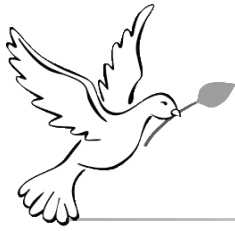# Rebranding Thailand through the Phenomenon of the Dark Cave and the 13 Wild Boars*

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Abstract

This paper aims at initiating an opportunity of Thailand's tourism to rebrand its communication theme by leveraging the phenomenon of the 12 football players and their coach being caught in a dark cave, and a miraculous heroic rescuing operation, which has captured the world's attention. The paper is a documentary research by reviewing various concepts, principles, and theories pertaining to rebranding and tourism development. The findings point out an opportunity to add adventure tourism to the saturated imagery of cultural and traditional elements, which is the theme of Amazing Thailand for decades. The concept of rebranding should be initiated, and the task force consisting of all stakeholders should work together in an integrated fashion to develop and promote the site of the dark cave as a new tourism destination. Resource audit should be in place to develop tourism on RBV base, and it should be community-based tourism to get consents and co-operation from community residents. The development should take into account the principles of sustainable tourism, and the Balanced Scorecard concept should be employ to measure the efficiency and effectiveness of the project.

Keywords: Rebranding; Resource Audit; Community-based Tourism; Sustainable Tourism; Balanced Scorecard

Introduction

When 12 members and their coach of a football team called Wild Boars Academy of Chiangrai Province in Northern Thailand got stuck in a dark cave due to a sudden flood on June 23, 2018, it was an **incident** that called for a **rescue team** to help them out. However, it appeared that the task was too hard for a small rescue team, and the incident was elevated to a **crisis situation** calling for a **crisis operation team**. Despite the fact that all people involved in the crisis operation team put their utmost efforts under a commander with high leadership competency to get the boys out, the endeavor was in vain. Consequently, the situation was finally elevated to become **a phenomenon** capturing attention of world-wide publics as well as media personnel around the world.

This phenomenon has created an opportunity for Thailand to rebrand its tourism to increase values and revenues of Thailand's tourism. For years, tourists always perceive the imagery of Thailand's tourism with elephants, cultural festivals, foods and culinary arts, beautiful seas and waterfronts, handicrafts, and traditional performing arts. This imagery is saturated and has become less exciting and less potent to lure tourists to come to repeat their visits to Thailand. The phenomenon of the Wild Boars getting stuck in the dark cave is a strong basis for rebranding as it has captured attention of the media and various publics in a global scope and scale.

The Authority of Tourism of Thailand has been using the theme "Amazing Thailand" for decades, and it has reached its maturity stage; therefore, a new theme should be developed. The adventure of heroes who came from over the world to rescue the boys in the dark cave is a new exciting and fascinating theme to rebrand Thailand by adding a new value of visiting Thailand. The suffering of the boys and the heroic operation of the various rescue teams constitute many types of tourism, including adventure tourism, ecotourism, community-based tourism, ethnic tourism (visiting tribal communities to learn their ways of living), as well as heritage tourism (coming to visit a site of memorable heroic phenomenon). Many interesting contents can be used to lure tourists to come to see the site of torrential rains, muddy water, deep and dark cave, and many other things that created tourism activities, which many people think is a surprising miracle. For more than one week, millions of people around the world were exposed to the virtual experiences created by television news, as well as online information. When the first group of the boys came out form the cave, people around the world felt relieved and congratulated them as though those boys were their close relatives.

Not only were people stunned by the efforts and miracles of the rescue, but they were also impressed by many ancillaries Thai people brought to help and give moral supports to the rescue teams. All the ancillaries manifested Thai people's generosity, team spirit, and co-operation. These stories can now become integral parts of Thailand's image. From now on, Thai people will be perceived as courageous, mindfulness, generous, gregarious, and helpful. All of these will create an imagery of Thai people as good hosts for tourists. That's why it is a good opportunity for Thailand's tourism to leverage this miraculous phenomenon to rebrand Thailand's tourism to give it another angle of imagery in addition to the current saturated imagery. With this particular additional angle of imagery, Thailand will have another exciting destination to lure more tourists to visit the land.

Objectives

This paper aims to provide rationale and procedure to rebrand Thailand's tourism. It also provides academic concepts and principles of tourism development and management to assure that the development is community-based and sustainable-oriented. It will demonstrate feasibility to make the site of the phenomenon another tourism destination of Thailand, which will bring more target groups who seek different gratifications when visiting Thailand.

Research Method

This research is a documentary research by looking at concepts, principles, and theories related to rebranding approaches and tourism development. The topics include rebranding, resource-based view, community-based tourism, sustainability oriented development and management of destination, and Balanced Scorecard

Findings

To create credibility of the recommendation, the author has reviewed academic journal articles in different areas pertinent to the development, the management and the measurement of tourism efficiency and effectiveness. The concepts and the principles reviewed in the sequence of development, management, and measurement are as follows:
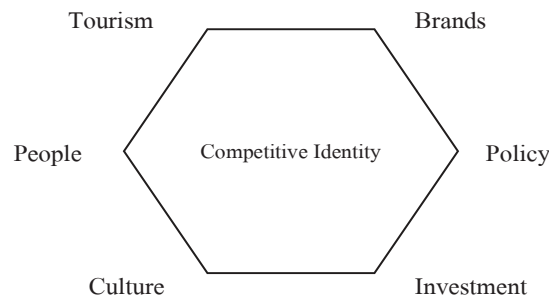
1. Initiative thinking: **rebranding** tourism to give rationale to leverage the opportunity of rebranding
2. Resource audit: **Resource-based view** to see what tourism resources are available to develop the site to be a new tourism destination
3. Community involvement: **Community-based tourism** to make sure that community members participate in the development and management, they are encouraged to give their inputs, and they are herd
4. Sustainability: **sustainability oriented development and management of destination** to ensure the efficiency and the effectiveness to retain the efficacy of the three elements of sustainability—economics, socio culture and community ways of life, and quality of environment.
5. Measurement KPI: **Balanced Scorecard** to measure financial performance, tourists' satisfaction, management team's learning and adapting systems and processes, and employees' personal growth in terms of attitudes, knowledge, and skills

Concepts and principles of all of the topics mentioned above will be the basis for the development of the site of the Dark Cave in Chiangrai Province to become another tourism destination of Thailand with a new angle of the imagery of Thailand's tourism. It is a revisit to the theme "Amazing Thailand", employed by the Tourism Authority of Thailand to promote Thailand's tourism for decades.

Concepts and Principles
Branding

A branding process includes a wide variety of activities, ranging from "cosmetic" operations, such as the creation of logos and slogans to institutionalize branding with long-term efforts. Tourism branding is a process of projecting destination identity, positioning, features, and values to create competitive advantages. When the existing brand imagery become saturated and no longer potent to lure tourists to come to the place, rebranding is necessary. Rebranding requires integration among all stakeholders. According to (Dinnie,2008). the conceptual framework of brand identity and image involves a multidimensional view of three stages: **creating brand identity, communicating brand identity, and managing brand image.** Brand identity consists of history, territory, icons, stories, legends, and folklores. Communication consists of appropriate brand contact points of integrated marketing communication, brand ambassadors, culture artifacts, and service designs for tourists' experiences. Brand image is a perceptual picture of the place among domestic residents, tourists, and investors. All of the three components are pillars of a strong brand. (Anholt,2008). illustrates the hexagon of competitive tourism brand identity as follows

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                    Tourism              Brands



      People              Competitive Identity        Policy



                    Culture              Investment
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To have a strong tourism brand, all stakeholders (people) should be involved, a clear policy of development and management must be set, culture is an integral part of tourism products, and the place is viable for investment in tourism businesses. Gilmore (2002) suggests that a destination branding must consist of resources, the spirit of the people, culture, history, economy, people, and environment. The brand positioning should be formulated on the basis of all the foresaid components. The phenomenon of rescuing the 13 wild boars caught in a dark cave becomes an opportunity to create a new imagery for rebranding the theme "Amazing Thailand", which has reached its maturity stage.

To leverage the phenomenon to rebrand Thailand, it is necessary to audit the destination's attributes for tourism development to create a new perceived tourists' image. The concept of re-branding a destination must take into consideration a number of non-tourism factors, such as political, social and environmental issues. The concept of rebranding a destination may become more of rhetoric than practice if authorities fail to embrace the holistic nature of destination branding. Rebranding a destination needs to be nurtured and supported by all stakeholders.

The process of branding consists of creating awareness, building reputation, and projecting prominence for the destination among tourists. Its encompasses a wide variety of factors and associations such as, place-geography, natural resources, tourist attractions, people/race and ethnic groups (Ndlovu and Heath, 2010). Furthermore, it incorporates the history of a place, its culture, language, politics and economic systems. Branding is a marketing communication effort, which is done through various approaches of persuasive communication to create relevant and appealing images that surround the destination to occupy a niche position (Morgan et al., 2002; Keller, 2003) The creation of such images entails the blending of all the various elements together in a unique way

Branding is an essential tool for creating value in the relationship between territorial entities and individuals (González, 2011). Brands are a combination of many elements of the destination which represent certain qualities within the place, they contribute towards increasing brand equity (Keller, 2003; Kavaratzis and Ashworth, 2005). By acknowledging an opportunity to rebranding a certain destination is not merely a rational marketing activity, but also a political act that is based on issues such as local pride, dignity and sustainable development. Government plays a significant role in the development of the new brand image; therefore, Government should co-ordinate all branding efforts and be responsible for the development of tourism attractions in the place. It has been noted that the benefits of rebranding lie in the opportunities created. The phenomenon of the 13 wild boars caught in the dark cave has capture attention of people around the world; therefore, rebranding tourism in the site of the phenomenon will help tourists internalize the meaning and value of the destination in terms of what the brand stands for and what makes it unique and special (Lewis and Chamber, 2000). The results show that re-branding brings awareness and helps to reinforce the brand positioning and desired points of difference. This means that it acts as an image builder and carries meaning and relevance to the tourists (Baker, 2007).

People involved in branding should be aware that branding is all about enhancing the brand image of the place (Anholt, 2010); however, simple communications are no substitute for policies while constructing and altering the image of a place, or that a place requires more substantial efforts than graphic design, advertising or PR campaigns. Creating a successful tourism destination branding also requires informed and fully involved participation of internal stakeholders. In conclusion, it is safe to say that rebranding is a process of creating new positive image of a place among tourists. To rebranding successfully, resource-based view of tourism management is an effective strategic move.

Resource based View:

Resource-Based View was put forward by (Wernerfelt,1984) and then popularized by (Barney's work ,1991). According to (Cosis,2012), Resource-Based View argues about the success of organization's strategy deciding the configuration of its resources and capabilities that are the basis to build key competences. Acquiring, configuration, reconfiguration and developing of its available resources is critical factor to create the competitive advantage. They comprise of financial, physical, human, commercial, technological, and organizational assets. Organizations use those assets to develop, manufacture, and deliver products and services to its customers. Resource-Based View is a way of integrating assets, human and processes to convert inputs into output. (Olszak , 2014) supposed that to provide sustainable competitive advantage, resources should satisfy VRIO framework, i.e: **Valuable** (empower an organization to put a value- creating strategy into action), **Rare** (are in short supply), **Inimitable** (impossible to be perfectly copied by rivals) and **Organization** (whether the firm organized, ready, and able to exploit its resources and capabilities).

With the phenomenon of the 13 wild boars caught in the dark cave, both tangible and intangible tourism resources incurred. The tangible resources are the cave, the mountain, the ravine, and the national park. The intangible resources are the stories of the adventure, the legends of the site, the legacy of the heroic recuing teams, and the cultures of various ethnic groups living in the areas. According to Resource-Based View, all of these resources have characteristics of VRIO; they are valuable, rare, inimitable, and waiting for an organization of tourism stakeholders to develop types of tourism to benefit community members, as well as increase a number of tourists visiting Thailand due to a new brand image of Thailand's tourism. With a task force to develop tourism of the place, the dark cave area will become another attractive destination having natural surroundings and stories of the dark cave phenomenon as magnet to lure tourists and external investments. By leveraging both the tangible and intangible resources of the destination, the new brand image of Thailand's tourism will benefit the community and the local tourist trade. As a competitive advantage, the Resourced-Based View examines the relationship between the internal destination characteristics and the destination's performance. The RBV examines the role of the unalterable resources in the creation of a sustainable competitive advantage (Barney, 1986). In the construction of the concept of resource, the resources are all the goods, capacities, abilities, processes, attributes, information, knowledge and many others that are controlled by the destination and that makes it possible for the destination to conceive and to implement strategies that improve its efficiency and its effectiveness.

Looking at tourism resources at the dark cave and detailed stories of the wild boars' adventure with miraculous rescuing operation, the site of the phenomenon can be position as a destination for adventure tourism, which is a branch of ecotourism and is based on nature and natural environment and wilderness of the destination, involving exploration or travel to remote areas, where the traveler expects the unexpected. Adventure tourism is now gaining popularity as tourists seek unusual holidays, different from the typical sightseeing or just visiting any destination for a change. People around the world move and explore the

destinations far away from their abode to seek different kinds of vacations. However, the growth is slow in proportion to the availability of natural terrains to explore and it has hampered due to the lack of a clear operational definition. Adventure Travel Trade Association says that adventure travels maybe any tourist activity, including two of the following three components: (1) a physical activity, (2) a cultural exchange or interaction, and (3) engagement with nature. Examining the above definition, it is obvious that the dark cave, in which the 13 wild boars had their adventurous experiences for more than 10 days is qualified to be a destination for adventure tourism.

Weber (2001) states that adventure tourism's origins lie within traditional recreation, and include activities that require specific skills in an outdoor setting. The difference between normal recreation tourism and adventure recreation, however, lies in the sense of deliberately seeking risk, Participants in adventure tourism accept a certain element of risk and danger that, while not fully compromising their safety needs, seek to satisfy higher-level needs through adventurous pursuits. Going into the dark cave, where the phenomenon took place, can certainly fulfill tourist's risk taking needs.

Other than adventure tourism, the mountain, the cave, the ravine, and the natural surroundings of the site are resources that render an opportunity to develop nature tourism, which encompasses the following forms of tourism (Hall & Boyd, 2005):tourism in natural settings, tourism about specific elements of the natural environment, and   tourism developed to protect or conserve natural areas. All of these types of tourism are totally different from traditional or typical tourism where roaming and sightseeing is not the main attraction but feeling thrill and gaining something remarkable by participating in such activities is the prime focus. The natural resources in the destination of the dark cave phenomenon offer ecotourism, special interest expeditions, trekking, camping and tenting, nature trails.

While the development of the tourism industry is highly dependent on the quality of environmental resources, the environment is a key resource for the tourism industry and also for community quality of life. Therefore, whatever type of tourism is to be developed upon the resources available at the site, it is essential that it be a community-based tourism. Community members must be allowed to voice their thoughts and opinions, and they must be heard, or else, tourism will not be successful.

Community-based Tourism

Kirsty Blackstock, (James Hutton,2005). states that coordination, cooperation, community government, and community support are the basis for successful community-based tourism and festivals. Community-based tourism needs substantial natural/cultural resources and the economic, political, and community-based infrastructure necessary to support tourism development. It also needs good relationship between businessmen and community members, local government supports, and community members' co-operation. There are a large number of stakeholders in the development of community-based tourism: (1) residents are central to the process of development, (2) city administrators, planners, recreation directors, and tourism and convention professionals, (3) nongovernmental, nonprofit associations, (4) public officers, (5) community leaders, (6) entrepreneurs, (7) supportive third parties, (8) scholars, and (9) NGO. Community-based tourism must benefit the community by improving local economy, increasing employment, opportunities, improving quality of life, developing community pride, promoting cultural exchange, preserving cultural identity of host population, and increasing quality of attractions/recreational opportunities. When tourism development receives consents from all stakeholders, all of them have to collaborate to achieve s successful tourism promotion. The stakeholders in the system are: attraction operators, visitor conventional bureau/visitor center, chamber of commerce, economic development authority, entrepreneurs, and various

community groups. The most important group is community members; they should agree to the development of tourism in their community. They should be proud and knowledgeable of their tourism resources. They should be well equipped to be good hosts to welcome tourists, and they should be effective brand ambassadors of the place. They should see the benefits of developing and promoting tourism in their community.

Community-based tourism will result in community development, capacity building, local control and local enterprise development, sustainable livelihoods and poverty alleviation. (Vajirakachorn, 2011). identified 10 criteria of community-based tourism success in her study of rural communities in Thailand; they are: (1) community participation, (2) benefit-sharing, (3) tourism resources conservation, (4) partnership and support from within and outside the community, (5) local ownership, (6) management and leadership, (7) communication and interaction among stakeholders, (8) quality of life, (9) scale of tourism development and (10) tourist satisfaction. Community-based development is an umbrella term for projects that actively include beneficiaries in their design and management, and community-driven development refers to community-based development projects in which communities have direct control over key project-decisions, including management of investment funds.

In the development of community-based tourism, investors in tourism should always respect the traditional land tenure system in the area and the traditional user-right systems of resources. In regard to this, the communication and consultation with the local communities about resource-use are important. Tourism investors should not exclude local people from using local resources, and thus take away what they depend on for maintaining their well-being. The government should manage the activities of local communities to achieve effective uses of community resources, which will result in (1) increasing the participation of local communities, (2) increasing access of the poor to achieve additional incomes, (3) labor intensive tourism development if they could diversify the activities in tourism businesses, (4) maximizing the potential of tourism for eradicating poverty by developing appropriate strategies in cooperation with all major groups, local communities and indigenous, (5) increasing local community's capacity and capability on managing of their environment.

Empowerment and resident participation are considered essential and a key principle of community-based tourism development. This means that development and use of the community's goods and resources should be locally controlled, community based, and community driven. (Lew,1996).had identified three broad approaches towards developing typologies that encompasses ideographic, organizational, and cognitive perspectives. The first and most important of these frameworks is the **ideographic approach**, which focuses on the concrete uniqueness of "environment" and, as such, stresses the differences between nature-orientated and human- orientated attractions. The **organizational approach** focuses on the spatial characteristics of size and scale, carrying capacity, and the temporal nature of attractions. Finally the **cognitive approach** stresses classifications relating to tourist perceptions and experiences.

Community based tourism management must create an effective and sustainable mean for making use of the available natural resources, resulting in clear and substantial economic benefits with well established and implemented strategies, encouraging community to claim access to natural resources, and encouraging partnerships among all stakeholders. (Murphy,1988). illustrates how failure to involve local residents could have significant implications for the profitability of industry. (Hall,1994). suggests that residents' negative attitudes to tourism are perceived as a problem because they are an impediment to growth. The community-based tourism paradigm is functional, as it seeks to identify potential problems and overcome these before the tourism industry is damaged by adverse local reactions; therefore, community-based tourism development should be done through legitimating tourism development as locally controlled and in the community's interest. Community development

has an important role to play in local tourism communities. When developing community-based tourism, the task force must listen to the community residents who wish to ensure that tourism enhances rather than destroys their communities. Proponents of community participation have contended that community participation as an element of development has been considered, promoted and woven into the development process in difference ways (Gow &Vansant, 1983). To successfully develop community-based tourism, the task force must try to overcome the following: (1) lack of co-ordination (Jamal & Getz, 1995), (2) lack of expertise, (3) elite domination, (4) lack of appropriate legal system, (5) lack of trained human resources (Todaro,1994), and (6) lack of financial resources (Reed, 1997). A community participation approach has long been advocated as an integral part of sustainable tourism development. It is envisaged that the approach can increase a community's carrying capacity by reducing tourism's negative impacts while enhancing its positive effects. Gray (1989) outlines five key characteristics of the collaboration process: (1) the stakeholders are independent; (2) solutions emerge by dealing constructively with differences; (3) joint ownership of decisions is involved; (4) the stakeholders assume collective responsibility for the ongoing direction of the domain; and (5) collaboration is an emergent process. To achieve all of these positive elements, the tourism industry at the site should be developed on the basis of sustainable tourism principles.
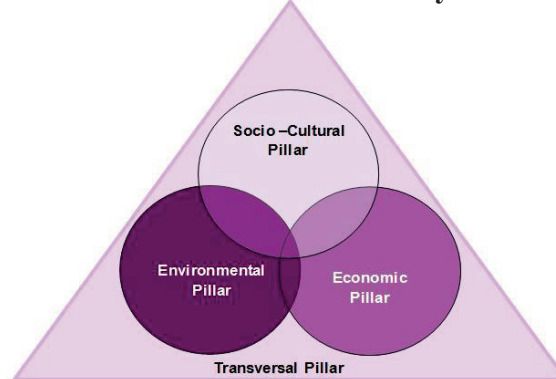
Sustainable Tourism

The World Tourism Organization defines sustainable tourism as "tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be filled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems" (WTO Report 2002:7).Sustainable tourism entails adequate utilization and management of resources to achieve economic, social and cultural needs while maintaining social, cultural integrity, ecological processes as well as biological diversity for the present as well as for the future generations. In many tourism projects the conservation of the natural, cultural and built environment is an important motivation for the initiation of the project. Moreover, some of the projects tend to deter local communities from illegal use and overuse of natural resources as well as they try to integrate the protected natural areas in regional and local development plans and programs. Sustainability and "community well-being" are integral and offer common grounds for reconciliation and synthesis of these two complex domains. Such an integrated approach could help to better address management issues related to decision making and control over the fair distribution, use and conservation of resources and to achieve the desired goals of sustainable, community-based tourism. Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life. Crucially, it is about the viability of enterprises and activities and their ability to be maintained in the long term. **Social sustainability** means respecting human rights and equal opportunities for all in society. It requires an equitable distribution of benefits, with a focus on alleviating poverty. There is an emphasis on local communities, maintaining and strengthening their life support systems, recognizing and respecting different cultures and avoiding any form of exploitation. **Environmental sustainability** means conserving and managing resources, especially those that are not renewable or are precious in terms of life support. It requires action to minimize pollution of air, land and water and to conserve biological diversity and natural heritage. **Economic sustainability** means fair distribution of wealth among stakeholders, especially

community residents. When developing tourism at the site of the dark cave with the notion of sustainability, the task force must (1) demonstrate sustainable destination management, (2) maximize economic benefits to the host community and minimize negative impacts, (3) maximize benefits to communities, visitors and culture; minimize negative impacts, and (4) maximize benefits to the environment and minimize negative impacts

In the development of adventure tourism at the site of the dark cave, the task force must try to achieve sustainability by providing tourists with authentic information on respecting the cultural and natural heritage of destination area, and educating staff to avoid negative environmental and cultural impacts and create incentive schemes to promote sustainable behaviors. Four different pillars of sustainable tourism must be upheld: (1) **The Economic Pillar (**the generation of prosperity at different levels of society), (2) **The Socio–Cultural Pillar** (the respect for human rights and equal opportunities for all members of society), (3) **The Environmental Pillar (**the conservation and management of resources), and (4) **The Transversal Pillar**(supports to the other pillars through governance and infrastructure to guarantee long-term sustainability). (UNEP, 2005)

Pillars of Sustainability

Source: UNEP, Making tourism more sustainable. A guide for policy makers, 2005

The relationship between the host areas (including both social and natural environment), tourists and the tourism industry has important implications for sustainable development.

Source: T&L 2012

Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. It should also maintain a high level of tourist satisfaction and ensure a meaningful experience to tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

In conclusion, while developing adventure tourism at the site of the dark cave, it must be assured that the task force must pay attention to the following: (1) make optimal use often vironmen talresources, maintaining essential ecosystem sand helping conserve biodiversity, (2) respect socio=cultural authenticity, cultural heritage, and contribute to cross cultural understanding and tolerance, and (3) ensure long-term socioeconomic benefits, fairly distributed to all community stakeholders, including stable employment and income earning opportunities, social services, and poverty alleviation. When an attraction such as this newly known dark cave is involved, the increasing number of visitors will have impacts on interaction between tourists and community members. Thus good management means thinking about the destination as a whole—not just the protected site, but also its human, natural, and cultural settings. A simple policy recipe for ensuring a sustainable form of tourism development can be followed by remembering six steps: (1) promote sustainable development, (2) create products for specific visitor market segments, (3) gain and maintain competitiveness, (4) enhance visitor experiences, (5) preserve local resources, and (6) improve residents' quality of life. (Tourism Working Group, 2003). Once sustainable community-based tourism has been developed on the basis of resource-based view, the task force must delineate measurement matrix to evaluate the result of rebranding the theme "Amazing Thailand" with a new positioning. In this case, the concept of Balanced Scorecard appears appropriate.

Balanced Scorecard

According to (Howard Rohm,2008). Balanced Scorecards, when developed as strategic planning and management systems, can help align an organization behind a shared vision of success, and get people working on the right things and focusing on results. A scorecard is more than a way of keeping score; it is a system, consisting of people, strategy, processes, and technology. A measurement-based balanced scorecard is simply a performance measurement framework for grouping existing measures into categories, and displaying the measures graphically, usually as a dashboard. The measures in these systems are usually operational, not strategic, and are used primarily to track production, program operations and service delivery (input, output, and process measures). The balanced scorecard is a robust organization-wide strategic planning, management and communications system. These are strategy-based systems that align the work people do with organization vision and strategy, communicate strategic intent throughout the organization and to external stakeholders, and provide a basis for better aligning strategic objectives with resources. Planning and management scorecard system uses strategic and operational performance information to measure and evaluate how well the organization is performing with financial and customer results, operational efficiency, and organization capacity building. Doing the right things and doing things right is a balancing act, and requires the development of good business strategies (doing the right things) and efficient processes and operations to deliver the programs, products and services (doing things right) that make up the organization's core business.

Engaged leadership, interactive communications, change management, organization mission, vision and values are critical to an aligned organization. To view strategy through different performance lenses (Balanced Scorecard perspectives), the organization needs to define strategic perspectives, key strategies and expected results.

Strategic objectives are the building blocks of strategy (strategy "DNA"), and objectives linked together in cause-effect relationships create a strategy map that shows how an

organization creates value for its customers and stakeholders. Performance measures are linked to objectives and allow the organization to measure what matters and track progress toward desired strategic results.
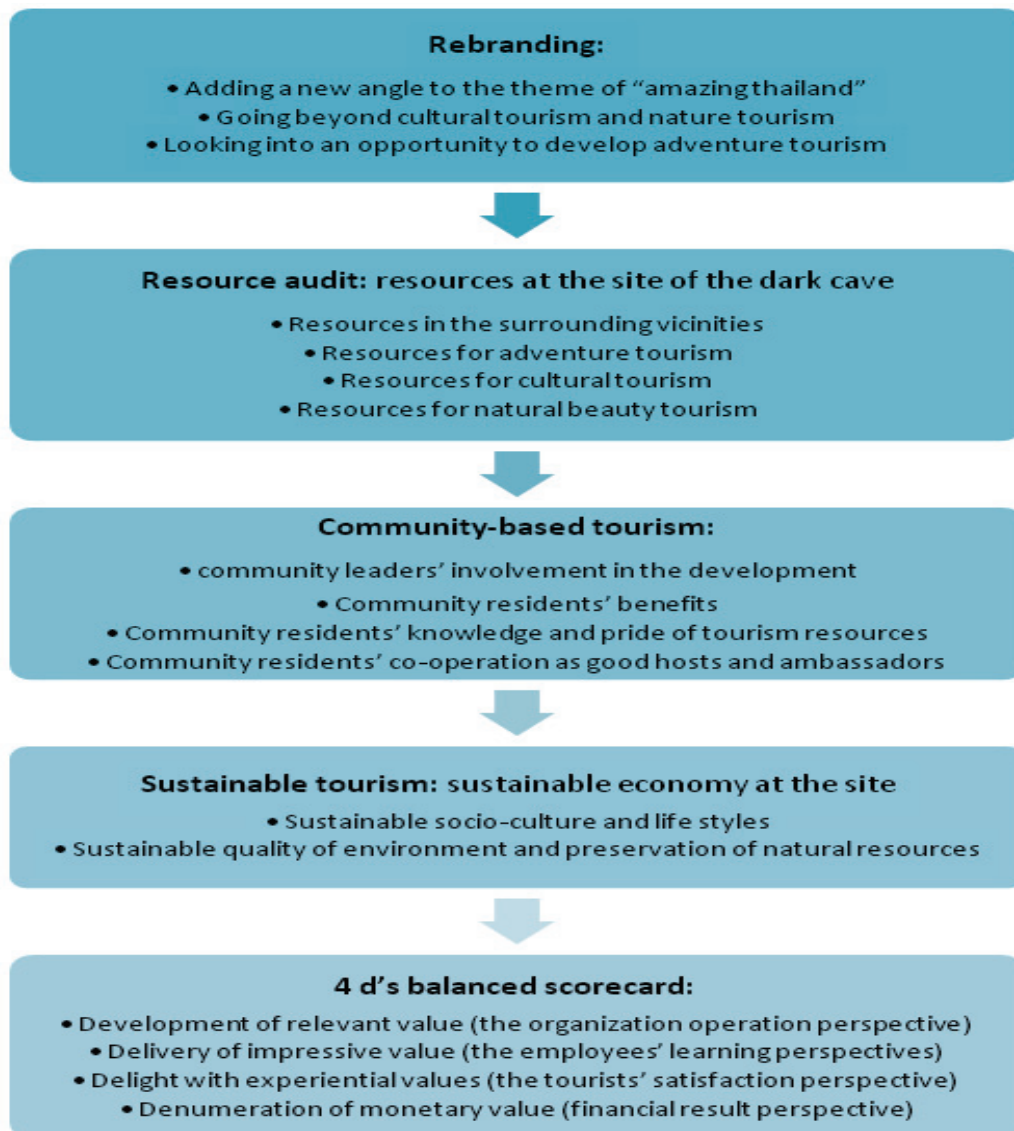
The real value of a scorecard system comes from the continuous self-inquiry and in-depth process of discovery and analysis that is at the heart of the process. Balanced Scorecard helps organizations to streamline vision and strategy with business activities and measures actual organizational performance against preset goals.

Performance measurement is the process of quantifying the efficiency and effectiveness of past action. A performance measurement system enables informed decisions to be made and actions to be taken because it quantifies the efficiency and effectiveness of past actions through the acquisition, collation, sorting, analysis and interpretation of appropriate data. Balanced Scorecard, provides executives with a comprehensive framework that translates a company's strategic objectives into a coherent set of performance measures (Kaplan and Norton, 1993). Balanced Scorecard is a set of measures that provide top managers a fast but comprehensive view of the business. It complements the financial measures with operational measures on customer satisfaction, internal processes, and the organization's innovation and enhancement activities, all of which are the drivers of future financial performance (Kaplan and Norton, 1992). It can be concluded that the four perspectives of BSC are Financial Perspective, Customer Perspective, Internal Business Process Perspective and Learning and Growth Perspective.

Conclusion and Discussion

As the case of 12 football players of the Wild boars team and their coach were caught in the Dark Cave in Chiangrai Province of Thailand, and the rescuing operation have become a phenomenon capturing people's attention at a global level, people involved in the promotion of tourism in Thailand should leverage and exploit this phenomenon to rebrand Thailand's tourism with a new imagery. The theme "Amazing Thailand" featuring traditional culture of Thailand and natural beauty seems to be saturated; therefore, a new angle of "Amazing Thailand" should be created to rebrand Thailand's tourism. Looking at tourism resources at the site, one can see that adventure tourism, cultural tourism, and nature tourism can be viably developed. To develop tourism at the site to make it a new tourism destination, the process should be as follows: (1) initiating an opportunity to rebrand Thailand's tourism, (2) auditing all tourism resources at the site and surrounding vicinities in order to develop different types of tourism, (3) developing all viable types of tourism to be community-based tourism that benefits community residents, (4) making sure that community-based tourism is developed according to the principles of sustainable tourism, and (5) measuring the value of tourism at the destination with four perspectives of Balanced Scorecard

The Model of Rebranding Thailand through the Phenomenon of the Dark Cave

Rebranding:
- Adding a new angle to the theme of "amazing thailand"
- Going beyond cultural tourism and nature tourism
- Looking into an opportunity to develop adventure tourism

Resource audit: resources at the site of the dark cave
- Resources in the surrounding vicinities
- Resources for adventure tourism
- Resources for cultural tourism
- Resources for natural beauty tourism

Community-based tourism:
- community leaders' involvement in the development
- Community residents' benefits
- Community residents' knowledge and pride of tourism resources
- Community residents' co-operation as good hosts and ambassadors

Sustainable tourism: sustainable economy at the site
- Sustainable socio-culture and life styles
- Sustainable quality of environment and preservation of natural resources

4 d's balanced scorecard:
- Development of relevant value (the organization operation perspective)
- Delivery of impressive value (the employees' learning perspectives)
- Delight with experiential values (the tourists' satisfaction perspective)
- Denumeration of monetary value (financial result perspective)

Recommendation

In order to be successful in the operation of rebranding Thailand tourism, all stakeholders involved in the development must participate in the development. Inputs from community residents must be well considered, and community residents must have their right in the management of the resources in the community. It should ne noted that tourism development and promotion will not be successful if community residents do not give consents. They should be informed how they will benefit when the site of their community becomes a new attractive tourism destination. A destination management organization (DMO) is needed as a consultant both in the development and the promotion of the place to make it an attractive destination that will lure a large number of tourists. An intensive integrated marketing communication should be employed to create awareness of particularities of the place to make it unique in tourists' perception. Sufficient financial supports and clear directions of policy must be in place for the project to be successful. All stakeholders must work together coherently, synergistically.

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