



The Development of Thailand's Tourism in the Post-epidemic Era: Chinese Tourists' Market Perspective

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Abstract

With the rapid growth of the global economy, international tourism has become a part of the world's continuously developing economy. International tourism also plays an important role in a country's international foreign exchange balance. This paper takes Thailand A International Travel Company as an example to analyze the development trend of Thailand's tourism industry in the post-epidemic era. Using interview method to interview more than Thailand tourism related personnel of the information collected by the data using the method of grounded theory, for the purpose of this study, found that the outbreak era under the Thailand tourism development limitations, find out the suitable for the Thailand tourism outbreak era development direction and development strategy.

Keyword: *International tourism, Thai tourism, development strategy, tourism companies, post-epidemic era*

1. Introduction

1.1 Background

Since the 1950s, tourism has slowly become a loved leisure activity that has become an indispensable activity in people's lives until now. Beginning in 2019, the new crown pneumonia's epidemic has swept the world, which has caused a great negative impact on global economy and political activities, and the tourism industry has been greatly damaged. With the global control of the new crown epidemic and the popularization of vaccines, compared with 2021 and 2020, multi-party data in 2022 shows that the global tourism industry has turned around.

According to the United Nations World Tourism Organization (UNWTO) World Tourism Barometer report, the number of international tourists reached 415 million in 2021, an increase of 15 million, or 4%, compared to 400 million in 2020, but still 72% lower than

in 2019. The number of international passengers in January 2022 was 18 million, an increase of 130 percent year-on-year and still down 67 percent from 2019. It shows that Thailand's tourism industry has not fully recovered to the pre-epidemic level of development.

With unique geographical and climatic advantages, Thailand is one of the countries in Southeast Asia that develops relatively fast in terms of tourism. Neighboring China, Thailand soon becomes one of the popular tourist destinations for some Chinese tourists with strong economic ability. Since the beginning of the 21st century, the number of Chinese tourists to Thailand has increased substantially. Since 2009, the number of Chinese tourists to Thailand has soared. According to the relevant data of the tourism department of Thailand, the number of tourists to Thailand in 2011 was 1.7 million, and since 2012, the number has been increasing at an astonishing speed every year, reaching 10.98 million in 2019. Thailand has become the most popular tourist destination for Chinese people. However, due to the impact of the COVID19 in 2020, The number of Chinese tourists entering Thailand decreased significantly, only 1.25 million, with a growth rate of -88.62%.

Thailand A International Tourism Group (hereinafter referred to as Thailand A Group) was founded in 2015 and headquartered in Bangkok, Thailand. Before the epidemic, it was a tourism enterprise with great potential. At present, there are 7 tourism subsidiaries in Thailand with more than 90 employees. Since its establishment, the company has been highly praised by the market and tourists with its advanced business philosophy, professional marketing team, standardized operation mode, dedicated tour guide talents and perfect after-sales service. The company mainly caters to Chinese tourists in Thailand. In 2017, it received more than 70,000 Chinese tourists, in 2018, more than 100,000 people, and in 2019, more than 200,000 people. The company's turnover increased rapidly for three consecutive years, but after the outbreak of the epidemic, all the company's business was suspended. The epidemic has brought great impact and harm to the tourism industry, resulting in serious losses during the epidemic period. In the post-epidemic era, Thai Group A needs to formulate relevant development strategies on how to better develop Thai tourism and improve Chinese tourists' evaluation of Thai tourism services.

1.2 Research Objectives and Significance

This article takes Thailand A Group as an example for research and discussion. The objectives are to find out the limitations of Thailand's tourism industry for Chinese tourists in the post-epidemic era, to find out the trend of Chinese tourists traveling to Thailand in the post-pandemic era, to find out the strategies suitable for the development of Thailand A International Travel Company in the post-epidemic era.

This article can point out the development direction of the tourism industry for Thailand A Group in the post-epidemic era, and equip it with corresponding specific

development strategies, which can greatly promote the company's development and provide guidance for the development of other tourism companies in the same industry. This article can provide a reference for the development of Thailand's tourism industry in the post-epidemic era, promote the development of Thailand's tourism industry and the improvement of its economic level, and promote economic exchanges and friendly cooperation between Thailand and China. At the same time, it can also provide theoretical reference for researchers engaged in Thailand's tourism industry.

1.3 Theoretical basis and literature review

1.3.1 Grounded Theory Analysis

Grounded theory is regarded as a more scientific and effective method in qualitative research methods. This theory was first developed by two sociologists Galsser & Strauss in 1976. The grounded theory method refers to the establishment of a theory on the basis of empirical data. The researcher generally does not have theoretical assumptions before the start of the research, and directly starts from the actual observation, summarizes the empirical generalization from the original data, and then rises to the theory. Grounded theory is a process of constantly comparing, thinking, analyzing, and transforming data into concepts to build theories.

This paper will use the grounded theory method to analyze the data collected from the interview and classify the collected interview results. As for the market perspective of Chinese tourists in the late epidemic era, the development limitations of Thailand's tourism industry, the trend of Chinese tourism to Thailand, and the development limitations of Thailand Group A, the grounded theory method is adopted to sort out and analyze the interview contents.

1.3.2 Concept of tourism in Thailand and Research on Tourism Development in Thailand

Zhao Rui (2018) and Chen Meini (2015) pointed out that tourism plays a vital role in Thailand's economic and social development and is one of the important sources of economic income in Thailand. Maurizio Peleggi (1996) explores the importance of Thailand's heritage sites to tourism in Thailand; Erik Cohen (2008) pointed out that international tourists have a rapidly increasing demand for medical treatment in Thailand, which can be developed by combining treatment with vacation. Kittisak Jermstittiparsert and Thitinan Chankoson (2019) concluded through empirical research that carbon emissions from manufacturing and construction industries and other industries have a significant impact on Thailand's tourism industry. Vilas Nitivattananon and Sirinapha Srinonil (2019) propose strategies to strengthen coastal governance.

Starting from Kang Dajun (1987), a large number of Chinese scholars introduced the general situation of Thailand's tourism development, mainly summarizing its successful

experience as having superior tourism resources, government attention, perfect basic service facilities and close tourism cooperation with Southeast Asian countries. Since 2010, scholars have paid more attention to the analysis of the problems existing in the development of tourism in Thailand and put forward corresponding suggestions to solve them, while the research on the successful experience of tourism development in Thailand has gradually decreased. Nong Baoyu (2013) used SWOT analysis to discuss the advantages and disadvantages of Thailand's tourism development from a macro perspective, and found out the aspects that could be further improved in the future. Lv Shuzhu (2019) adopted a combination of qualitative and quantitative analysis, used various quantitative techniques based on classical economic theory and demand theory to simulate the international demand of Thailand's tourism industry, and finally gave direct suggestions and policy enlightenment for the development of Thailand's tourism industry. Xinlin Lu and Peng Zhou (2021) analyzed the tourism development of seven regions in Thailand from 2009 to 2019 by using standard deviation and coefficient of variation. Finally, based on the analysis results, the author put forward suggestions to promote the development of tourism in Thailand.

1.3.3 The conditions for the development of tourism in Thailand

Shen Yilin (2018) and Sun Kaili (2020) pointed out that Thailand is blessed with unique natural resources, Buddhist culture and architecture, as well as perfect transportation infrastructure system. Thai people are known as the "Land of smiles" with their warm hospitality. Zhang Meimei (2021) analyzed the influence of political factors, economic factors and social and cultural factors in Thailand on the tourism economy of China and Thailand.

Thavorn Tliitthongkam (2015) pointed out that there are still many adverse factors restricting the development of Thailand's tourism industry, such as infectious diseases, economic situation, disaster crimes and wars, technology, culture, education, environmental problems, population structure change, language, and the most important one is the political problems in Thailand. BENJARAT NATENUCH (2017) adopted SWOT analysis method to make a comparative study on tourism competitiveness between Thailand and ASEAN countries, and pointed out that Thailand has more experience in infrastructure, tourism facilities and international marketing compared with other ASEAN countries. However, there are still some problems, such as low degree of integration, lack of unified management, lack of cooperation among various government agencies and lack of tourism human resources.

1.3.4 The impact of COVID-19 on tourism

Xia Jiechang, Feng Xiaoxu (2020), Ming Qingzhong, Zhao Jianping (2020), Shen Junbo, Xu Tong, Lu Mingming, Zhai Yanxia (2020), taking China's tourism industry as an

example, pointed out that the outbreak and spread of COVID-19 had a huge impact on China's tourism industry, but it was only temporary, and China's tourism industry would still show a momentum of rapid recovery with great resilience after the epidemic.

Zhang Jian (2020) pointed out that the tourism industry in the Asia-Pacific region was hit hard by the COVID-19 epidemic. In order to get rid of the impact and influence of the epidemic as soon as possible, countries in the Asia-Pacific region have taken various measures to stimulate the recovery of the tourism industry. It will take a long time for the tourism economy to recover to its pre-pandemic level. To this end, all Asia-Pacific countries should join hands to fight the epidemic and work together for an early recovery of tourism for mutual benefit.

In view of the impact of the epidemic on the tourism industry in Japan, Zheng Jihan (2021) proposed a future outlook for the tourism industry: "Internet + local tourism" model will become a new trend in the industry, and the tourism industry in the post-epidemic era will become intelligent, humanized and digital. Ji Jing (2021) pointed out that in the face of the COVID-19 epidemic, we must find new ways and new business opportunities, and we can turn to "cloud tourism". Zhang Qian (2021) put forward suggestions on the development and exploration of strategic health tourism management by analyzing the status quo of global tourism and tourism in Thailand in the post-epidemic era.

1.3.5 Chinese tourist trend in Thailand

Long Ruhai (2014) conducted a survey and found that Chinese tourists who travel to Thailand are mainly male, young people are the main group of tourists in Thailand, and Chinese tourists who travel to Thailand generally have higher education background. From the perspective of occupational categories, the occupational fields of Chinese tourists are mainly students in colleges and universities and relatively young white-collar employees in companies, while the income distribution of Chinese tourists is mainly among the upper-middle-income groups in China. At the same time, it is pointed out that the rate of return visits of Chinese tourists to Thailand is relatively high, leisure and tourism have become the main purpose of Chinese tourists entering Thailand, and Chinese tourists mainly choose star-rated hotels for accommodation in Thailand. Finally, through the survey of tourist satisfaction, it shows that 55% of Chinese tourists say that Thailand tourism is much better than expected, and more than 90% of Chinese tourists express their willingness to revisit Thailand. Most tourists have high satisfaction with the service quality of Thailand. Wait.

Xu Xinxin (2016) and Luo Fengyi (2021) pointed out that China's outbound tourism has huge potential, and middle-income families, young and middle-aged people with high education and high-income occupations have gradually become the backbone of Thailand's outbound tourism market. The main purpose of consumers traveling to Thailand is sightseeing and leisure; Thai outbound tourists still mainly obtain travel-related

information through the Internet; when consumers choose travel routes, price is one of the factors they consider, but it is not the decisive or the only factor. Judging from the future consumption trends of Thai outbound tourists, most tourists are more willing to choose travel agencies for overseas travel activities and other conclusions.

1.3.6 China Travel Agency development research

Chen Junyi (2017) pointed out that travel agencies should clarify customer segmentation market and set up travel service route according to the characteristics of customer segmentation market, O2O business model, wholesale integration business model is the inevitable trend of outbound tourism business model development. Taking LM Travel Agency as an example, Lin Jiuling (2019) pointed out the necessity and urgency for LM Travel agency to implement customized marketing from the perspective of macro-environment and micro-environment elements. Wen Bin (2020) points out that the tourism industry must attach importance to resource management and maintain the unique arts and culture of scenic spots in order to promote sustainable economic growth. Tourism companies should pay attention to the safety of tourists, provide convenient services for tourists, and improve the quality of tourism industry personnel.

1.3.7 Related research about the post-epidemic era

The literature found in the literature did not have a special study of the "post-epidemic age" definition, but in some other areas of research, some explanations of the post-outbreak era were found.

Wang Zhuli (2020) points out that mankind has entered the post-epidemic era. The so-called "post-epidemic era" is not the situation in which the epidemic completely disappears and everything recovers as before, but an era in which the epidemic may ebb and flow at any time, with small-scale outbreaks, repatriation from foreign countries and seasonal outbreaks, and prolonged for a long time, with far-reaching impacts on all aspects. Just like when a person recovers from a severe illness, it is impossible to remain the same as before, but a lot of physical, psychological and even behavioral changes have taken place. Liu Qingchang (2021) pointed out that COVID-19 not only directly affects the daily life of ordinary people, but also indirectly changes the pace and way of work in various fields of society. Of course, it also changes the psychological state of workers and even the value judgment of human life, which are all phenomena in the post-COVID-19 era.

1.3.8 Related research to company development

In terms of research on the development of tourism companies, Chen Yifan (2022) takes W Tourism Company as an example and points out that the company should pay attention to attracting and cultivating talents, enriching talent team, optimizing scenic spot services, developing innovative products, enhancing tourism attraction and other strategic measures in its later development. Zhang Zhenqian and Qin Jiaqi (2019) pointed out that

tourism companies should build characteristic tourism products and create characteristic tourism routes with core competitiveness. Kang Xin (2019) took Hunan Kuxiang Cultural Tourism Co., LTD as an example and pointed out that Internet publicity and the promotion and use of e-commerce platforms should be emphasized. In the context of rural revitalization strategy, Jin Yuanyuan and Wang Shufang (2020) point out that the integrated development of eco-tourism industry and health industry should create characteristic fine products of rural eco-health tourism, and increase the marketing and publicity of rural eco-health tourism with the help of new media. At the same time, we should increase the cultivation of professional compound talents in the field of health tourism.

2. Methodology

2.1 Research Location

This paper mainly studies the tourism industry in Thailand. For the development strategy, it will learn from the more mature tourism strategies of other countries. However, specific development issues and situation analysis need to be studied by understanding the tourism industry in Thailand, so the research site of this article is selected in Thailand.

2.2 Research Group

Because Thailand A Group is based on the Thai tourism market, and its customers are mainly Chinese tourism companies and Chinese tourists, the main research objects include the staff of Thailand A Group, the tourism department of the Thai government, the staff of many international travel companies in China and Thailand, the staff from the China-Thailand Tourism Association, Chinese tourists, and many Chinese professors and scholars who study tourism in Southeast Asia. A total of 36 respondents were interviewed.

Selected 10 (A01-A10) staff members of Thailand A Group, including 3 managers A01, A02, and A03 of the subsidiaries of the group, 1 member of the financial department A04, 2 members of the administrative department A05 and A06, 2 members of the Planning and Adjustment Department A07 and A08, and 2 tour guides A09 and A10.

Selected 5 (B01-B05) staff members of the National Tourism Administration of Thailand, 1 deputy director of the Tourism Bureau B01, 2 office staff B02 and B03, and 2 staff from other departments B04 and B05.

Selected 3 (C01-C03) staff members of China International Travel Company, namely Hainan B International Travel Company Manager C01, Anhui C International Travel Company Network Sales Personnel C02, and Hunan D International Travel Company Tour Guide C03. These three travel companies are companies with a certain scale in the development of Thailand tourism in China, and they rank among the top in the industry.

Selected 3 (D01-D03) staff members of Thailand International Tourism Company, namely D01, the marketing manager of Thailand E International Tourism Group, D02, the

person in charge of Thailand F International Tourism Group, and D03, the person in charge of Thailand G International Tourism Group. Before the epidemic, these three travel companies were among the top three companies in the development scale among Thai travel companies dominated by Chinese tourists, and each company occupied a large market share, they have a greater say in the situation and trend of Chinese tourists traveling in Thailand, as well as the direction of later tourism development.

Selected 3 (E01-E03) members of the China Tourism Association, namely E01, the vice president of a Chinese tourism association, E02, a member unit of a Chinese tourism association, and E03, the vice president of a health tourism branch of a Chinese tourism association. All the staff introduced and obtained interview opportunities for Chinese cooperative travel companies.

Selected Four (F01-F04) members of the Thailand Tourism Association, namely F01, the vice president of a Thailand tourism association, F02, a member of a Thailand tourism association, F03, a vice president of a Thailand tourism chamber of commerce, and F04, a member of a Thailand tourism chamber of commerce.

Five Chinese tourists (G01-G05) who have visited Thailand and been received by A Group in Thailand are selected. These five tourists are keen on tourism and have more than 5 years of experience in tourism and have traveled to many overseas countries. They are G01, a teacher from Shandong province, G02, a self-employed person from Anhui province, G03, a trading company manager from Hainan province, G04, a retiree from Hunan province, and G05, a freelance worker from Shanghai.

Selected 3 (H01-H03) professors and scholars who study tourism in Southeast Asia, professor H01 of the School of Tourism Management of Hainan H University, teacher H02 of Guangdong I Vocational College of Tourism Management, and professor H03 of tourism management of Shandong J University. All three scholars have published many research articles in Southeast Asia tourism-related fields.

2.3 Research tools and data collection process

2.3.1 Research tools

Due to the impact of the new crown pneumonia, it is impossible to return to China to conduct face-to-face interviews with domestic interviewees in Thailand. Therefore, we conducted in-depth interviews with interviewees on relevant issues through online WeChat video chat, voice, and telephone, and took notes and records. Conducted face-to-face interviews with interviewees in Thailand and took notes.

2.3.2 Questions and content of the interview

Interview questions were set based on previous literature, and the following are the interview questions.

Table 1: Interview questions and content

Number	Interview group	Interview questions
1	10 (A01-A10) staff of Thailand Wanguo Group	<ol style="list-style-type: none"> 1. What do you think of the development of Thailand A Group before the epidemic? 2. What is your opinion on the relevant development strategies of Thailand A Group before the epidemic? 3. Based on your position in Thailand A Group, what areas do you think Thailand A Group needs to improve before the epidemic? 4. Based on your position in Thailand A Group, what new strategies do you think Thailand A Group should have after the epidemic?
2	5 (B01-B05) staff members of the National Tourism Administration of Thailand	<ol style="list-style-type: none"> 1. What is the new development situation of the National Tourism Administration of Thailand after the epidemic? 2. What preferential policies will the Tourism Authority of Thailand take to attract foreign tourists after the epidemic? 3. What preferential services does the Tourism Authority of Thailand offer to Chinese tourists? 4. How will the Tourism Authority of Thailand protect and improve Thailand's tourism resources?
3	3 (C01-C03) staff of China International Tourism Company and 3 (D01-D03) staff of Thailand International Tourism Company	<ol style="list-style-type: none"> 1. Based on the tourism situation before the epidemic, please talk about the general situation of Chinese tourists visiting Thailand in recent years. 2. Based on the travel situation before the epidemic, what are the travel preferences of Chinese tourists in Thailand? 3. What advice do you have for relevant Thai government departments for Chinese tourists to visit Thailand after the epidemic? 4. In the future, what do you think are the trends and preferences of Chinese tourists visiting Thailand?

		1. What factors promote Chinese tourists to visit Thailand?
3 (E01-E03)	members of China Tourism Association, 4	2. What negative emotions and experiences do Chinese tourists have when traveling in Thailand? Are these negative effects large? Will it cause Chinese tourists to stop thinking about Thailand tourism in the future?
4	(F01-F04) members of Thailand Tourism Association	3. What is the development trend of Chinese tourists' enthusiasm for Thailand tourism in recent years?
		4. According to the trend, will the Chinese tourists' preference for Thailand tourism return to the level before the epidemic after the epidemic? If you can recover, how long do you think it will take?
5	5 (G01-G05) Chinese tourists	1. How do you feel about traveling to Thailand?
		2. What is the biggest attraction of Thailand to you? What is the main purpose of your visit to Thailand?
		3. Did you encounter anything that made you unhappy when you traveled in Thailand? What's the matter?
		4. What advice do you have for travel companies that have received you?
		5. Based on your local travel experience in Thailand, please tell us what improvements do you think Thailand tourism needs to make?
6	Three professors and scholars (H01-H03) who study tourism in Southeast Asia	1. Southeast Asian tourism has always been popular with Chinese tourists. What are the backgrounds and reasons?
		2. What are the advantageous conditions for developing tourism in Southeast Asia?
		3. What is the development trend of tourism in Southeast Asia in the post-epidemic period?
		4. As a favorite tourist country for Chinese tourists, what are the good suggestions for tourism development in Thailand in the post-epidemic period?

Source: Organized by the author

3. Results

3.1 Interview analysis tools

The interview data were decided to be analyzed using the MAXQDA Analytics Pro 2020 qualitative analysis software.

3.2 Interview data coding process

3.2.1 Open coding

First-level coding is the process of decomposing, comparing and analyzing the acquired data and conceptualizing and categorizing them. This process starts with labeling. Words with similar semantics appear in the interview content to classify them. The author observes the text from the perspective of a third party and classifies the text with semantic blocks based on his own reading ability and insight.

Since there are three questions studied in this paper, the relevant interview records of each question are sorted out separately. Part of the original statements in the interview are listed, and the first-level coding and process are shown in Table 2, 3 and 4 below:

Table 2: First-level coding process related to the development limitations of Thailand's tourism industry

Content of the original interview records of the interviewees	Concept extraction
<p>D03 pointed out that since more and more Chinese tourists come to Thailand to experience Thai medical and health programs, he hoped that the Thai government could regulate the medical market and promote the improvement of the overall medical level. G01 pointed out that many local streets in Thailand looked a little dirty. He hoped that Thailand could do a good job of sanitation and cleaning to make the tourism environment better. E01 pointed out that some Chinese tourists had their wallets stolen and had disputes with local people when they were traveling in Thailand. These negative events would have a great impact on the parties themselves, as well as on other Chinese tourists traveling in Thailand. F02 points out that when many tourists travel freely in Thailand, they will encounter a high price when taking a taxi without using a meter, and the prices of goods bought by local people and Chinese tourists are different. G03 points out that when taking a taxi, the driver sees that he is a foreign tourist does not give the meter, the price of payment, and some drivers are particularly high, and malicious meter driver, the charge will be hundreds of baht more expensive than the normal meter taxi, let oneself feel dissatisfied; F04 pointed out that some Chinese tourists reported that they had zero tour fees but charged high prices during their trip in Thailand.</p>	<p>Thailand needs to standardize the order of the tourism market, set up Chinese customer service, and strengthen social security governance.</p>
<p>G03 believes that the Thai government should strengthen the control of scenic spots, unified and standardized management, including environment and services, and develop more tourism projects in northern Thailand. H01 points out that there are some uncoordinated problems in the development of tourism in Thailand, for example, the</p>	<p>The level of tourism development in different regions of Thailand is different, and the overall</p>

regional development is not coordinated, the central Bangkok region and the neighboring areas develop relatively fast, the northern and northeastern regions develop relatively backward, and the rural tourism is not coordinated with coastal tourism and urban tourism, which leads to the low investment in rural tourism, and the rural development is difficult to drive.

G03 thinks to develop international direct flights to the north; G04 pointed out that in the scenic spots in Thailand, except for the tour guide who can speak Chinese, few staff in the scenic spots can speak Chinese, which is difficult to communicate with.

H03 believes that Thailand should vigorously develop medical and health tourism, at the same time regulate the medical industry market, introduce perfect medical laws and regulations, and guarantee the rights of tourists. G05 pointed out that the Thai government should set up a hotline convenient for Chinese tourists to report to the police, and set up Chinese customer service, so that Chinese tourists can contact the police in the first time when they encounter danger in Thailand. Meanwhile, the Thai government should strengthen the maintenance of social security and provide a safe traveling atmosphere for overseas tourists.

G04 believes that the Thai government should vigorously develop old-age tourism projects, set up holiday areas, and increase relevant medical facilities and service personnel. He believes that in the future, there will be a lot of Chinese retirees concerned about tourism, medical care and old-age care. G03 believes that it is best to classify tourist routes, such as religious tourism, scenic tourism, health tourism, etc.

development is not coordinated.

Thailand's public transport linking several tourist attractions is not convenient enough, and there are no Chinese interpreters in the scenic spots when Chinese tourists visit Thailand.

When Chinese tourists defend their rights in Thailand, relevant laws and regulations are not perfect and the process of safeguarding their rights is not convenient.

Thailand has not developed enough in old-age tourism, health tourism and other aspects.

Source: Organized by the author

Table 3: First-level coding process related to the trend of Chinese tourists to Thailand in the post-COVID-19 era

Content of the original interview records of the interviewees	Concept extraction	Main category
C01 points out that most Chinese tourists to Thailand will choose package Tours, and some young people like to accompany their relatives and friends to travel freely; C02 points out that more Chinese tourists prefer semi-free travel,	In recent years, Chinese tourists have obtained more travel	Free travel, semi-free travel, high-end customized

with one part of the routes arranged by travel agencies and the other part arranged according to the requirements of tourists. In addition, more and more tourists will have their own routes arranged according to the recommendation of scenic spots on the Internet. C03 points out that a large number of Chinese tourists will consult high-end customized Tours before choosing tour groups, and the whole process will be customized according to tourists' preferences; D01 pointed out that many Chinese tourists would ask for additional tourist attractions during the tour group; C01 points out that in the future, there may be more tourists on small customized route parades, or high-end private Tours; E01 points out that in recent years, general tour groups are still preferred by Chinese tourists, but free tour and high-end customized tour have been growing, and more and more tourists customize their own travel items in Thailand. Even if there is a prescribed tour group tour route, there will be more tourists to add some additional scenic spots. H03 points out that in the future, there will be more free and semi-free tourists, and people will pay more attention to the physical and mental relaxation and comfort during travel. The large number of people and time rush tour groups may make the tourists who require quality travel feel less relaxed and happy, so more tourists may pay attention to the free travel in Southeast Asia in the later period.

D02 points out that in recent years, more senior tour groups have come to Thailand, and they pay much attention to health tourism routes. D03 points out that in the future, many retirees may like to live in Thailand for the aged; F01 points out that more and more Chinese retirees travel to Thailand for retirement. They stay in Thailand longer than ordinary tourists and mainly live in Pattaya, Hua Hin and other areas; G04 believes that the Thai government should vigorously develop old-age tourism projects, set up holiday areas, and increase relevant medical facilities and service personnel. He believes that in the future, there will be a lot of Chinese retirees concerned about tourism, medical care and old-age

guidelines through travel trend is obvious. pay attention to the quality and experience of travel. They tend to prefer free travel, semi-free travel and customized travel.

Chinese elderly tourists pay attention to Thailand's pension and health tourism routes.

The sojourn pension model is becoming more and more popular.

care. H01 pointed out that under the situation of COVID-19 and RCEP, Southeast Asian elderly tourism products have attracted much attention; H02 points out that elderly tourists in China prefer to join group Tours and have a high demand for health recuperation and vacation. With the aging of the social population, more and more elderly people pay more attention to their life quality and physical and mental health. Southeast Asia, which is close to China and has unique natural climate conditions, is favored by many elderly tourists. Physical and mental health, quality of life are the important motivation of elderly tourists;

D03 points out that more and more Chinese tourists go to Thailand for medical programs, such as cosmetic surgery, medical care and assisted fertility; F02 points out that more Chinese tourists come to Thailand for medical and health programs, such as medical beauty programs, fertility technology, etc.

More and more Chinese tourists are paying close attention to the medical and health tourism projects in Thailand.

Medical and health tourism has received more attention.

D01 points out that the Thai government can strengthen social security, especially near the scenic spot to ensure the safety of tourists traveling in Thailand; D02 points out that the Thai government should control the scenic area to prevent some arbitrary charges or unsafe factors; G05 points out that the Thai government should set the hotline for Chinese tourists and alarm for Chinese tourists to contact the police at the first time, and the Thai government should strengthen the maintenance of social security to provide a safe tourist atmosphere for overseas tourists.

There are higher requirements for unsafe factors such as public security management and arbitrary charges in Thailand.

Higher requirements for tourism services, experience and security.

Source: Organized by the author

Table 4: First-level 1 coding process for the development of Thailand World Group

Content of the original interview records of the interviewees	Concept extraction	Main category
A01 points out that WG has problems in human resource management, and has not formulated strict rules and regulations; A01 believes that WG should	Lack of strict rules and regulations, personnel recruitment, resignation	Human resource management issues

strengthen the management of human resources, formulate strict personnel recruitment and separation system, and punish those who violate the company regulations in their work.

is not strict enough, the punishment measures are not clear.

A02 noted that Wanguo Group did not train new employees, Lead to many new people to the post after more work problems; A06 says the company lacks employee training, Especially the tour guide training; A09 said the group lacks orientation training for new tour guides; A02 believes Wanguo should strengthen training for new employees, First of all, let the new employees understand the development situation and development concept of Wanguo Group, Employee rules and regulations, And the obligations of each position, Then, for the requirements of each position, Conduct staff training, Only those who pass the assessment after the training can go to the post; G01 pointed out that the Mandarin of its own tour company guide was not very good, Heavy local accent, I hope to strengthen the practice of Mandarin.

New employees lack training, and the training of old employees is not in place.

A04 points out that the financial audit intensity is not enough; A04 believes that Wanguo Group should strengthen financial management, strengthen the audit of financial work, strictly supervise and manage the reimbursement of employee expenses and daily accounting records, and can introduce the financial software system.

Financial audit strength is not enough, expense reimbursement, out of the account record is not strict enough.

Financial audit problems

A05 points out that Wanguo Group has less publicity on the network, the publicity work is not in place; A03 said that Wanguo Group rarely uses the we media platform, now many enterprises will conduct video publicity on the network, Wanguo Group does not have its own enterprise account; A05 believes that Wanguo Group should strengthen its publicity on the network, shape the brand image of the group, can set up the TikTok account to display the group culture, and can attract more Chinese tourists to Thailand.

Lack of network publicity, neglect of brand image.

Network propaganda issues

<p>A07 pointed out that Wanguo Group conveys information, distributes company resources, and appoints tourists to stay in hotels and travel vehicles; A08 said that Wanguo Group lacks software to help the whole group uniformly allocate tasks and resources; A07 believed that Wanguo Group should use office software system to assign tasks within the group and unify the allocation and management of resources of the whole group.</p>	<p>There are problems in internal information transmission and lack of effective allocation of resources.</p>	<p>Resource, task allocation issues</p>
<p>A10 pointed out that Wanguo Group has unreasonable distribution of tour groups to tour guides; A10 believes that the distribution of tour groups, including tour guides, should be managed.</p>	<p>The task assignment of tour guides is not coordinated management.</p>	
<p>G02 thinks that the tourist attractions are relatively dense and the time is too fast, so they cannot immerse themselves in it, so that tourists can stay in each scenic spot for a period of time; G03 believes that it is best to classify the tourist routes, such as religious tourism, scenic tourism, health tourism, etc., because many tourists may just want to go to Thailand, but most of the tourist routes include a variety of scenic spots, hoping to be classified.</p>	<p>The tourist route is not reasonable enough to be classified to meet the tourism needs of different customers.</p>	<p>Travel route setting problem</p>
<p>G04 hopes to launch more elderly tour groups and health tour groups, and hopes to launch tourism projects suitable for long-term travel trips for the elderly.</p>	<p>The residential and pension program for the elderly has attracted much attention.</p>	<p>Residence Project Development of the Elderly..</p>
<p>D03 points out that more and more Chinese tourists go to Thailand for medical programs, such as cosmetic surgery, medical care and assisted fertility; F02 points out that more Chinese tourists come to Thailand for medical and health programs, such as medical beauty programs, fertility technology, etc.</p>	<p>Medical and health travel attracts the attention of Chinese tourists.</p>	<p>Development of health care tourism projects</p>

Source: Organized by the author

3.2.2 Core encoding

Core coding, the main task of this stage is to integrate and condense, and extract a core category from the named conceptual categories, which is the keyword condensed from

all analysis results. After the completion of the core coding, a story line can be developed, and the core genera can be extracted by using the categories and relationships obtained by the previous coding to summarize all the phenomena, and the data can be used to verify the description. This phase will deepen the analysis again. Details are given in Table 5 below:

Table 5: Core Category Information Table

Core category	Main category	Positionality
The limitations of tourism development in Thailand	Tourism market order problems;	At present, there are many problems in Thailand tourism, which restrict the development of Thailand tourism, that is, the limitation of the development of Thailand tourism.
	Incoordination of the Thai tourism market;	
The trend of Chinese tourists traveling to Thailand in the post-epidemic era	Tourism-related facilities problems;	In the post-epidemic era, Thailand's tourism industry is accepting more challenges, and Chinese tourists' preference for Thai tourism has a certain trend.
	Various laws and regulations safeguarding the rights of Chinese tourists; market development efforts.	
Development situation of Thailand Wanguo Group	Free travel, semi-free travel, high-end customized tour trend is obvious;	There are many problems in the current development of Thailand Wanguo Group, and the analysis of the current development situation is a reference for the future strategy formulation.
	The sojourn pension model is becoming more and more popular;	
	Medical and health tourism has received more attention;	
	There are higher requirements for tourism service, experience and security.	
	Human resource management issues;	
	Financial audit issues;	
	Network publicity problems;	
	Allocation of resource and tasks;	
	Problems of setting up tourist routes;	
	Development of soand residence project for the elderly;	
	Development of health care and medical tourism projects.	

Source: Organized by the author

3.2.3 Theoretical saturation test

After the completion of the coding process, it is necessary to conduct the theoretical saturation test for the credibility and adequacy of the conceptual categories concluded from the data. If new conceptual categories are found in the test results, it is necessary to

supplement the data and add coding for conceptual categorization, so as to improve the inductive categories of this interview research.

We selected I01, a Chinese tourist who had traveled to Thailand, I02, a member of China Tourism Association, and I03, a manager of a Thai tourism company. The interview data were obtained through the same interview mode. After sorting out, it was found that the interview contents were in line with the core categories of previous interviewees' data, and no new conceptual categories were generated. Therefore, the essential research achieves the expected effect. The encoding results of the interview content pass the theoretical saturation test and have credibility.

3.3 Data analysis and interpretation

Through in-depth interviews with selected interviewees, primary data are obtained, and then the interview content data is encoded, and the concept of categorization and categorization are extracted. Relevant research results of this paper are concluded, as shown in Table 6 below:

Table 6: Analysis and summary of Thailand tourism industry and Thailand International Group

Core category	Main category
The limitations of tourism development in Thailand	Tourism market order problems;
	Incoordination of the Thai tourism market;
The trend of Chinese tourists traveling to Thailand	Tourism-related facilities problems;
	Various laws and regulations safeguarding the rights of Chinese tourists; market development efforts.
	Free travel, semi-free travel, high-end customized tour trend is obvious;
Development situation of Thailand Wanguo Group	The sojourn pension model is becoming more and more popular;
	Medical and health tourism has received more attention;
	There are higher requirements for tourism service, experience and security.
	Human resource management issues;
	Financial audit issues;
	Network publicity problems;
	Allocation of resource and tasks;
	Problems of setting up tourist routes;
	Development of soand residence project for the elderly;
	Development of health care and medical tourism projects.

Source: Organized by the author

4. Conclusion and Discussion

4.1 Research Conclusions

4.1.1 Development limitations of tourism in Thailand

This section uses the grounded theory method to analyze the information collected from the interviews, classifies the collected interview results, and concludes the development limitations of Thailand's tourism industry in the post-epidemic era.

(1) Problems related to tourism facilities

Thailand's tourism facilities are still inadequate and defective, tourist attractions are far apart and there is no public transport to tourist sites. The taxi management near the scenic spot is not in place, and many taxi drivers charge arbitrarily. At the same time, due to the lack of strict requirements for environmental protection, the environmental degradation of tourist attractions is caused. The lack of effective management of local administrative organizations and communities, the lack of unified management of scenic spots among local governments, resulting in the lack of coordination between local scenic spots and tourism planning. To solve this problem, the Thai government has joined forces with several departments to strengthen the management of scenic spots, improve public transportation, manage national scenic spots in a unified way, coordinate national tourism resources, and promote the balanced development of the whole Thai tourism industry.

(2) Problems related to Market development efforts

Thailand's tourism market development needs to be further improved. Chinese tourists to Thailand each have their own unique purpose of travel, Thailand tourism lacks multiple market segments, at present, Thailand tourism is mostly concentrated in a few big cities, islands, coastal areas, but there is no complete subdivision. At the same time, tourism resources in northern Thailand and other places are not developed enough, and tourists are mostly concentrated in the central and nearby areas. To solve this problem, market segmentation should be adopted for different groups and corresponding preferential or convenient services should be given. At the same time, the development of tourism resources in many places in Thailand should be strengthened to comprehensively develop the tourism economy of various regions.

(3) Problems related to tourism market order

With the further prominent economic benefits of tourism in Thailand, a large number of unqualified travel agencies enter the tourism industry, which makes the order of the tourism market very chaotic. In Thailand, many travel agencies use false certificates or other fraudulent means to obtain registration. These travel agencies generally do not have

the ability to resist risks. At the same time, there are also many travel agencies and tour guides operating tourism business without licenses. To solve this problem, it is necessary for the Thai government to cooperate with various departments to rectify the tourism industry in Thailand, seriously rectify the tourism market in Thailand, and create a safe and sound tourism environment for Chinese tourists to travel in Thailand after the epidemic.

(4) Problems concerning laws and regulations for safeguarding the rights of Chinese tourists

Security and rights protection are the main concerns for Chinese tourists when they travel abroad. When Chinese tourists travel in Thailand, if they have disputes with local people or their rights are infringed, perfect laws and regulations are needed to help Chinese tourists to protect their rights. It is better to assign staff who can understand Chinese to deal with the infringement problems of Chinese tourists, so as to help Chinese tourists make their appeals clear and protect their legal rights. At the same time, with the continuous development of medical and health tourism, a large number of Chinese tourists come to Thailand to enjoy high-quality medical services, which requires the Thai government to constantly improve various laws and regulations on medical and health.

(5) Problems of uncoordinated tourism market in Thailand

There are some problems in Thailand, such as the disharmony between regional tourism development, the disharmony between rural tourism, coastal tourism and urban tourism, and the disharmony between inbound tourism and domestic tourism. In Thailand, island tourism in the south, coastal tourism in the middle, city tourism, MICE tourism and medical tourism in major tourist cities develop rapidly, as well as ecotourism and Buddhist cultural tourism in the north, while tourism in the northeast lags behind. The tourism industry in Thailand mainly develops coastal tourism and urban sightseeing tourism products, while the development of rural tourism products is poor. Inbound tourism is not coordinated with domestic tourism. Thailand's tourism economy mainly relies on international tourism and focuses on receiving inbound tourism while ignoring domestic tourism. Tourism development will eventually lose balance. It is necessary for the Thai government to pay attention to the development of tourism resources in various regions within Thailand in the future and to balance the development of rural tourism and domestic tourism.

4.1.2 The development trend of Chinese tourists to Thailand in the post-epidemic era

(1) Higher requirements for travel services, experience and safety

With the improvement of people's living standards, the requirements for various services have become higher, and the requirements for tourism services have naturally become higher. The stability of Thailand's state power and social stability can directly affect

the enthusiasm of foreign tourists to travel in Thailand. This requires the Thai government to stabilize the state power, establish a stable and peaceful social environment, formulate relevant policies and measures, and vigorously rectify social instability. At the same time, tourist attractions in Thailand should improve the service level of various public facilities and improve tourists' experience in scenic spots. For example, setting up Chinese-speaking guides and service personnel in scenic spots to help Chinese tourists consult the scenic spot culture and improve the service level of Thai hotels. Improve the overall quality of tour guides, and at the same time set up various emergency channels to help Chinese tourists solve various unexpected situations.

(2) The trend of independent travel, semi-guided tour and high-end customized tours is obvious

Nowadays, with the sharing of network information, tourists can search for travel strategies in Thailand through various channels on the Internet. On software such as Douyin, Kuaishou, Ctrip, and Fliggy, many people are sharing their travel experience in Thailand, and how to have a independent travel. Moreover, with the improvement of people's living standards and income, the requirements for the quality and comfort of the travel process will be higher. Many tourists will customize travel routes through travel agencies. At the same time, with the signing of China's "One Belt, One Road" policy and RCEP, more and more flights will travel to and from Southeast Asian countries after the epidemic, and the air ticket prices will be lower. Therefore, more Chinese tourists prefer independent travel, semi-independent travel and high-end customized travel.

(3) The sojourn pension model is becoming more and more popular

Under the previous travel model, most Chinese tourists choose to travel to Thailand during festivals and holidays, usually for only 3-7 days. This travel model will always exist and is loved by the Chinese working class. However, as the aging population in China intensifies, many retirees have sufficient travel time, have more capital accumulation than young people, and will pay more attention to travel comfort and physical and mental health experience. Therefore, the development of the sojourn pension model has been promoted. This pension method is an active pension method that is beneficial to the physical and mental health of the elderly.

(4) Medical and health tourism receives more attention

Through the literature review, it is found that the pursuit of health, as a trend, is becoming an important travel motivation for the elderly. The elderly are more concerned about their own health than other groups of people. With social progress and life expectancy, the elderly generally take a more positive attitude towards their old age. This tourism concept of the elderly promotes the development of medical and health tourism (Wu Xiaoping, Fan Hongrui , Ren Fuying, 2021). Medical tourism in Asia is represented by

Southeast Asia and South Korea. Southeast Asia is favored by the Chinese elderly market due to its geographical proximity to China, early development of medical tourism and high cost-effective medical services. The climate in Southeast Asia is stable, warm and humid, which provides a suitable environment for the conditioning of various chronic diseases of the elderly, and is suitable for the elderly to take care of their bodies and minds. The Southeast Asian "medical tourism" product launched by combining "medical tourism" and "elderly care tourism" will be an important opportunity for the development of travel agencies in the post-epidemic era.

4.1.3 Strategies suitable for the development of Thailand A Group in the post-epidemic era

(1) Strengthen human resources management and formulate a sound management system

The existing human resource management system of Thai Group A is relatively loose, and the system of employee entry, resignation, training, and assessment is not perfect. The system of many subsidiaries is not unified, which leads to chaotic personnel management and no top-down unified management. It is necessary to formulate all the human resources systems of Group A in a unified way, cancel some requirements of each subsidiary that does not meet the group system, and plan the personnel management of the entire group in a unified way, and the group personnel department will issue and formulate the system.

(2) Improve the financial audit system and introduce comprehensive financial software

Group A in Thailand has many problems in financial work, such as insufficient auditing, low technical skills of financial staff, and the current financial software is not complete enough to help Group A manage its accounts. Therefore, it is necessary for Group A to improve the financial audit system, and set up corresponding auditors to audit the accounts. For the reimbursement of daily expenses and records of income and expenditure, there must be dedicated personnel. Hire excellent financial staff who are familiar with Thailand's civil and commercial law system to keep account records. At the same time, it is necessary to introduce financial work software with complete functions and suitable for tourism companies to help Group A deal with daily financial problems.

(3) Unified management of the group's planning and adjustment work, and the introduction of the planning and adjustment work software

The calculation and adjustment work of Group A in Thailand is planned by each subsidiary, which leads to resource conflicts between subsidiaries. For example, when two subsidiaries allocate resources at the same time, there will be overlaps in the allocation of tourist buses and tour guides, or the resources applied by each subsidiary have exceeded

the number of resources of the group, and the allocation of resources has not been performed using accounting software. As a result, the workload of the personnel in the planning and dispatching department is heavy and not organized. In response to this problem, Thailand Group A needs to make overall arrangements for the accounting and scheduling work of the entire group. All subsidiaries submit resource applications to the Group's accounting and scheduling department, and then the accounting and scheduling department will conduct unified resource allocation and introduce accounting and scheduling work software. The resource allocation situation of the group can also be clearly displayed on the software platform, which is not only clear, convenient and fast, but also conducive to the scientific management of the resource allocation of the group.

(4) Enhance publicity awareness and establish brand image

Thai Group A has not paid much attention to online promotion, and only relies on previous partners to develop business and connect with new customers through traditional models. But now more and more Chinese tourists obtain foreign travel information from the Internet, and there are many bloggers and corporate accounts sharing various tourist attractions on the Internet. People get relevant travel information by watching the sharing of exotic things. After the epidemic, there will be a large number of Chinese tourists going to visit. Thailand A Group can also register for corporate accounts on these self-media software platforms to share the beauty, food and customs of Thailand, and cooperate with the Thailand Tourism Bureau and Tourism Association to release the latest Thailand tourism news and show Thailand to Chinese tourists. And use this to attract a large number of Chinese fans and customers, and at the same time establish a good corporate brand image on the Internet.

(5) Set up a variety of styles of travel routes to meet the travel needs of different tourists

Most of the tourist routes set by A Group in Thailand are ordinary routes, including many scenic spots popular with Chinese tourists, among which the tourist spots have different styles. Many of the tourist routes are mixed routes such as island + Buddhist holy land + health base, which means that for tourists who only want to play scenic spots of one style, scenic spots of the same style are not concentrated enough. There are tourists who love Buddhist culture and just want to visit the many Buddhist sites in Thailand; There are those who love island scenery and just want to spend a few days traveling among Thailand's many islands. There are also those who like to travel, such as students and teachers. Group A does not subdivide the characteristic travel routes. In the later development, Group A needs to set up a number of different styles of travel routes to meet the travel needs of tourists.

(6) Pay attention to Chinese elderly tourists and develop residential and elderly care

projects

As the ability of the elderly to accept new things and adapt to the new environment is gradually weakened, compared with young and middle-aged tourists, they are more willing to choose travel agencies when traveling to relieve the anxiety caused by environmental changes. Thailand A Group should jointly develop multiple residential care projects with its partners in Thailand, and set up segmented markets according to the different needs of the elderly, such as landscape health care projects, medical and health care projects, custom and cultural projects, etc. In every residential pension project, medical assistance must be paid attention to, because the physical condition of the elderly needs to be guaranteed. At the same time, Group A can also invest in the development of real estate projects through sojourn projects, and build holiday villas and apartments in pleasant areas, which are exclusively used by sojourners and equipped with complete living facilities and public services around them.

(7) Develop medical and health tourism projects

Thailand is Asia's premier one-stop wellness travel destination, where tourists can experience a series of innovative wellness programs. Thailand A Group can give full play to Thailand's medical advantages, learn from the experience of global high-quality health care bases, and create special products such as health care vacations, inn residences, high-end medical examinations, early screening for severe illnesses, and anti-aging beauty products. Based on the new characteristics of tourists' needs and Thailand's resource advantages in medical care business, Thailand A Group will cooperate with the Thailand National Tourism Administration to provide tourists with a higher-end and more in-depth medical care travel experience, and accelerate the integrated and innovative development of the medical care industry.

4.2 Conclusion analysis

Through literature review and interviews, this paper collected and sorted out data related to Thailand's tourism industry and the development of Thailand Group A. Based on grounded theory, this paper analyzed the interview contents, and obtained the limitations of Thailand's tourism and the trend of Chinese tourists to Thailand in the post-epidemic era. And the problems existing in the development of Group A of Thailand and put forward the corresponding development strategies. The limitation of tourism in Thailand proposed in this paper verifies the research results before BENJARAT NATENUCH (2017), and proves that there are problems in the development of Thailand, such as the low degree of integration of tourist attractions, the lack of unified management of scenic spots, and the lack of cooperation among various government agencies. The development trend of health tourism in Thailand proposed in this paper verifies the research results of health tourism management in Thailand proposed by Zhang Qian (2021). The development strategy of

human resource management and talent training for Group A of Thailand put forward in this paper verifies the talent training proposal proposed by Chen Yifan (2022) for the development of a tourism company. As proposed in this paper, A Group in Thailand sets up a variety of tourism routes to meet the tourism needs of different tourists, which verifies that the tourism companies proposed by Zhang Zhenqian and Qin Jiaqi (2019) should create special tourism products and special tourism routes with core competitiveness. In this paper, the proposal of Thailand A Group to enhance publicity awareness and establish brand image verifies that Kang Xin (2019), taking Hunan Kuxiang Cultural Tourism Co., LTD as an example, pointed out that it should pay attention to network publicity and the promotion and use of e-commerce platforms, and verifies the proposal of Jin Yuanyuan and Wang Shufang (2020) to strengthen the marketing and publicity of rural ecological health tourism. This paper provides a reference for the development of Thailand's tourism industry and tourism companies in the post-epidemic era, as well as a theoretical reference for subsequent scholars in this field.

4.3 Research Recommendations

Although this paper has done a lot of work of collecting information, it only uses qualitative research methods and does not collect receipts for quantitative analysis. In the later research work, it is necessary to strengthen the collection and analysis of data and draw research conclusions through quantitative methods.

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