,818 stakeholders within three areas of Suansunandha(students, lecturers, staff and officials) that are directly engaged in or influenced by changes in Suansunandha are target informants and respondents.

2. Sampling units comprise three areas covering Suan Sunandha Rajabhat University(SSRU) Saun Dusit Rajabhat University(SDRU), the Department of Local Administration(DLA) and the Department of Provincial Administration(DPA). Sampling techniques are based on both qualitative and quantitative techniques. The qualitative data are collected by snowball sampling technique demonstrating 15 key informants while the quantitative data are collected by convenience sampling technique. The sample size of the quantitative data that indicates 396 respondents according to Taro Yamane(cited in Pichit Ritcharoon, 2001) is distributed to 12 lecturers and staff of SSRU, 173 students of SSRU, 17 lecturers and staff of SDRU, 189 students of SDRU, and 5 officials of DLA by the quota sampling technique.

3. The research requires both primary and secondary data in order to learn heritage places and their cultural context, to assess cultural significance, to analyze the management's opportunities and constraints; and to form a policy framework. Therefore, documentary evidence, physical analysis and oral history are gathered as the secondary data while the primary data are collected by semi-structured interviews and questionnaires.

4. This research employs two analysis approaches for qualitative data consisting of the content analysis(Altinay and Paraskevas, 2008:128), and data display and analysis(Saunders, Lewis and Thornhill, 2007:493) to evaluate and present results. The former approach is adopted to analyze published documents, physical evidence, oral history and interviews. The latter approach is used to draw conclusions of results, obtained from the content analysis, and present the research findings in forms of tables and networks. For quantitative data, the data collected by questionnaires are analyzed with frequencies, percentages and means. At this stage, the analyzed data are summarized and synthesized in order to design a framework policy of cultural heritage management.

5. The research findings are reviewed in conjunction with the research question and objectives in order to present a strategic approach to manage the cultural heritage values of Suansunandha.

Findings of the Study

Each process of the study is carried out to achieve all objectives by learning history and evidence of Suansunandha, examining current conditions of Suansunandha and historic buildings, analyzing cultural significance, preparing cultural significance statements, assessing opportunities and constraints of the management policy, and defining the policy framework.

Investigation of Cultural Heritage of Suansunandha

Brief history, evidences and conditions of Suansunandha are discussed according to the first objective.

This dissertation divides study periods into six stages of changes of Suansunandha. The first stage is the period of the Introduction of Royal Garden and Royal Residences(1908-1923) demonstrating four villa styles of royal residences in the country atmosphere of Suansunandha. The second stage is the period of the Growth of Royal Inner Court(1924-1932) reflecting the importance of Suansunandha as the large and last inner court of Thailand. The third stage is the period of the Rejuvenation to Education Institutes(1937-1957) associated with the education development in Thailand. The fourth stage is the period of the Development of Teacher Colleges(1958-1994) reflecting the leading role of developing teaching students. The fifth stage is the period of the Stagnation of Teacher Colleges(1995-2003) associated with the change from teacher colleges to the higher education. The sixth stage is the period of the Maturity of Universities and Government Agencies(2004-2010) indicating the use of the whole areas in Suansunandha.

All six stages have demonstrated different roles and functions of Suansunandha to Thai society; however, the first three stages are obviously associated with cultural heritage values of Suansunandha. The history and evidence of Suansunandha that are analyzed to study cultural heritage values emphasizes the first three periods.

In the beginning, King Rama V built a private garden in the extended western

boundary of Suan Dusit Palace (1908). The garden that was named Suansunandha was similar to gardens of palaces in Europe (Somchart Chungsiriarak, 2010: 297). The king also planned to construct royal residences in the garden. The royal residences were not constructed in the Fifth Reign because the king passed away in 1910. King Rama VI had continued this project (1911-1919) and commanded to construct an audience hall in Suansunandha (1922-1923) that was similar to a cathedral in Italy (Naengnoi Suksri, 1994). The members of the royal family of King Rama V had gradually resided in Suansunandha since 1924.

From the first to the second period, Suansunandha was created to be the forest garden and the inner court comprising 32 royal residences in the villa style, the audience hall in the Gothic style and country landscape (see figure 1). The royal residences were divided into four types of the villa style in two sizes. The first type was designed as a large mansion for a queen and a princess (see figure 2). The second type was designed as a large mansion for a queen consort and a princess (see figure 3). The third type was designed as a small residence for a princess or a consort (see figure 4). The fourth type was designed as a small residence for a princess or a royal mother (see figure 5). The Gothic style hall was the venue of organizing royal ceremonies of royal residents in Suansunandha (see figure 6). These royal residences were located by pools, the canal or earth hills (see figure 7 and 8). The evidences indicated that Suansunandha was built for the healthy living of all residents rather than the formal pattern of the court formation. Suansunandha housed over 900 female residents circa 1924-1932. These residents were trained with traditional skills such as handiwork creations, meal preparations, food decorations and Thai music performance. They were also taught with primary and secondary educations. The female residents of Suansunandha demonstrated these skills for royal functions.

Therefore, Suansunandha plan was differentiated from the classical court plan (balance plan) because it was designed in the Romanticism style. Suansunandha was an important inner court because it was recognized as the largest and last inner court of Thailand.

Suansunandha has been registered as a national ancient site by the Fine Arts Department since 1988. Nine former residential buildings, the earth hill and Nongkransamosorn Hall that exist in Suansunandha have been inscribed as national

monuments. Suansunandha has been divided into three areas. The first area that is used by Suan Sunandha Rajabhat University includes six historic buildings(one large mansion and five small residences), the earth hill and the canal. The second area that is used by Suan Dusit Rajabhat University contains two historic buildings(one large mansion and a small residence) and the canal. The third area that is used by Department of Local Administration and Department of Provincial Administration includes a large historic building and the hall. The historic buildings are adapted to be offices, classrooms and culture centers.

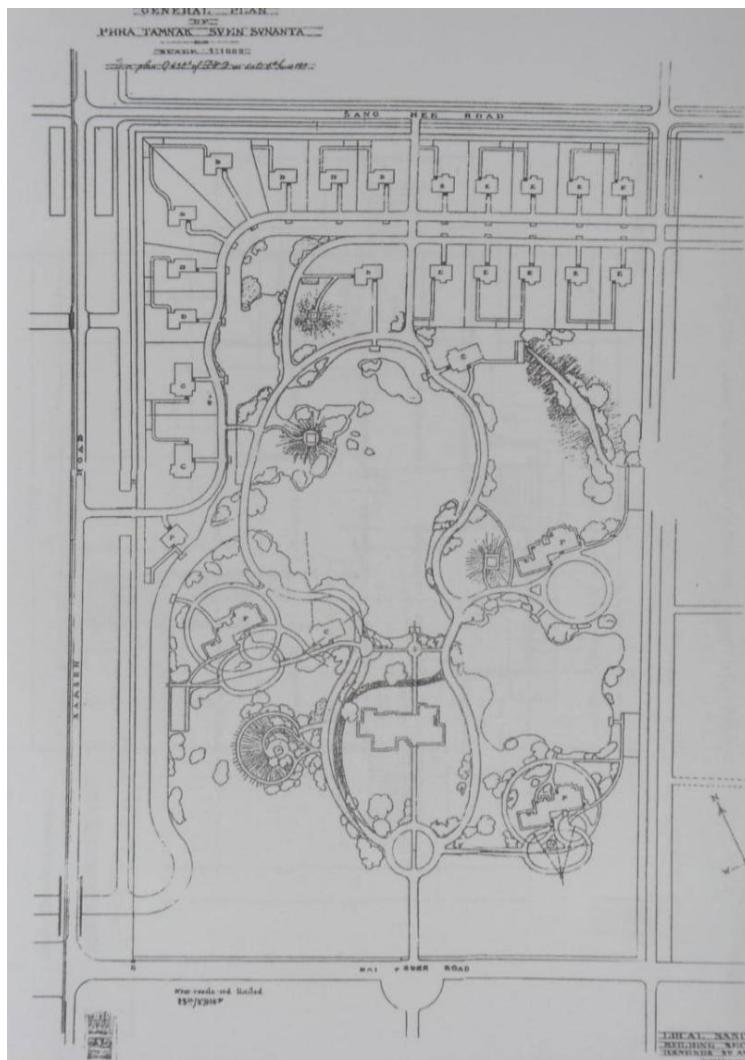


Figure 1 General Plan of Suansunandha in 1911
Four Types of Royal Residences in Villa Style(C, D, E and F), the Audience Hall
and Country Landscape(Canal, Pools and Earth Hills)
Source: Chantana Surasawadee(2000:17)



Figure 2 Front Elevation of the First Type of Large Mansions or the First Type of Villa Style

Source: Somchart Chungsiriarak(2010)

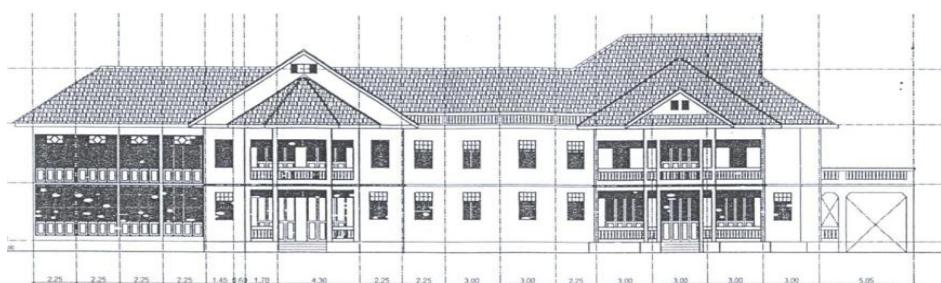


Figure 3 Front Elevation of the Second Type of Large Mansions or the Second Type of Villa Style

Source: Suan Sunandha Rajabhat University(2010)



Figure 4 Front Elevation of the First Type of Small Residences or the Third Type of Villa Style

Source: Suwannarit Wongcha-um(2010)



Figure 5 Front Elevation of the Second Type of Small Residences or the Fourth Type of Villa Style

Source: Somchart Chungsiriarak(2010)



Figure 6 Front Elevation of Nongkransamosorn Hall in Gothic Style

Source: Suwannarit Wongcha-um(2010)



Figure 7 The Existing Pool(P1) and Canal(C2)

The Northern Pool and the Southern Canal Connecting with the Chao Phraya River

Source: Suwannarit Wongcha-um(2011)



Figure 8 The Existing Earth Hill in the South of Suansunandha

Source: Suwannarit Wongcha-um(2011)

Analysis of Cultural Significance

In order to achieve the second objective, this dissertation analyzes cultural significance and prepares cultural significance statements.

The cultural heritage analysis demonstrates that Suansunandha consists of historic, aesthetic, social and scientific value associated with all surviving royal residences, historic places (the earth hill, canal and pool), the audience hall, royal residents and roles of the inner court.

The historic value is associated with all surviving residential buildings, the audience hall and the historic places. They are part of the largest and last inner court in Thailand. The residential buildings used to be the residence of female members of the royal family of King Rama V. The audience hall used to organize royal ceremonies for high royal residents of Suansunandha. The historic places provide evidence of the royal garden and the inner court formation. The earth hill used to be the kitchenware store of the inner court, and the temporary library and air raid bunker in the period of Education Institutes.

The aesthetic value is associated with all surviving residential buildings, the audience hall and historic places. All of them are part of the Romantic plan. The residential buildings reflect the applied villa style. The audience hall demonstrates the Gothic style. The mural painting technique applied with the audience hall and the large residential building within the third area provides evidence of Art Nouveau.

The social value is associated with all surviving residential buildings and the audience hall. Suansunandha demonstrates the principal responsibility of the inner court training Thai elite women, and preparing meals, handiworks and performing arts for royal functions. Therefore, all surviving residential buildings are associated with the inner court's responsibility. In the period of Education Institutes, a large mansion used to be part of the model kindergarten in Thailand, other royal residences were adapted to be facilities of Suan Sunandha and Suan Dusit Teacher Colleges, and a large mansion and the audience hall used to be part of Public Administration College.

The scientific value is associated with all residential buildings and the audience hall. Suansunandha provides evidence of the influence of the European architecture in Thailand. The large mansion and the audience hall are associated with rare quality of the artistic work because they were decorated with Fresco Secco Mural Painting Technique in the Sixth Reign.

These results are used together with findings arising from tourism impacts, and opportunities and constraints assessment leading to define the management policy of Suansunandha.

Impacts of Cultural Heritage Management and Cultural Tourism

The impacts are analyzed to identify opportunities and constraints of the management policy. The analysis is divided into two parts. The first part is connected with the opportunities and constraints arising from the cultural significance of Suansunandha. The second part is associated with the stakeholders' evaluation that demonstrates the stakeholders' attitudes towards tourism impacts and potentials of Suansunandha.

Firstly, obligations arising from the cultural significance outline what should be done and what should not be done to manage cultural heritage values of Suansunandha in the future.

New uses of historic buildings should be compatible with their cultural values, must follow relevant laws and should be acceptable to stakeholders of Suansunandha. Moreover, users of the historic buildings should be educated about the overall cultural values of Suansunandha.

Conservation budgets should be prepared separately from other budgets and supported by the management of all three areas. The cultural tourism should be developed to conserve cultural significance and contribute to the conservation funds.

Specialists with multidisciplinary skills should be employed to deal with various conservation tasks such as skills in areas of archaeology, architecture, engineering, history and surveying. The conservation tasks must be consulted with the Fine Arts Department as the legal specialist before they would be implemented.

Relevant personnel should be set up to be responsible for the management policy of Suansunandha such as building managers and area managers.

Individual historic buildings and places should not be interpreted independently but their interpretations should be part of overall cultural significance of Suansunandha. Themes, concepts and messages of the interpretation should be established and connected with the cultural significance in the period of Royal Inner Court and Education Institutes.

Even historic buildings and places are separated into three areas but they should not be managed individually. Thus, the management structure should be established to ensure that the planning and implementation of the management policy should be compatible with overall cultural significance of Suansunandha.

The historic character of Suansunandha should be conserved and interpreted properly because it demonstrates the cultural expression, social relationships and multi-cultural context in Suansunandha. The cultural expression is associated with the Romanticism plan of Suansunandha inspired by the status of royal residents, the interest of the designers and the aspiration of the founders. The social relationships demonstrate the status of female residents, relationships among residents and roles of the residents connected with ornaments and room arrangement of the historic buildings (all surviving former residential buildings). The multi-cultural context is associated with the applied villa style of royal residences in Suansunandha reflecting the combination between the European architecture and conditions in Thailand.

Current conditions of historic buildings and places should not be disturbed by new constructions and heavy traffic. If the historic buildings and places are associated with an improvement and an intervention, the whole process should be recorded and documented.

Lastly, findings arising from tourism impacts and potentials are the guidance of the interpretation and visitor management policy. Tourism may generate both positive and negative impacts on cultural heritage values of Suansunandha. Stakeholders are encouraged to participate in the analysis of tourism impacts and potentials of Suansunandha. The positive impacts are identified as the opportunities and the negative impacts are verified as the constraints of the policy.

All opportunities and constraints are consistent with the stakeholders' opinions. The stakeholders agree with both potential positive and negative impacts that may result from tourism development in Suansunandha. The opportunities arising from tourism consist of earning incomes from tourism, increasing employment opportunities, developing skills of tourism students, enhancing the understanding of both visitors and stakeholders to cultural heritage values, encouraging collaboration among stakeholders and improving facilities in Suansunandha. The constraints arising from tourism are associated with increasing maintenance and opportunity costs, conflicts

between visitors and stakeholders of Suansunandha, and deteriorated historic buildings and surroundings.

The major tourism potentials of Suansunandha that may attract cultural visitors are associated with its own values, special events in relation to cultural heritage values such as demonstration of Thai cooking and its location adjacent to a primary tourist attraction (Vimanmek Mansion). Even though these potentials may create opportunities for cultural tourism, they may attract exceeding numbers of visitors leading to adverse impacts on cultural significance of Suansunandha.

Measures such as the carrying capacity and other sustainable practices are prepared to deal these potential adverse impacts. The opportunities are enhanced in the management policy.

Management Policy for Cultural Heritage and Tourism in Suansunandha

According to the opportunity and constraint assessment, Suansunandha should retain the quality of cultural heritage values, mitigate adverse impacts on the cultural values and enhance the understanding about the cultural values. Thus, the policy framework is designed to enhance the conservation of cultural significance, retain a balance between cultural heritage conservation and tourism development in Suansunandha, encourage the participation of stakeholders and increase awareness of cultural heritage values in Suansunandha. The policy framework includes strategies of the conservation, interpretation and visitor management.

This conservation policy encourages stakeholders to participate in all process of decision-makings and draws all parties in Suansunandha being part of the management structure to ensure that the implementation would be acceptable to everyone in Suansunandha. The policy consists of the management structure, maintenance and repair, future use, new development, street furniture, parking and traffic, and investigation in order to guide future planning and implementation, and to enhance the continuity of the cultural heritage values of Suansunandha.

The visitor management policy that is designed to satisfy needs of target visitors, to retain cultural heritage value and to maintain the quality of life of the stakeholders in Suansunandha. Therefore, the policy is associated with the process of targeting visitors, the sustainable practices, the carrying capacity and the marketing strategies.

The strategies of this policy are closely connected with the interpretation policy because some strategies are also used in both policies such as choosing target visitors as target audiences of interpretation programs and using marketing strategies in interpretation media.

The interpretation policy comprises themes and messages, target audiences, purposes (awareness, appreciation and understanding of the target audiences), relevant personnel, media (both common and new media), and tools. The themes derive from the cultural heritage values in the period of Royal Inner Court. The audiences are encouraged to use their own mobile devices to learn the meanings of themes and coproduce interpretation during a site visit. The technologies and tools could apply Quick Response Code (QR Code) to link audiences with multimedia interpretation, and use sharing sites and a program (Google Maps, Google Earth and Sketch Up) to create virtual tours on new media. Moreover, the interpretation tools contribute to the "equity" of the cultural heritage learning in Suansunandha (Swarbrooke, 1999). The audiences with special needs can gain an access to the cultural heritage values in Suansunandha through social media and the interpretation tools. This policy should be used in conjunction with the cultural significance and along with conservation and visitor management policy.

Conclusion and Recommendation

The strategic approach of Suansunandha comprises the conservation, interpretation and visitor management policy. The management policy is based on cultural significance associated with both concrete and abstract values in the period of Royal Inner Court and Education Institutes. The cultural heritage values and significance are analyzed to determine opportunities and constraints of the conservation policy, to establish potential themes of the interpretation policy and to be the guidance of defining the visitor management policy.

Some constraints are associated with the unconnected cultural heritages, separated management and limited relationships among stakeholders of Suansunandha. These constraints may threaten cultural values of Suansunandha. The conservation policy emphasizes the participation of the stakeholders of Suansunandha in all decision-making process because the successful policy depends on the involvement of stakeholders according to Wates (2000) and Washington Charter (ICOMOS, 1987). Therefore, the

conservation policy is started by encouraging the stakeholders of Suansunandha being part of the management structure. The stakeholders from different groups and from all areas are invited to participate in all levels of the management structure ensure that overall cultural heritage values would be conserved and developed properly.

The management structure is not only responsible for the conservation policy but also for the interpretation and visitor management policy. Some members of the management structure are directly related to the implementation of the management policy such as building and area managers. They are associated with routine maintenance, physical investigation, visitor accommodation, surveys of the carrying capacity and interpretation planning. Upper level of the management structure is responsible for the policy reviews and monitors.

The interpretation policy is designed to use possible tools at affordable costs to interpret the established themes and to reconnect the unconnected cultural heritages. Even though the current technologies interpreting the themes of Suansunandha are not state-of-the-art, they would be reachable and practical in real situations connecting with present lifestyle of the target audiences.

This strategic approach indicates the close relationship between visitor management and the interpretation policy. The process of targeting visitors in the visitor management policy is associated with target segmentation, target evaluation and target selection leading to target audiences of the interpretation policy as well. Moreover, some marketing strategies such as product, promotion and place interrelate with both common and new media such as events and social media. The media function as part of marketing strategies and the interpretation policy. The media such as visitor centers, social media and websites enhance the understanding of target audiences about cultural heritage values and are also the distribution channels of tourism services and products.

This strategic approach uses the carrying capacity, sustainable practices and de-marketing along with the interpretation policy as tools to enhance sustainable tourism development of Suansunandha. Strategies of both policies are interdependent in order to deal with negative impacts of tourism such as overcrowding and visitors' misbehavior. The carrying capacity's warning system of exceeding numbers of visitors and sustainable practices (reeducation and reward) are used together with marketing strategies through both common and new media of the interpretation policy to retain the quality of tourism.

experience and cultural heritage values.

For the visitor management and interpretation policy, a further research should be conducted to redefin target visitors and learn visitor behaviors in order to design proper marketing plans and interpretation programs because visitor characters are dynamic. When present target visitors become older, their needs and aspirations might be changed.

For the conservation policy, when the policy is implemented, the research should be conducted to review all strategies and compare with the policy objectives. The research results would help relevant parties to keep the policy up to date to present situations.

Cultural heritage values should be researched periodically because cultural heritages in other periods may become significant values in the future and should be part of cultural significance of Suansunandha. Moreover, the current cultural values might become loss of completeness and lack of interpretive potentials. They might not be included in the statements of cultural significance and not be part of the interpretation policy.

This strategic approach might be adapted to other sites that are similar to Suansunandha encounter the unconnected cultural heritages. Cultural heritage values should be analyzed to define their own cultural significance for the conservation and interpretation policy, and target visitors should be researched to outline target audiences of the interpretation policy.

Bibliography

Altinay, L. and Paraskevas, A.(2008) Planning Research in Hospitality and Tourism, Butterowrth-Heinemann, Oxford.

Chantana Surasawadee(2000) The Preservation and Environment in Living Monument at Suansunantha Grand Palace, Ministry of Education, Bangkok.(in Thai)

ICOMOS(1987) Charter for the Conservation of Historic Towns and Urban Areas (Washington Charter), Retrieved 6 July 2011, from <http://www.international.icomos.org/charters/charters.pdf>.

Naengnoi Suksri(1994) Rattanakosin Architectural Heritage 2, Bangkok Publishing, Bangkok.(in Thai)

Pichit Ritcharoon(2001) Social Sciences Research Methodology, Rajabhat Pranakorn Book Center, Bankok.(in Thai)

Saunders, M., Lewis, P. and Thronhill, A.(2007) Research Methods for Business Students, Prentice Hall, Essex.

Somchart Chungsiriarak(2010) Western Architecture in Siam: Rama IV period to 2480 B.E. Faculty of Architecture, Silpakorn University, Bangkok.(in Thai)

Swarbrooke, J.(1999) Sustainable tourism management, CABI Publishing, Oxford.

Wates, N.(2000) The Community Planning Handbook, Earthscan, London.