

## Public and Private Partnership Model for Sustainable Tourism Development: Evidence in Phuket, Thailand

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### Abstract

This study emphasizes the Public-Private Partnership in the development of sustainable tourism. The data was collected from a total of 400 Thai and international visitors. The distribution of questionnaires allowed for data collection to be analyzed using frequency, percentage, mean, and standard deviation. The Pearson correlation coefficient was determined, and data were gathered through in-depth interviews with 12 individuals from the public and private tourism sectors. A descriptive conclusion was derived from an analysis of the data's content. The research revealed that the Public-Private Partnership in the overall and specific aspects of sustainable tourism development was at a high level of implementation. A high level of development has been achieved in all aspects of sustainable tourism, including tourism marketing promotion, physical structure planning, service development of tourist attractions, management process, and participation in tourism. This includes the Public and Private Partnership having a strong positive correlation with sustainable tourism development, resulting in a cooperation model between the public and private sectors conducive to sustainable tourism development. The "PALMG Model" consists of a Plan, Activity, Link, Master Plan, and Guidelines.

**Keywords:** Public and Private Partnership, tourism development, sustainable tourism

### Introduction

Tourism has acquired prominence globally as a means of generating revenue, constructing infrastructure, and increasing foreign exchange, contributing to sustainable economic growth and alleviating poverty. Due to the complexity of the tourism industry, its expansion requires the collaboration of the public and private sectors and the local community. Tourism is presently the top priority in diversifying the state's revenue stream beyond oil, gas, and taxes. This classifies it as a developing nation seeking to attract more tourists (Rhama & Setiawan, 2022). Tourism development is crucial for fostering community welfare and obtaining benefits such as economic growth, preparing the community to face the challenges of a rapidly

changing local, national, and global environment. Inspiring out-of-town visitors to establish local trade relations is a further way tourism contributes; this helps tourism play a significant role in the presence of investment. Suppose the tourism industry reaches its full potential. In that case, the investment and management of the sector as a whole will have a positive impact on the local economy.

In contrast, the creation of economic activities surrounding tourist objects and the employment of locals in both the formal and informal sectors will be additional benefits to the community. Supportive infrastructure, such as roads and public buildings, is frequently essential for tourist destinations but is not always a top priority for local governments. As a result, these destinations frequently seek assistance from the private sector and the community. To compensate for their shortcomings, governments frequently seek help from the private sector; this is where public-private partnerships (PPPs) come into play; PPPs enable both private businesses and governments to reap financial benefits from collaborating. Infrastructure investment funding can be increased through public-private partnerships (PPPs), in which the government and private corporations collaborate to provide infrastructure services (Toyib & Nugroho, 2018).

Implementing PPPs can increase the efficiency with which allocated funds are used. However, PPPs are considered a form of project finance in which the private sector is responsible for the initial allocation of funds required to provide public infrastructure and facilities and their planning, construction, and maintenance. Typically, the rules governing this issue are established or regulated prior to the signature of a cooperation agreement or as part of a contract for the project's planning, construction, financing, and maintenance. This concurs with Toyib and Nugroho's (2018) conclusion that the private sector is more likely to have the incentives and capacity to provide and manage cost-effective services. Moreover, prioritizing services related to payment mechanisms will expedite project implementation and improve asset maintenance during the concession period.

For this reason, the achievement of collaboration cannot be separated from the implementation of the collaboration's chosen cooperation model. As it has been demonstrated that promoting ecotourism can stimulate economic growth and

generate wealth, this strategy is gaining popularity worldwide. The inability of the government to adequately fund the sector, despite its potential economic benefits, is one of the many obstacles to the tourism industry thriving sustainably. Local administrations' efforts to maintain and enhance the quality of their most popular tourist attractions are evidence of this. According to [Geoffrey Deladem et al. \(2021\)](#), the absence of government programs for the informal tourism sector may explain this phenomenon in part because it hinders the implementation of socioeconomic agendas designed to alleviate poverty in both urban and rural areas and the provision of reliable tourism services. In addition, the paucity of government investment in the tourism industry indicates a decline in tourism development ([Etemadi, Rezayatmand, & Shaarbafchizadeh, 2022](#)).

In addition, the current global economy is in a recession due to the Russian-Ukrainian conflict that began in late February 2022 and caused inflation. It directly impacts international tourism in Europe and the rising transportation costs caused by the increasing price of crude oil worldwide. It is also affected by the COVID-19 pandemic, which has persisted since the beginning of the year 2020, resulting in only 413.51 million international travelers in 2021, a decrease of 71.6% compared to the average year (2019). However, this was a 45 percent increase from 2020, as many countries began to loosen restrictions on international travel and more individuals from various countries were vaccinated against COVID-19. Although the number of people infected with COVID-19 in 2021 is more than three times higher than in previous years, the situation of Thai tourism in 2021 due to COVID-19 has resulted in a decrease of both foreigners and Thais (Thai Tiew Thai Program) for the second year in a row. Although Thailand has continued to relax international travel restrictions, such as measures to relax the hotel detention period for tourists, the Phuket Sandbox Project, Samui Plus Model Project, and the Test & Go system, etc., for foreign tourists, with the change of the conditions periodically to be in line with the situation of the COVID-19 pandemic in each period, the number of foreign tourists traveling to Thailand decreased to only 427,869 people, a decrease of 1.6%. Phuket is the province most afflicted by the decline in tourism caused by the COVID-19 outbreak. Over 94% of Phuket's income is derived from tourism, so it has been severely impacted. This

generates income problems for the entire island of Phuket. According to a report compiled by the Research and Graduate Studies Department, Service and Tourism Board, Phuket Campus, Prince of Songkhla University, Phuket has been experiencing a "crisis" since February 2021 due to a precipitous decline in per capita income. From February to September 2021, Phuket's per capita income will fall to 1,984 baht per month, "below the country's poverty line" of approximately 3,044 baht per month (Vu et al., 2022).

Therefore, it remains challenging to establish and implement PPPs in Thailand. Even though the Thai government introduced the National PPP policy framework as a requirement for financing infrastructure development in the country, the number of PPP projects in Thailand remains low, and there is no tourism-specific project. In addition, the Ministry of Finance provides the following investment estimates for the four industries: The social and health sectors received \$167 billion, the sewage and waste sectors received 180 million, and the industrial sector received \$1.4 billion. However, there were a few successful PPPs in the tourism industry before the analysis period, hindering Thailand's tourism development.

Numerous metrically extensive studies have been conducted with Thailand's practical issues in mind. Casanova (2011), for instance, explained the success of the public-private partnership by examining several components, such as risk sharing and policies (Nagel, 2013). Other studies found additional indicators for PPPs that contribute to tourism's economic growth, such as risk sharing, risk transfer, and transparency (Bloomfield, 2006). Matraeva et al. (2022) identified several models for PPPs, including the Life Cycle Contract model, the social service contract model, the service delivery contract, the property lease mode, and the NPO attracting model. In other words, the authors argued that sustainable tourism development with the following determinants, namely, policies, law, and contracts, and determining the practical approaches for public partnership and strategies of plan implementations, the strategy of compliance with law and contracts implementations from the government, and action plans for private collaboration which helps to increase tourism development (Anwar et al., 2021; Bordas Rubies, 2001; Hall, 2019). Therefore, these indicators have been used in this study to assess the impact of PPPs on

sustainable tourism development. In addition, the previous literature has focused primarily on developed economies, while developing economies have received scant attention (Etemadi et al., 2022). As Thailand is also a developing nation, the significance of this industry cannot be overlooked. Therefore, this study aims to emphasize the Public-Private Partnership in Thailand's sustainable tourism development.

The current investigation contributed to the existing body of literature, which will facilitate future research. This study's model also contributed to a body of literature that helps the public, private, and people sectors jointly plan policies, targets, and tourism promotion projects by using historical tourism conditions and behavior as a basis for organizing tourism activities following geographic regions. This can also connect to national plans, government policies, and national administration plans, such as the development of public utilities to support tourism and contribute to the country becoming the leading tourist destination in the world. It also demonstrates that the government's tourism development encourages Thais to incorporate tourism into their daily lives by emphasizing the coordination between public and private networks. Therefore, the findings of this study could be used to promote domestic tourism that leads to learning and the creation of benefits for both family institutions and society as a whole. It will also return the creation and stimulation of environmental conservation awareness, as well as the creation of affection and pride for Thai cultural identity, and it will promote the expansion of tourism into secondary tourist attractions. The five research chapters comprised the introduction, literature review, research methodology, analysis, discussion, and future directions.

## **Literature Review**

### **Sustainable Tourism Development**

Tourism development entails creating and sustaining a flourishing tourist industry (Liu, 2003). In addition, tourism development refers to the process of formulating and implementing strategies, infrastructure, and other projects deemed

necessary by a council to increase the destination's appeal to visitors ([Azimovna, Ilkhomovna, & Shokhrukhovich, 2022](#); [Sharpley, 2009](#)). Tourism development is formulating strategies and plans to increase tourism in a specific region. Opportunities in tourism are especially prospective for countries with emerging economies or those still in the process of development ([Liu et al., 2022](#); [Wilson et al., 2001](#)). It contributes to preserving natural resources, cultural property, and customs, reducing poverty and inequality, and creating new employment opportunities. In addition to the obvious effects of creating employment and increasing tax revenue, tourism also positively impacts infrastructure. Examples include the expansion of highways and railroads, the construction of airports, and the improvement of basic services such as water and telephone lines ([Joppe, 1996](#); [Streimikiene et al., 2021](#)). The local economy benefits from the spending of visitors. Local restaurants, stores, and businesses can profit financially when tourists visit a town. As a result, both business owners and employees can contribute more to the local economy through discretionary expenditure ([Achmad & Yulianah, 2022](#); [Liu et al., 2020](#)). Various tourism development indicators have been discussed in light of the importance of tourism development. Among these, physical structure planning, management process, tourism participation, and the development of tourist attraction services are significant factors that reflect the sustainable development of tourism ([Hall, 2019](#); [Liu et al., 2020](#)). Consequently, these indicators were utilized in this investigation.

### **Private and public partnership**

Public-private partnerships (PPPs) enable governments to acquire and implement public infrastructure and/or services by utilizing the resources and expertise of the private sector ([Joudyian et al., 2021](#)). Thanks to public-private partnerships, government infrastructure projects such as roads, bridges, and hospitals can be completed with private funding ([Burbano et al., 2022](#); [Sergi et al., 2019](#)). When public sector incentives are combined with technology and innovation from the private sector, a successful public-private partnership is formed. An example of a public-private partnership would be a privately developed hospital building leased by the hospital authority ([Shahbaz et al., 2020](#)). The developer then assumes the role

of landlord, assuming responsibility for housekeeping and other administrative duties, while the hospital is responsible for patient care. PPP is founded on the two tenets listed below: Both parties are willing to invest money up front in this venture. In a monetary sense (budget for labor and materials) and an expertise-related sense (knowledge, networks) (knowledge, networks) (Shahbaz et al., 2020). The participants serve both social and business purposes. Due to this, the underlying framework must adhere to certain fundamental principles, such as the equitable distribution of risks. Risks should be divided and allocated optimally to the party that is best equipped to manage them. Attractive enough to merit wide-spread interest (Storeng, de Bengy Puyvallée, & Stein, 2021). PPPs played an important role in increasing sustainable tourism development with the following determinants: policies, law, and contracts, as well as determining the practical approaches for public partnership and strategies of plan implementations, strategy of compliance with law and contracts implementations from the government, and action plans for private collaboration which helps to increase tourism development (Anwar et al., 2021; Bordas Rubies, 2001; Hall, 2019).

### **Public-private Partnership and sustainable economic development**

Several indicators exist for measuring the success of PPPs implementation (Setiawan & Sukma F, 2013): Equity, which means that those who use and benefit from infrastructure must pay operating and maintenance costs proportionally; efficiency, which refers to managing finances. Revenue control, service quality, maintenance, and effectiveness refer to providing public infrastructure and services most effectively. As the primary generator of public infrastructure development, governments must be responsive to the needs of contemporary society; Exportability is the transfer of risk from the state to the market. If the government wishes to provide a guarantee to the private sector, it can do so without assuming any risk. However, the private sector must provide a sufficient rate of return and a transparent, flexible, and risk-sharing financing mechanism. Other studies found additional indicators for PPPs that contribute to tourism's economic growth, such as risk sharing, risk transfer, and transparency (Bloomfield, 2006).

Moreover, [Rhama and Setiawan \(2022\)](#) note that when developing a tourism industry, public-private partnerships flourish when (1) tourist destinations are prepared to compete with other tourism objects on both the global and national levels and (2) tourism cooperation with all parties aims to enhance the quality of the tourism experience for all parties involved. Several additional indicators of public and private partnership to promote economic development have been investigated in other research. For instance, [Nagel \(2013\)](#) examined several factors, including risk sharing and policies, to explain the success of the public-private partnership. While [Matraeva et al. \(2022\)](#) identified several models for PPPS, such as the Life Cycle Contract model, the social service contract model, the service delivery contract model, the property lease mode, and the NPO attracting model, the Life Cycle Contract model is the most prevalent.

Keeping in mind the previous models, the researcher synthesized the concepts and research of the Center for Policy and Development Research, Ramkhamhaeng University (2012: 5-8) as independent variables consisting of two aspects: 1) the public sector consisting of policy, law, contracts, and the setting of practical approaches; and 2) the private sector consisting of strategies for the implementation of policy plan, strategies for the compliance with laws, and compliance strategies. Sustainable tourism development was studied based on the concept of the Thailand Institute of Scientific and Technological Research (1997:22 cited in [Srisorn, Chayanon, and Punluekdej \(2020\)](#), [Angsukanjanakul \(2018\)](#), [Speier, Lozanski, and Frohlick \(2020\)](#), and [Tarigan and Oktriono \(2021\)](#) to be synthesized as dependent variables consisting of five aspects: 1) Physical structure planning, 2) Management process, 3) Thus, based on the previous discussion, it has been determined that PPPs played an important role in increasing the sustainable tourism development through the following determinants: policies, law, and contracts, as well as determining the practical approaches for public partnership and strategies of plan implementations, strategies of compliance with law and contracts implementations from the government, and action plans for private partnership, which helps to increase tourism development. Consequently, these indicators for PPPs have been utilized in the current study, as predicted in [Figure 1](#)'s research framework.



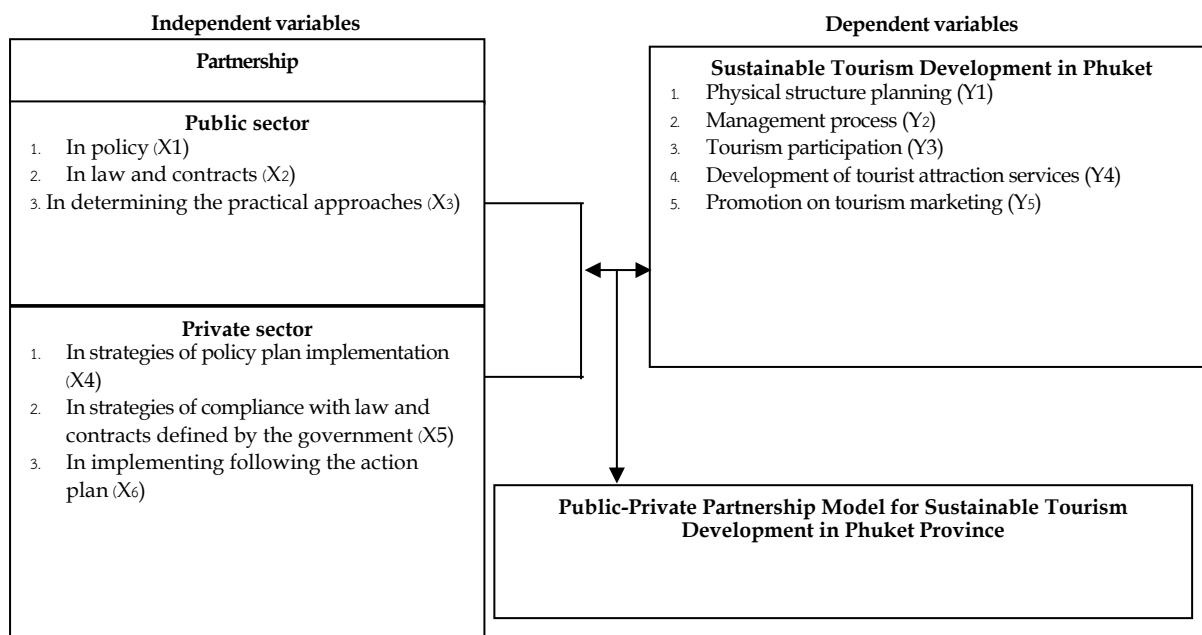


Figure 1. Conceptual Framework

### Research Methodology

This study sought to examine the cooperation between the public and private sectors in developing sustainable tourism. The population and sample consisted of Thai and international visitors visiting Phuket. The five-year historical data from 2017 to 2021 included 11,651,007 Thai tourists and 24,999,044 foreign tourists for 36,650,051 individuals (Ministry of Tourism & Sports, 2021). Random sampling was conducted using the sampling formula developed by Taro Yamane (Lu, 2022). A sample of 400 individuals was collected. Then, questionnaires designed by the researcher were utilized to collect data using simple random sampling. The questionnaires comprised three parts: Part 1: Personal information about the respondents, Part 2: Information on Public and Private Partnerships to Develop Sustainable Tourism in Phuket, and Part 3: Information on sustainable tourism development in Phuket. The data were analyzed using frequency, percentage, mean, and standard deviation (S.D.) statistics.

Pearson's product-moment correlation coefficient was used to test the hypothesis. Then, through in-depth interviews with key informants, a Public and Private Partnership model suitable for sustainable tourism development in Phuket was developed. The researcher purposefully divided the subjects into two categories.

The first group was made up of government officials, including the Phuket governor, the director of the Tourism Authority of Thailand's Phuket office, the president of the Phuket Chamber of Commerce, the director of the Division of Tourism and Sports, the president of the Phuket Provincial Administrative Organization, and the governor of Phuket City. The second group consisted of 12 private sector representatives, including the presidents of the Phuket Tourism Business Association, the Southern Thai Hotel Association, the Phuket Boutique Accommodation Association, the Phuket Tourism Industry Council, the Phuket 30 Bus Operators Association, and the Phuket Tourism Industry Council. The in-depth interview was divided into three parts: Part 1: Respondents' personal information, Part 2: Information on Public and Private Partnership and sustainable tourism development in Phuket, and Part 3: Suggestions for creating a model for Public and Private Partnership to develop sustainable tourism in Phuket. The researcher contacted key informant groups to request assistance and then analyzed the interview data, drew conclusions, and interpreted descriptive information.

## Research Results

### Public and Private Partnership on sustainable tourism development

Table 1. Mean and standard deviation of Public and Private Partnership on sustainable tourism development in the entire and certain aspect

Public and Private Partnership on sustainable tourism development		$\bar{X}$	S.D.	Level of practice	No.
Public sector					
1.	Policy	3.85	0.619	High	1
2.	Legal and contract terms	3.82	0.633	High	2
3.	Determination of approaches for practices	3.81	0.633	High	3
<b>The overall mean of the public sector</b>		<b>3.82</b>	<b>0.575</b>	<b>High</b>	
Private sector					
4.	Strategies for policy plan implementation	3.82	0.602	High	2
5.	Strategies for compliance with laws and contracts imposed by the government	3.79	0.623	High	3
6.	Implementation of plans	3.83	0.600	High	1
<b>The overall mean of the private sector</b>		<b>3.81</b>	<b>0.573</b>	<b>High</b>	
<b>Total mean</b>		<b>3.82</b>	<b>0.557</b>	<b>High</b>	

From Table 1, it was found that the Public and Private Partnership towards sustainable tourism development was overall at a high level of practice ( $\bar{X} = 3.82$ , S.D. = 0.557). When considering the cooperation of the public sector, it was found that the practice was at a high level ( $\bar{X} = 3.82$ , S.D. = 0.57). When evaluating each aspect, it was found that the practice was at a high level in all aspects sorted in descending order of means as follows: policy ( $\bar{X} = 3.85$ , S.D. = 0.619), law and contract ( $\bar{X} = 3.82$ , S.D. = 0.633), and determination of approaches for practices ( $\bar{X} = 3.81$ , S.D. = 0.633). Regarding the cooperation of the private sector, it was found that the practice was at a high level ( $\bar{X} = 3.81$ , S.D. = 0.573). When considering each aspect, it was found that the practice was at a high level in all aspects sorted in descending order of means as follows: Implementation of the plan ( $\bar{X} = 3.83$ , S.D. = 0.600), strategies in implementing the policy plan ( $\bar{X} = 3.82$ , S.D. = 0.602), and strategies in compliance with laws and contracts specified by the government ( $\bar{X} = 3.79$ , S.D. = 0.623), respectively.

Table 2. Mean and standard deviation of sustainable tourism development in the entire and certain aspect

Sustainable tourism development in Phuket		$\bar{X}$	S.D.	Level of development	No.
1.	Physical structure planning	3.85	0.616	High	2
2.	Management process	3.83	0.645	High	4
3.	Tourism participation	3.80	0.627	High	5
4.	Service development of tourist attractions	3.85	0.652	High	3
5.	Promotion of tourism marketing	3.87	0.618	High	1
<b>Total mean</b>		<b>3.84</b>	<b>0.570</b>	<b>High</b>	

From Table 2, it was found that sustainable tourism development was overall at a high level ( $\bar{X} = 3.84$ , S.D. = 0.570). When considering each aspect, all aspects were developed at a high level. They could be sorted in descending order of means as follows; Tourism marketing promotion ( $\bar{X} = 3.87$ , S.D. = 0.618), followed by physical structure planning ( $\bar{X} = 3.85$ , S.D. = 0.616), service development of tourist attractions ( $\bar{X} = 3.85$ , S.D. = 0.652), management process ( $\bar{X} = 3.83$ , S.D. = 0.645), and tourism participation ( $\bar{X} = 3.80$ , S.D. = 0.627), respectively.

## Relationship of Public and Private Partnership on sustainable tourism development

Table 3. Relationship of Public and Private Partnership on sustainable tourism development in the entire and certain aspect

Public and Private Partnership	Sustainable tourism development					Total
	Physical structure planning	Management process	Tourism participation	Service development of tourist attractions	Tourism marketing promotion	
1. Policy (X <sub>1</sub> )	0.691**	0.623**	0.575**	0.576**	0.623**	0.683**
2. Legal and contract terms (X <sub>2</sub> )	0.740**	0.729**	0.654**	0.629**	0.627**	0.748**
3. Determination of approaches for practices (X <sub>3</sub> )	0.747**	0.735**	0.708**	0.690**	0.671**	0.787**
4. Strategies of the Implementation of the plan (X <sub>4</sub> )	0.788**	0.800**	0.725**	0.724**	0.699**	0.828**
5. Strategies in compliance with laws and contracts specified by the government (X <sub>5</sub> )	0.792**	0.787**	0.712**	0.730**	0.689**	0.822**
6. Strategies for implementing the policy plan (X <sub>6</sub> )	0.811**	0.804**	0.750**	0.770**	0.739**	0.858**
<b>Total</b>	<b>0.845**</b>	<b>0.828**</b>	<b>0.763**</b>	<b>0.762**</b>	<b>0.749**</b>	<b>0.874**</b>

From Table 3, it was found that the Public and Private Partnership with sustainable tourism development was overall at a high positive correlation ( $r = 0.874$ ) with a statistical significance of 0.01. When considering each aspect, there is a highly positive correlation with statistical significance at the 0.01 level, in descending order of correlation as follows; implementation of the plan ( $r = 0.858$ ), followed by strategies of policy implementation ( $r = 0.828$ ), strategies in compliance with laws and contracts ( $r = 0.822$ ), determination of approaches for practice ( $r = 0.787$ ), laws and agreements ( $r = 0.748$ ).  $r = 0.683$ ), respectively.

The Public and Private Partnership model suitable for sustainable tourism development is detailed in Figure 2.

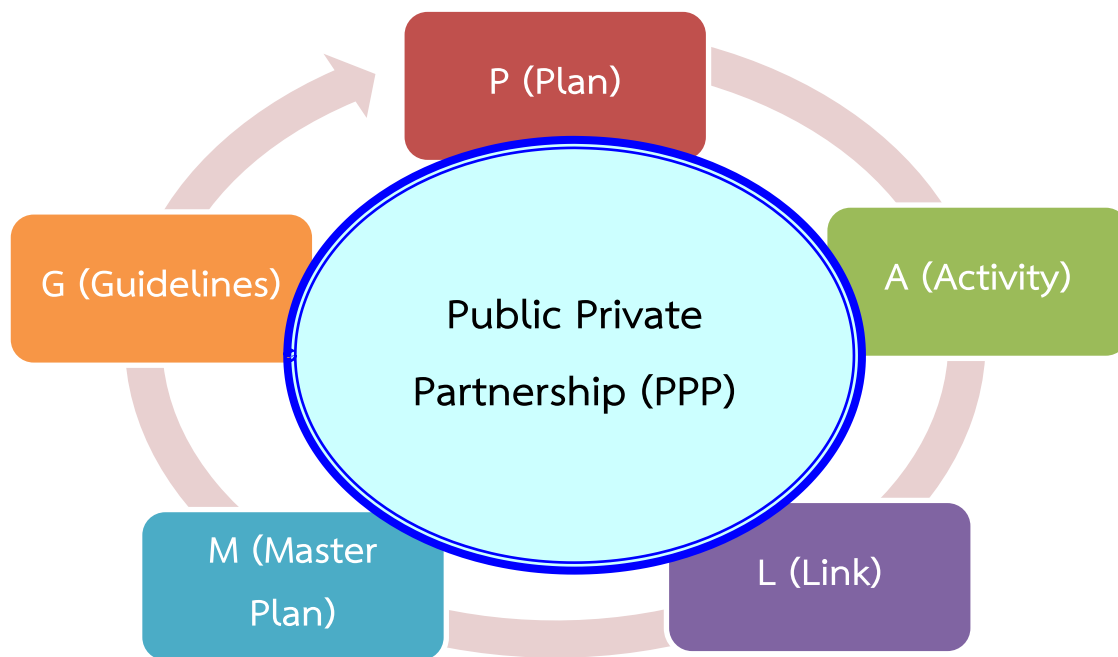


Figure 2. Public and Private Partnership model suitable for sustainable tourism development: “PALMG Model”

The researcher summarized the image to determine the Public and Private Partnership model appropriate for sustainable tourism development, namely the "PALMG Model." It entailed planning (Plan: P) that the public and private sectors collaborate in planning the policy, target, or tourism promotion projects, organizing activities (Activity: A) to bring the tourism situation and tourist behavior in the past as information in organizing tourism activities, creating links (Link: L) with national plans, government policies, and public administration plans to create development opportunities consistent with the area, and preparing a Master Plan (Master P).

### Discussion of Research Results

The model of Public-Private Partnership that is suitable for sustainable tourism development is one in which the public sector, the private sector, and the people's sector jointly plan tourism policies, targets, and promotion projects by using historical tourism data and tourist behavior as a basis for organizing tourism activities following geographic regions. This can connect to national plans, government policies, and national administration plans, such as the development of public utilities to support tourism, allowing the country to become the foremost

tourist destination in the world. It demonstrates that the government's tourism development encourages Thais to incorporate tourism into their daily lives by emphasizing the coordination between public and private networks. Encouragement of domestic tourism can result in education and the creation of benefits for both family institutions and society as a whole. It will result in creating and stimulating environmental conservation awareness, developing affection and pride for Thai cultural identity, and expanding tourism into secondary tourist attractions. The economic, social, and environmental equilibrium between the regions can be restored by developing tourism that adheres to a systematic standard. It is consistent with Lertsethtakarn's (2018) assertion that the Public and Private Partnership (PPP) is a form of cooperation encouraging private sector participation in expanding public services. Following international standards, the focus is generally on project implementation, including design, construction, operation, service, and maintenance. It corresponds with interviews conducted with government representatives. The Division of Tourism and Sports director stated, "The Public and Private Partnership should be implemented in the form of a joint committee comprised of the public sector, the private sector, local government organizations, and private individuals."

In the current circumstance in Phuket, the private sector is sometimes the leader in organizing activities to promote the tourism industry, including hotels, accommodations, restaurants, souvenirs, and various tourism activity programs. The government is a supporting agency in promoting facilities in multiple areas, such as infrastructure to access tourist attractions, the development of tourist attraction standards, wharf standards, safety care, public toilets, and the development and improvement of the city's beautiful landscape. This includes controlling, supervising, and integrating the public sector in the region (personal interview on October 22, 2022)". This is consistent with Kajornbun and Dhirathiti's (2019) conclusion that the Phuket Provincial Administrative Organization's mission is to provide community services and promote provincial tourism management. As a master strategy, the National Tourism Development strategy B.E.2555 - 2559 (2012-2016) is adopted. From 2013 to 2015, there were also plans, initiatives, and activities

related to Phuket's tourism. Concerning the development of Phuket's tourism industry, the Phuket Provincial Administrative Organization has coordinated between the government and private sectors so that both can contribute to advancing Phuket's tourism strategy. The budget is allocated to support the private sector, develop and train tourism personnel in foreign languages, cultivate chefs, coordinate road shows in foreign countries, promote traditional activities, and revitalize degraded tourist attractions.

### **Contributions and recommendations**

The study's implications are both theoretical and practical. Theoretically, the current study contributed to the existing corpus of literature, thereby enhancing future research. Previous models on PPPs to increase sustainable economic development relied on other indicators. Still, this study has added the following indicators to evaluate the impact on sustainable tourism development: policies, law, and contracts, as well as determining the practical approaches for public partnership and strategies of plan implementations, strategy of compliance with law and contracts implementations from the government, and action plans for private partners. Moreover, previous studies were primarily focused on other western countries, but there was little focus on developing countries, particularly Thailand, where tourism development has declined; thus, this study contributed to the existing body of literature in the context of Thailand.

In a practical sense, this model has also contributed to a body of literature that helps the public sector, the private sector, and the people sector jointly plan tourism promotion policies, objectives, and projects by using historical tourism conditions and tourist behavior as a basis for organizing tourism activities following geographic regions. This can also connect to national plans, government policies, and national administration plans, such as the development of public utilities to support tourism and contribute to the country becoming the leading tourist destination in the world. It also demonstrates that the government's tourism development encourages Thais to incorporate tourism into their daily lives by emphasizing the coordination between public and private networks. Therefore, the findings of this study could be

used to promote domestic tourism that leads to learning and the creation of benefits for both family institutions and society as a whole. It will also return the creation and stimulation of environmental conservation awareness, as well as the creation of affection and pride for Thai cultural identity, and it will promote the expansion of tourism into secondary tourist attractions.

In addition to its significant contributions, this study has some limitations that will help advance future research. For example, the study was limited to Thailand, a developing economy with a different environmental structure than other developed economies; therefore, future research could be conducted on other developed economies to enhance the generalizability of the study. In addition, the research was limited in its focus on the direct effect of public and private partnerships on sustainable economic development, while little attention was paid to the indirect impact of moderating and mediating products; therefore, future research could investigate the addition of additional moderating and mediating variables to examine more precise results. On the other hand, the study was quantitative. Still, there is also a qualitative research approach that could enhance the generalizability of the research, and a future study could employ a mixed qualitative and quantitative research design. In addition, future research could include panel data from additional countries to examine the findings' variation.

Therefore, there are also several recommendations, including that the public sector increases the number of personnel to protect and sustain the safety of tourists and foster a sense of security and confidence among tourists who travel more frequently. To protect tourism resources, the public sector should also impose laws to regulate tourism and establish clear legal penalties for operating a tourism enterprise, such as imprisonment or fines. Also, the public sector should implement measures to rigorously control vehicles entering and exiting Phuket through immigration checkpoints or designated areas to protect tourists' lives and property. In other words, the public sector should participate in the creation of a concrete network at the provincial, regional, and national levels and promote the development of tourism-promoting activities, innovations, and added value. Thus, the paradigm for sustainable tourism development can be implemented in practice.



On the other hand, the public sector, private sector, and relevant agencies, such as local government organizations, local leaders, and community members, should participate in conceiving, implementing, treating, and resolving problems, as well as protecting local interests, without regard to potential conflicts of interest. The private sector should adhere to good corporate governance, transparency, fairness, and accountability when conducting tourism-related business to accomplish sustainable tourism development.

### Acknowledgment

This research project was approved by the Human Research Ethics Committee, Phuket Rajabhat University, under the project name "Public and Private Partnership Model for Sustainable Tourism Development in Phuket Province," certified of analysis (COA No.) PKRU2565/15, study code SC2565/15, was approved on August 8, 2022. The researcher has applied the contents from such research projects to write this article.

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