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Developing Potential of Restaurant Entrepreneurs in Pattaya Using Process of Knowledge Management of Local Wisdom on Foods

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Abstract

This research mainly aims to find guidelines for developing restaurant entrepreneurs' potential using knowledge management (KM) process on local food wisdom to achieve standardized restaurant businesses and enhance Pattaya local foods for tourist recognition. The mixed methodology research was adopted and data gathering was performed by sample survey, in-depth interviews, small group discussion, observation, and participatory action research led by experts and researchers about knowledge management process for local food wisdom, demonstrated local food cooking for entrepreneurs, participated in exchange learning activities and experiment, accomplished the lesson learned, summarize issues and solutions. The findings revealed the guidelines recommended for developing the potential of restaurant entrepreneurs' potential using KM process on local food wisdom by developing: 1) team work responsible for administration and managing the KM of Pattaya local cuisine wisdom, 2) database management systems for storing bodies of all knowledge concerning Pattaya local cuisine wisdom, networking, as well as providing users knowledge, 3) the KM process for Pattaya local cuisine wisdom to define the knowledge management practices and learning activities between entrepreneurs and stakeholders continuously, 4) learning sources for Pattaya local cuisine wisdom to organize the local cuisine wisdom sources and activity services in communities, and 5) public relations and marketing promotions for local cuisine businesses to organize the publicity campaign events to ensure that all sectors realize and value conservation and succession for Pattaya local cuisine wisdom.

Introduction

Pattaya, a famous tourist destination in Thailand has continuously increased Thai and foreign tourists due

to the location of being close to Bangkok, convenient transportation, five star hotels as well as many good quality hotels with entertainment facilities including many fine restaurants. Statistics from the Office of

Tourism Development in year 2010 (Office of Tourism Development, 2010) showed that 1,619,451 tourists visited Pattaya classified into 449,204 Thai tourists and 1,170,247 foreign tourists. Restaurants are an important factor for tourist destinations, visitors to beach areas expect the opportunity to eat outdoors in a relaxing atmosphere, with the ability to consume delicious and healthy foods, with special menus.

The famous local dishes of Pattaya focuses on seafood and are accepted by tourists due to variety, freshness, deliciousness and fragrance. As a result of Pattaya developing under Pattaya Development Strategy Plan for 10 years (fiscal year 2011-2020) by economic strategy, sub-strategy 1: the production restructuring to increase productivity and value of goods and services based on the knowledge and the use of local wisdom, in this section Pattaya administration has set the guidelines for development as a sufficiency economy development and promoted the use and development of local by encouraging the development of villager wisdom to build a strong foundation for the community focused on supporting, promoting, and developing various occupations following local wisdom to generate income for the families. There are other sub-strategies helping to push forward community development and economic potential on the basis of the development of financial organizations of the community to solidify, strengthening the confidence of foreign tourists, accelerating measures and organize creative activities to stimulate tourism, promoting and developing quality of entrepreneurs and tourism personnel, etc. (Pattaya City Permanent Secretary, 2014).

The results of the research "The Development of Thai Local Restaurant List of Restaurants / Tourist Restaurants: A Case Study in Pattaya, Chonburi Province" (Yambunjong & Gulasirima, 2012), revealed that some contributors informed insights to the local food story and value building for villagers to develop pride. In addition, some of them opined that all government sectors, local administrators, entrepreneurs and the community must cooperate seriously to promote Pattaya local foods to be recognized and accepted. In the future, the local food might be presented in form of the "Pattaya dishes" to create a good image of Pattaya worldwide. The key-informants proposed the following important issues:

1. Some local dishes are vanishing or rare due to the local raw materials are increasingly scarce as the community environment is changing. The communities

and stakeholders should find the ways to save environment and conserve local wisdom.

2. Restaurant operators should provide employees knowledge about story and benefits of local foods to recommend nutritional value and how to eat local foods to tourists.

3. Local administrators should have distinct policies for promoting and developing Pattaya local foods to meet the standards accepted to both Thai and foreign tourists through various important local events.

4. The government should encourage local people to value local foods as a key for Pattaya to gain international recognition for offering quality food and increase the honor of Pattaya.

As mentioned above, one important factor for developing quality of Pattaya local foods that are recognized by tourists is the potential of restaurant operators which is the main mechanism for driving the improvement of local food quality. Entrepreneurs need to have exact knowledge, skills, and expertise in local foods. In this regard, the potential of restaurant operators should be developed according to the concept of Pattaya local administration and stakeholders using the participatory process of all sectors organizing local knowledge management (KM) systematically and continuously. It would benefit directly to the operators and make the image of Pattaya besides a beautiful tourist destination, it will also have standardized quality local foods, and a method to encourage Pattaya be a sustainable tourist destination.

Objectives

The main purpose of this research was to find recommended guidelines to develop the potential of restaurant operators in Pattaya using the knowledge management process of local food wisdom.

Conceptual framework

The conceptual framework was considered by relating various variables. To achieve this research objective, researchers studied the context of Pattaya City, knowledge management of the local wisdom on local foods, and the situation of restaurant business through surveying and interviewing stakeholders. In the process of knowledge management of local wisdom focused on Pattaya local foods, the participatory action research (PAR) was adopted. Researchers, specialist/local wisdom

teachers, and operators of restaurants in Pattaya participated in activities to exchange knowledge and find ways to develop entrepreneurial potential to create a strategy as shown in figure 1.

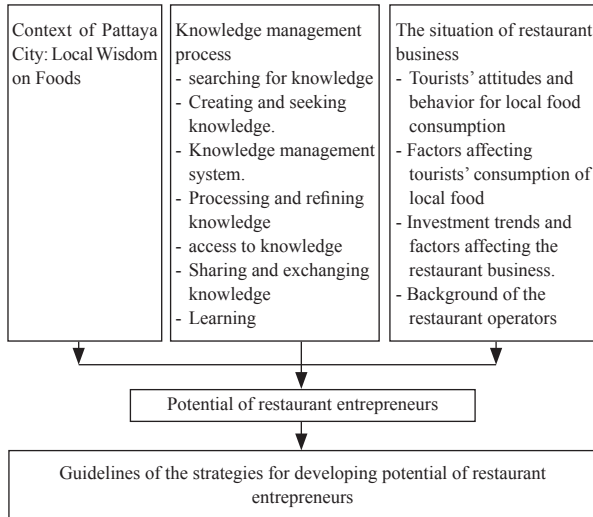


Figure 1 Conceptual framework

Research Methodology

The mixed methodology research was conducted by survey method, qualitative research and participatory action research provided as follows.

1. Survey Research

The population was divided into 2 groups: restaurant entrepreneur group and tourist group, each group had a sampling detail as follows:

Restaurant entrepreneur group

1) The population consisted of operators, managers, chefs/cooks, and service staff of all 1,165 restaurants in Pattaya City, Chonburi Province. (Pattaya City Permanent Secretary, 2014)

2) The sample randomized from a population assigned above was formulated statistical in the manner of Yamane, 1970. The acceptable tolerance level 0.05 maximum with 95% confidence level. The sample size was 93 calculated as follows:

$$\text{Formula} \quad n = \frac{N}{(1 + Ne^2)}$$

when n is a sample size,
 N is a population size,
 e is a maximum error acceptable
 tolerances valued 0.10 with 90% confidence level.

$$n = \frac{1,165}{(1 + 1,165 * 0.10^2)} = 92.09 \approx 93$$

In this study, the sample size was added to 100 for convenience in each of four areas of Pattaya, North Pattaya, South Pattaya and Jomtien Beach selecting 25 restaurants using non-probability by quota sampling.

Tourist group

1) The population in this study was 1,619,451 tourists visiting Pattaya, Chonburi province classified into 449,204 Thai tourists and 1,170,247 foreign tourists. (Office of Tourism Development, 2010)

2) The random sample from a population assigned equally to both Thai and foreign tourists visiting Pattaya was formulated statistical as in the case of population size known (Yamane, 1970, pp. 886-887) at level 0.05 maximum acceptable tolerance with 95% confidence level. The sample size was 400 calculated as following.

$$n = \frac{1,619,451}{(1 + 1,619,451 * 0.05^2)} = 399.90 \approx 400$$

Using the non-probability sampling method by two-stage sampling: the first step, 5 restaurants were selected by quota sampling from each of the 4 areas in Pattaya as mentioned above and the second step, 20 tourists were selected by convenience sampling separate into Thai tourists and Foreign tourists equally from each of the 20 sample restaurants in the first step. There were 100 tourists in each area which was 400 tourists totally classified into 200 Thais and 200 foreigners.

2. Qualitative research

In this research, the in-depth interview was used to find out the local wisdom on foods, opinions concerned knowledge management of the local food wisdom, and guidelines for developing potential of the restaurant entrepreneurs. The methodology was described as follows:

1) Using the in-depth interview, there were 30 key-informants consisting of restaurant operators in Pattaya, chefs/cooks, local wisdom teachers, community leaders/career groups, local administration, public and private officials of tourism and culture sectors, academics/Thai local food experts. For the focus group, the discussion was conducted separately by 3 groups of 10 participants.

2) All key-informants/participants were people living in Pattaya selected by non-probability with the purposive sampling.

3. Participatory Action Research

The participants included 20 restaurant operators/cooks, 4 local wisdom teachers, and one facilitator. To provide participants learning and understanding the importance of knowledge management of the local wisdom on foods, the activities were performed by demonstration and experiment cooking of the menus of local cuisine set by the criteria which each group of all stakeholders were experts and/or had familiar experience with local foods and complied to cooperate.

Results

From the sample survey size of 100 entrepreneurs, chefs/cooks, and restaurant employees found that they were between 31-40 years old, in other business status (employees), had experience in restaurant business for 1-5 years, and average monthly income less than 20,000 baht. The opinions concerned the potential development of restaurant operators using the knowledge management process for local wisdom on foods revealed that every subject was at a high level. The first was the opportunity for restaurant operators, local food teachers to participate in the presentation of local foods at various festivals/traditional fairs of Pattaya city. Secondly, promoting entrepreneurs to transfer the local food wisdom to the new generation, followed by giving Pattaya city's awards or honors to restaurant entrepreneurs and teachers of local food wisdom, campaigning for entrepreneurs to realize the importance of local food wisdom, encouraging entrepreneurs to have knowledge and understanding Pattaya local foods, and exchanging knowledge about local foods between entrepreneurs, experts, and/or local wisdom teachers, respectively. Finally, providing technology workshop training to entrepreneurs to store data and various body of knowledge systematically.

The results of the survey of 400 Thai and foreign tourists with each group sized equally revealed that, most of the Thai tourists were female, aging ranged 35-44 years, undergraduate, officials/government officers, respecting Buddhism, visiting Pattaya more than 4 times, staying more than 3 days at this time, and averaging daily food consumption spending of 501-1000 baht. For foreign tourists, there were female and male equally, most of them were aged between 25-44 years, undergraduate,

retired/unemployed, Christian, visiting Pattaya more than 4 times, staying more than 3 days at this time, and averaging daily food consumption spending of 501-1000 baht. Both Thai and foreign tourists' opinion on various issues of this research revealed that every issue was at a high level and the highest was the same issue "giving Pattaya city's awards or honors to restaurant entrepreneurs and teachers of local food wisdom". Secondly, Thai tourists' ranking was promoting entrepreneurs to transfer the local food wisdom to the new generation, followed by encouraging entrepreneurs to have knowledge and understanding Pattaya local foods, campaigning for entrepreneurs to realize the importance of local food wisdom, building networks of cooperation between entrepreneurs of restaurant and tourism businesses to raise quality of local foods, and forming groups of entrepreneurs who are interested in local Pattaya cuisine to raise quality of the local food menus standardized, respectively. Finally, the technology workshop training should be provided to entrepreneurs to store data, and various bodies of knowledge systematically. The second of foreign tourists' opinion ranking was forming groups of entrepreneurs who are interested in local Pattaya cuisine to raise quality of the local food menus to be standardized, followed by encouraging entrepreneurs to have knowledge and understanding of Pattaya local foods, promoting entrepreneurs to transfer the local food wisdom to the new generation, the technology workshop training should be provided to entrepreneurs to store data, and various bodies of knowledge systematically which was at the same level of providing the opportunity for restaurant operators, Local food teachers to participate in the presentation of local food at various festivals/traditional fairs of Pattaya City, and conducting the activities for local food knowledge exchange between entrepreneurs, experts, and/or local wisdom teachers, respectively.

Overall opinion of the entrepreneurial group, Thai tourists, and foreign tourists regarding the guidelines for developing restaurant operators' potential, it was found by ranking that the first issue was giving Pattaya City's awards or honors to restaurant entrepreneurs and teachers of local food wisdom, the second was promoting entrepreneurs to transfer the local food wisdom to the new generation, followed by encouraging entrepreneurs to have knowledge and understanding Pattaya local foods, respectively, as details are shown in Table 1.

Table 1 Comparison of opinions on guidelines for developing the potential of restaurant entrepreneurs

Evaluation Items	Entrepreneurs		Thai tourists		Foreign tourists		Total		
	\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	Rank
Guidelines for developing the potential of restaurant entrepreneurs using the local knowledge management process on foods.	3.82	0.79	3.77	0.83	3.63	0.85	3.72	0.83	-
1. encourage entrepreneurs to have knowledge and understanding Pattaya local foods	3.84	0.95	3.82	0.99	3.53	1.05	3.71	1.01	6
2. encourage entrepreneurs to have knowledge and understanding Pattaya local foods.	3.82	0.86	3.82	0.97	3.65	1.00	3.75	0.96	3
3. conduct the activities for local food knowledge exchanging between entrepreneurs, experts, and/or local wisdom teachers	3.80	0.95	3.73	0.98	3.61	1.00	3.69	0.98	8
4. build networks of cooperation between entrepreneurs of restaurant and tourism businesses to raise quality of local foods	3.76	0.97	3.78	0.90	3.56	1.01	3.68	0.96	9
5. provide the technology workshop training to entrepreneurs to store data, and various body knowledges systematically	3.76	0.90	3.74	0.93	3.63	1.00	3.70	0.95	7
6. promote entrepreneurs to transfer the local food wisdom to the new generation	3.88	0.96	3.82	0.96	3.65	1.01	3.76	0.98	2
7. form groups of entrepreneurs who are interested in local Pattaya cuisine to raise quality of the local food menus standardized	3.77	0.96	3.74	0.92	3.69	0.99	3.72	0.95	4
8. provide the opportunity for restaurant operators, Local food teachers to participate in the presentation of local food at various festivals/tradition fairs of Pattaya city	3.88	0.86	3.71	0.93	3.63	1.00	3.71	0.95	5
9. give Pattaya city's awards or honors to restaurant entrepreneurs and teachers of local food wisdom	3.84	0.92	3.82	0.88	3.69	0.93	3.77	0.91	1

The hypothesis testing result showed that overall opinion of restaurant entrepreneurs, Thai tourists, and foreign tourists were different significantly at level 0.10, consequently due to the difference found between Thai tourists and foreign tourists at the significance level 0.10, as shown in Table 2.

Table 2 The results by hypothesis testing opinions on the guidelines for developing the potential of restaurant entrepreneurs

Samples	\bar{X}	SD	F-test	p-value	Mean Difference		
					(1)	(2)	(3)
Restaurant entrepreneurs (1)	3.82	0.78	2.398*	0.092	0.00	0.05	0.19*
Thai tourists (2)	3.77	0.83			-	0.00	0.15
Foreign tourists (3)	3.63	0.8			-	-	0.00
Total	3.72	0.83	-	-	-	-	-

* significant level 0.10

An in-depth interview was used to find the way to develop Pattaya local foods to be accepted by both Thai and foreign tourists, the community leaders suggested that there should be a place to distribute local foods which could be a community shop or community product display, provide opportunity for local people conducting rotatable continuously, each community should participate in finding local food experts/teachers, there should be a training course on the techniques of traditional cooking to increase local wisdom, Local food competitions should be held at various festivals/traditional fairs, Local communities need to create local value for local people to appreciate local wisdom. Firstly, they suggested creating social value for local people to recognize and accept local foods by cooperation requested from the restaurants and staff to introduce local food stories and value for impressing consumers to perceive and increase word of mouth among tourists. In order to improve Pattaya local food quality, government sectors, community, and all stakeholders should cooperatively and continuously support through various activities, there should be public relations about Pattaya local food stories using every communication channels through the hotels, restaurants, travel agencies and guides. In addition, a policy should be assigned to monitor and control local food quality standards, government and local administrators should take measures to control prices or procure of raw materials and quality seafood adequately. In this regard, some local food items should be selected to develop appropriately to each nationality of foreign tourist's need. The local food recipes with certified standard by Pattaya organization should be

provided to restaurants cooking as an identity of Pattaya local foods. And by focus group discussion, community leaders proposed to have a public relations campaign for value creation so that local people will recognize and value the local foods. The names of local wisdom teachers or food experts should be collected so that they can provide demonstrations of traditional local cooking methods to revive local foods for new generations to recognize.

The result of local food knowledge management for developing potential of restaurant entrepreneurs in Pattaya was divided into 2 parts:

1) The body of knowledge management found that Pattaya had potential readiness in terms of components in knowledge management, people/communities, organizations, processes, and information technology. Every community had experts/teachers of local food wisdom and culture. There were various sources of learning and good governmental management system. The budget was enough for development, skilled personnel in the work, technology usage for knowledge management, and food activities organized to encourage the knowledge exchange between communities and entrepreneurs continuously. The learning culture of communities and organizations of Pattaya followed the guidelines for social development focused on improving the quality of people by purposing to be a learning society. There were development of capacity and labor skills, focusing on building the security of community economy and production adequate for community consumption, and encouraging communities to form cooperative groups and occupation groups. There was support to use local wisdom to create value of goods and services and cooperating between private sector investments, promoting the joint investments between community organization networks and local government organizations including building the community incubation system accompany with knowledge development for management, marketing, and career skills. All of these were the internal factors to be the strengths which would facilitate knowledge management effected and lead to the learning society in future. In this regard, the implementation of the Pattaya City Development Plan has been conducted continuously by various projects with activities of knowledge exchanging to improve the capacity of entrepreneurs/communities both directly and indirectly. For the part of the KM process, Pattaya has no a systematic process to manage the local food knowledge, no agency/staff is responsible for local

knowledge management, no information about local knowledge/teachers, but there were activities/projects which encouraged local people and entrepreneurs to create/seek knowledge and learning exchange about food. Pattaya has databases and local administration technology in use, however it doesn't use it for the local food knowledge management process.

2) The knowledge management process of local foods for developing restaurant entrepreneurs in Pattaya followed essentially these steps

1. Knowledge Identification, it's revealed that entrepreneurs' knowledge possessed mostly to be the tacit knowledge of people in community due to occupation experience accumulation, inherited from ancestors/older generations and transferred to new generations learning by doing to help families in restaurants, and every community also had local food specialists.

2. Knowledge Acquisition, Pattaya has local wisdom teachers, experts/specialists proposed by community leaders, professional group leaders, and association/group members possessed of knowledge, capacity, and skills in cooking and restaurant business. Entrepreneurs and communities could acquire the knowledge through participating in Pattaya's activities/projects, business networks and various institutions.

3. Knowledge Creation, most entrepreneurs and communities created knowledge from their experiences by developing/improving extended from existing knowledge, combined with the knowledge gained through the learning exchange between family members which were new generation, transfer their knowledge learned from institutions or other learning sources, by talking, learning from comparison to competitor, and internet knowledge searching.

4. Knowledge Storage and Retrieval, Pattaya has local administrative databases but the body of knowledge of local food wisdom and nutrition is not systematically stored.

5. Knowledge Transfer, the older generation have spread their knowledge for many years. Most of them start with the fishery career specialized in cooking, especially seafood, began trading curries with rice from small shops and have expanded continuously until present. The local food knowledge as a body of tacit knowledge had been transferred in communities by person to person, within groups and between groups conducted in various manners. However, between groups of entrepreneurs, there was no knowledge transferring within groups.

6. Knowledge Utilization, entrepreneurs and communities in Pattaya have applied local food knowledge to conduct businesses, community career groups and community enterprise projects as the usage of tacit knowledge integrated with new knowledge acquired/created from training, telling, advising by members of occupation groups and communities, and body of knowledge trained has been applied in operation and production.

7. Knowledge Evaluation, due to Pattaya not having a knowledge management system for local food wisdom yet there were meetings for all local community operations evaluation. The results of the evaluation are being used as the guidelines for development planning for next year.

The participatory action research (PAR) results concerning problems and solutions in developing the potential of restaurant entrepreneurs in Pattaya using the knowledge management process of local food wisdom found that: the local people and entrepreneurs lacked traditional knowledges about Pattaya local cuisine on production process and cooking, did not use Thai/local people but foreigner service who could not inform tourists about local foods due to the lack of local cuisine knowledge, lack of marketing knowledge, raw materials were insufficient/rare and offered at unstable prices, the location was not good and expensive, there was no public relations to inform tourists of local foods and no tasting of local foods, and the government agencies did not provide a chance for local people to use the local wisdom. In this regard, research participants proposed the solutions by providing local food knowledge training to entrepreneurs, the data of chefs/cooks, learning sources, and local food wisdom teachers should be collected, there should be controlling food standards and prices, the local food cooperative and/or the local food center should be established, and all sectors should coordinately increase the public relations for the local foods.

By SWOT Analysis for developing the potential of restaurant operators in Pattaya, it revealed the internal factors that Pattaya has been strengthened as the international tourist destination, there were potential in many aspects such as places/location, raw material sources, resources/environment, variety of local dishes, local wisdoms/local wisdom teachers, strong communities, and effective manageable local administration. For the weakness, Pattaya had no systematic knowledge management process, the people with real local knowledge were rare, there was no local food database,

the way of life has changed, consequently local people were not aware of the importance of local wisdom, the new generation did not eat local foods, and restaurant business operators including servicers lack knowledge of local food and skills. The external factors has great opportunity for Pattaya City because many Thai and foreign tourists with high purchasing power and continuously increasing number of tourists, the government has policies to promote tourism and businesses related to local cuisine, in the situation of economic downturn causing consumers wanting value, including the trend of healthy foods and foods with herbs has great opportunity for local cuisine. For the threat, this matter reflects the natural situation, economy and society changing, Pattaya population increasing, raw material and sea food decreasing, increase in food business competitors with more capital, consequently the local restaurants mostly small can not be competitive, and lack of support from public, private, and business networks involved providing the local people in communities operating local food restaurants.

The guidelines for developing the potential of restaurant operators using knowledge management process of local food wisdom synthesized from research results are as follows:

1. Plan systematically to administration for knowledge management of local food wisdom, create a vision and set goals for knowledge management.
2. Organize a team/agency responsible for knowledge managing Pattaya local food wisdom.
3. Set a strategic plan and development guidelines with policies for all sectors to participate in activities/projects to develop the potential of restaurant operators.
4. Implement a knowledge management system and prepare a plan to develop the potential of restaurant entrepreneur.
5. Develop personnel to achieve knowledge and understand knowledge management process of Pattaya local food wisdom.

6. Develop a database and knowledge management system for Pattaya local food wisdom by the guidelines as follows:

- 6.1 Implement a database for storing the body of knowledge of Pattaya local food wisdom.
- 6.2 Organize an online database network.
- 6.3 Provide the training workshops to educate on technology using.
- 6.4 Create a knowledge management website for restaurant business.

6.5 Develop skills and knowledge in technology for entrepreneurs and communities/ interested person.

7. Develop the knowledge management process for Pattaya local foods by the guidelines as follows:

7.1 Allocate the guidelines for knowledge management of Pattaya local food wisdom at all stages consistent with Pattaya city development strategy.

7.2 Provide the training workshops to educate knowledge management process for restaurant operators and stakeholders.

7.3 Organize the entrepreneur and businesses related network to improve the quality of local food standardized.

7.4 Provide learning sources/places for entrepreneurs and communities to exhibit their products, local foods, community product trading, and organize Pattaya local food cooking demonstration.

7.5 Organize activities to promote knowledge of local food wisdom transferring, sharing and exchanging between entrepreneurs, chefs, local wisdom teachers, experts, and academics to create the learning society continuously.

7.6 Organize activities/projects to inherit culture and local food wisdom of Pattaya continuously.

7.7 Check and refine the bodies of knowledge and adapt the tacit knowledge from experts/ local food wisdom teachers to be explicit knowledge.

7.8 Follow up on knowledge transfer and improve/add new knowledge.

7.9 Declare honor awards/praise the local wisdom teachers and local food specialists of Pattaya.

7.10 Organize recreation activities and study trips from other establishments/learning sources.

7.11 Promote entrepreneurs to participate in spatial research activities.

8. Develop learning sources of Pattaya local food wisdom by the guidelines as follows:

8.1 Organize the administration system of local food wisdom sources in communities.

8.2 Organize activities/services for all access to local food knowledge sources and value usage.

8.3 Allocate resources and budget for developing the learning sources of local food wisdom of all communities.

9. Public relations and promote Pattaya local food business marketing by the guidelines as follows:

9.1 Organize activities to promote entrepreneur and community awareness and value of Pattaya local food wisdom.

9.2 Organize activities to encourage all sectors to participate in conservation and succession of Pattaya local food wisdom.

9.3 Provide training to educate on local food knowledge for guides and restaurant service staffs.

9.4 Support the local food business entrepreneurs on investment budget, raw material supply, and distribution location.

9.5 Declare honor marks/awards to the local restaurant operators.

Discussion

The hypothesis testing results concerned the opinions toward developing potential of restaurant entrepreneurs in Pattaya using process of knowledge management of local wisdom on foods revealed that Thai entrepreneurs and tourists had significantly different opinions from those of foreign tourists at level 0.10. This might be due to differences in background of these samples, Thai entrepreneurs and tourists have more knowledge and understanding about this than foreign tourists. However, this approach could add to the development of entrepreneurial potential in all aspects consistent with the research results of Hathaikan Chimbanrai and Rakphong Wongsarote (2013), the topic of "Potential of Local Food and Guidelines for Tourism Promotion through Local Food of Nan Province". On the identity of local foods, it proposed that Tourism Association and government agencies related should encourage local people to set and find the identity of Nan local foods as a method to promote tourism through local foods, should promote and develop the potential of local foods increasingly to be the strength of tourism by offering local food as a selling point of tourism, encourage and develop people in the communities to be aware of food resources in local area to sustain the local food identity. On the characteristics of local restaurants, tourism associations and related government agencies should cooperate to promote the improvement of local restaurant standards by setting a benchmark for local restaurants allowing tourists to trust certification. For the public relations, tourism associations, related government agencies, and local restaurant operators should organize activities and travel routes focused on local foods. On the service sector, tourism associations and related government agencies should offer education about local foods through training people in the communities or service staff of

restaurants could provide information on local dishes and recommend local foods to tourists correctly, to provide the opportunity to tourists to have local foods more, and local food restaurant operators should develop personal resources to have skills, service standards, and ability to work quickly in order for tourists to be impressed and want to revisit, and should promote tourism to recognize local foods more for example, organizing a local food festival, distributing local foods on walking street as well, including displaying and selling local products to stimulate developing local food products. There should be promoting tourism through local foods using the Information technology and social networks as tools for communicating between tourists and destinations as a way to provide tourists information about local foods.

Based on the participatory action research, the knowledge exchanging of Pattaya local foods provided effective mutual learning between experts/local teachers, academic/developers, and researchers including learning from entrepreneurial prototypes of success through facilitator re-telling. The bodies of knowledge achieved by research activity was a part of the knowledge management process which empowered entrepreneurs to increase their knowledge and skills on Pattaya local foods such as the previous research by Biazen (2012) on the topic "Local food festivals: Towards successful branding and sustainable local food tourism in Östersund." The research revealed that Östersund was the city that had an opportunity to succeed in tourism and local food marketers, and ability to overcome the challenges of world food culture. Therefore, government agencies and stakeholders should deal in advance with the regional development following the vision to improve the sustainable resource access, strengthen the cooperation with stakeholders in branding, develop the suitable strategy, and increase tourist number on destinations, ethnic varieties and cultures.

SWOT Analysis of the knowledge management of Pattaya local food wisdom found that the internal factors of Pattaya had strengthened as an international tourist destination, the potential has many aspects such as locations/places, raw material sources, resources/environment, variety of local dishes, local wisdom experts/teachers on local foods, strong communities, and effective local administration. This strength was consistent with research result of "The Push and Pull Factors Affecting to the Decisions of Chinese Tourists in Choosing Thailand as Their Destination" (Ratinthorn,

2014) concluded that the influencing factors to Chinese tourists' choice of travel to Thailand was Thai foods, Thai culture, the beauty of nature, sea, and beautiful beaches, and easy retrievable information data. In addition, this was supported by Karim (Karim, 2006), on "Culinary tourism as a destination attraction: an empirical examination of the destination's food image and information sources" were two main factors: Food image and image of atmosphere environment of attractions were the important factors of the products, combining with tourism situation of Pattaya increasing more Chinese tourists, consequently it is a great opportunity to use food tourism strategies by the development of local cuisine to enhance the quality of the tourist.

The guidelines for creating a strategy for developing restaurant entrepreneurship in Pattaya using the local knowledge management process on foods were consistent with the concept of Panich (Panich, 2006) describing the process of knowledge management in accordance with Nonaka & Takeuchi's approach. Undertaking the organizational knowledge management, there were seven important activities beginning with creation of the knowledge vision which executives were responsible in creating the vision of knowledges concerned, to be "Knowledge of life", or the core knowledge of the organization using as a compass to corporate knowledge management of organization, management of knowledge vision and the vision might be distinct at the right level, providing the opportunity for employees in each sub-unit to interpret together leading to vision and mission of the sub-unit under overall vision caused the sense of commitments, dedicated to working together to achieve that vision. The second step was to create an enterprise knowledge management team, Knowledge management started with each person and ended up creating teams to be a system throughout the organization. The knowledge management team consisted of 3 groups: knowledge management practitioners, knowledge engineers, and knowledge executives. This coincided with the research results of "Thai Local Food Menus' Developing of Restaurant for Tourists: A Case Study of Pattaya, Chonburi Province, Thailand". (Yambunjong & Gulasirima, 2012). In summary, the process of developing local food items was only successful if the entrepreneur, local administration and all sectors of the community must contribute to developing Pattaya local food to be recognized and acceptable. Local government executives should allocate

policies to organize activities, promoting local foods on festive days, Local traditions/culture such as organizing Pattaya local food competition/contest, entrepreneurs might assist by supplementing local food items to service staffs or guides to customers/tourists to taste, local communities should assist to conserve local foods by local wisdom teachers transferring local food knowledge to younger generations.

Suggestion

1. Research Recommendations

1.1 Policy Recommendations

Local leaders and/or community leaders should do as follows:

1) Allocate a policy to develop the potential of restaurant operators in Pattaya using the knowledge management process of local wisdom on foods according to this research approach, organize projects/activities to manage the knowledge in accordance with development plan of Pattaya City continuously for managing local food knowledge at all levels, and promote the data collection of Pattaya local food wisdom.

2) Declare honor to the local wisdom teachers including the operators of local restaurant standardized to be a prototype for new generations.

3) Use research results as the guidelines for policy development in communities by applying to promote food tourism and to develop community learning sources for facilitating operators and communities to information access, and to promote Informal education to everyone in Pattaya to be aware of the value of local wisdom and cooperate to create the learning society.

4) Public relation the stories and value of Pattaya local foods to tourists and other consumer to recognize.

1.2 Implementation Suggestions

For restaurant operators, professional groups, networks, and individuals could do as follows:

1) Apply the Knowledge Management Process to self-improvement.

2) Use as a guideline for sharing knowledge activities with local wisdom teachers and academics to raise the quality of local foods standardized.

2. Future Research Suggestions

Suggestions for future research could focus on the following:

1) Extending the scope of research to develop the potential of restaurant entrepreneurs using local and regional knowledge management processes to cover all local areas and the whole country.

2) Conduct Research Development (RD) using as a guideline the developing potential of restaurant entrepreneurs.

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