

# Studying and Analyzing Successful **Tourism Management Models** in Different Localities and Proposing Solutions for Application in Dalat, Vietnam

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**Abstract** | This study was conducted to analyze successful tourism management models in various locations worldwide that share similar tourism development conditions with Dalat, Vietnam. The aim of this study was to propose effective solutions for Dalat. The authors analyzed sustainable tourism management strategies in Ubud, Bali, Indonesia; Cameron Highlands, Malaysia; and Chiang Mai, Thailand. The results of the expert opinion survey were processed using the Net Promoter Score (NPS) tool to identify the key content selected by the experts. Based on the findings, the study proposes a sustainable tourism management model for Dalat, which includes six components: destination planning and development, stakeholder engagement and participation, capacity building for local businesses and communities, sustainable tourism practices, infrastructure and facilities, and marketing and promotion. The study's findings offer valuable insights for policymakers, tourism planners, and other stakeholders involved in sustainable tourism management in Dalat. These insights are also applicable to other destinations around the world, particularly high-altitude areas with cool, fresh climates.

**Keywords** | Successful tourism models, Ubud, Cameron Highlands, Chiang Mai, Dalat, NPS

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## 1. Introduction

Tourism is a dynamic and varied industry that contributes significantly to global economic growth and creates jobs for local communities (Almeida, 2017; Kyara, 2021; Naseem, 2021). However, the sector's rapid growth has had severe impacts on the environment as well as on social, cultural, and economic issues (Ahmad, 2021; Lei, 2023; Puah, 2018; Weng, 2023). Therefore, many localities have prioritized sustainable tourism development as an important and long-term strategy (ERIA, 2022; Kapera, 2018). Various regions around the world have successfully implemented numerous tourism models (Eckert, 2021). Learning from these successful models is a quick and reliable approach that many localities use to gradually improve their current and future sustainable development practices (Giampiccoli, 2023).

Dalat, a city in Lam Dong province, is one of the most popular tourist destinations in Vietnam. Known for its cool climate, beautiful landscapes, and diverse culture, Dalat attracts a large number of tourists each year. However, the city faces numerous challenges in managing its tourism industry. The rapid growth of tourism has put pressure on the city's infrastructure and natural resources, leading to environmental degradation and unsustainable development (Kanasapathy, 2023). Therefore, this study aims to analyze successful tourism management models in other localities and propose solutions for Dalat to enhance the sustainability of its tourism industry. The research will focus on identifying best practices in tourism management in various regions, including their strengths and limitations. Furthermore, this study will suggest practical solutions for Dalat to overcome its challenges and develop a sustainable tourism industry.

The research aims to provide practical solutions for Dalat by studying successful tourism management models in other localities around the world. The study's findings will be valuable for

tourism policymakers, planners, and other stakeholders. Additionally, areas that share many similarities with Dalat, such as high mountain regions with cool climates in Vietnam and elsewhere, can reference and apply the research results.

## 2. Literature review

The discipline of tourism management encompasses a range of complex aspects that require a thorough comprehension of diverse models to achieve sustainable development in tourist locations. In recent years, numerous studies have highlighted effective tourism management models that may serve as valuable frameworks for improving tourism in various locations. This study aims to critically examine and integrate these models to extract significant insights applicable to Dalat, Vietnam. The Sustainable Tourism Development Model is widely recognized as a key framework in tourism management. This model places significant emphasis on achieving a harmonious equilibrium between the economic, social, and environmental dimensions of tourism. Dredge (2007) argues that this model underscores the need for engaging local communities, safeguarding cultural assets, and adopting ecologically sustainable approaches. Honey (2008) has demonstrated the effective implementation of this approach in other locations, including Costa Rica.

Furthermore, studies have demonstrated the significant effectiveness of the Destination Management Organization (DMO) model in various global regions. DMOs are established through collaborations between the public and private sectors. These organizations primarily focus on activities related to destination marketing, development, and administration. Morrison (2019) emphasized the importance of fostering collaborative efforts within DMOs by aligning stakeholders' interests to provide a competitive edge for the destination.

The Alpine Model has sparked interest in alpine

tourism destinations. The model proposed by Richins (2016) focuses on the concept of sustainable development, taking into account the vulnerability of mountain ecosystems. As noted by Bonzanigo (2016), the successful application of this approach in the Swiss Alps exemplifies how integrating conservation strategies with innovative tourist initiatives can effectively facilitate both economic advancement and ecological protection.

Haibo (2020) investigated effective tourist management models in several regions of China and provided strategies for replicating these models at other sites. The study revealed that referring to effective tourist management models is critical for improving tourism destination management capabilities and achieving sustainable development objectives. Using a qualitative research approach, specifically case study research, the authors examined the factors contributing to the success of these models and provided recommendations for their application in other areas to promote sustainable tourism growth. According to the report, successful tourist management models must be adaptable to the specific features and demands of each location. Additionally, collaboration among stakeholders and effective management tactics are essential for achieving long-term tourism development goals.

As a result, referring to successful tourism management models and adopting them at another site is an excellent strategy for long-term tourism growth and addressing visitor demands. Gofiyi (2017) investigated successful tourism management models and proposed solutions for their application in other locations. Similarly, Zhang (2023) examined effective tourist management methods in a number of Chinese cities and provided a complete assessment methodology for tourism destination management. Furthermore, Pandey (2011) researched effective community-based tourism management models in Nepal and recommended techniques for scaling them up in other areas.

Several studies have found effective tourist management strategies and best practices in various locales across the globe. D'Angella (2010) emphasized the significance of destination management organizations in fostering sustainable tourism development and increasing destination competitiveness. Buckley (2012) proposed that for sustainable tourism management, a collaborative and integrated strategy involving diverse stakeholders such as governments, communities, and the commercial sector was required.

For Southeast Asia, with numerous localities having similar climates and landscapes to Dalat, Vietnam, several models worth mentioning are: Bali, Indonesia (Budhiasa, 2017; Priatmoko, 2021); Cameron Highlands, Malaysia (Barrow, 2005; Hua, 2018); and Chiang Mai, Thailand (Romanos, 2002; Sangkakorn, 2013).

These studies show how important it is to refer to effective tourist management models in order to enhance tourism destination management and accomplish long-term tourism development objectives. Numerous locations across the globe have identified successful tourist management models and best practices. Sustainable tourism development has been a priority in Vietnam, and various studies have investigated the problems and prospects for reaching this objective. The next section will go over the research techniques used in this study to assess tourist management paradigms and provide recommendations for long-term tourism growth in Dalat.

However, challenges in implementing these models are evident, particularly in the context of emerging tourist destinations like Dalat, Vietnam. Issues such as infrastructure development, community engagement, and maintaining cultural integrity pose significant hurdles. As a result, adapting successful strategies from various models to the local context of Dalat necessitates careful consideration and customization.

### 3. Methodology

#### 3.1. Research methods

*Expert Survey.* An expert survey is a method of gathering information from individuals with deep knowledge and extensive experience in a specific field. It aims to collect opinions and insights from experts to address a particular issue or make strategic decisions. In this study, tourism specialists with extensive expertise and knowledge to provide valuable ideas were selected. Using the expert survey approach, the authors gathered comprehensive data and made recommendations for improved tourist management in Dalat.

The authors consulted experts working in state tourism management agencies (3 individuals), lecturers who teach tourism (15 individuals), directors and managers of tourism companies (14 individuals), owners of tourist sites (14 individuals), and tour guides (15 individuals). Experts participated in two processes from March to April 2023:

- (1) They provided comments on each element in the proposed model, suggesting additions, removals, or renaming of each element as necessary.
- (2) Based on their understanding of the tourism development situation in Dalat city, experts assigned a score to each factor based on its level of importance, ranging from 1 to 10.

#### 3.2. Analysis tools

*Net Promoter Score (NPS)* (Reichheld, 2003). NPS is a technique for assessing customer satisfaction with a company's product or service. The business and marketing sectors commonly use it to evaluate client satisfaction and experience. However, in this study, the authors employed NPS to assess survey participants' degree of agreement with

the research model. The NPS was determined by posing a unique question to each item's survey participants: "Do you agree with this item's recommendation in the model, on a scale of 0 to 10?" After responding to the question with a number between 0 and 10, the survey participants were divided into three groups.

- *Promoters:* Survey respondents who give a score of 9 or 10. They unanimously agreed to include the item in the author's suggested model.
- *Passives:* Survey respondents who give a score of 7 or 8. They are not adamant about including the item in the author's suggested model.
- *Detractors:* Survey respondents who give a score of 0 to 6. They are dissatisfied with the author's suggested model's item.

The proportion of detractors is subtracted from the percentage of promoters to compute the NPS. NPS may vary between -100 and 100, with higher numbers reflecting better levels of satisfaction among survey respondents.

The benefit of this method lies in the thorough consultation of opinions from experts who possess knowledge about the tourism industry and the actual situation of the locality. However, the method's drawback is its complete reliance on the subjective judgments of experts without specific tools to verify them. Consequently, the results might be misleading if an expert's judgment is inaccurate. To address this issue, a larger number of experts was selected, evenly distributed across various working positions within the tourism sector.

#### 3.3. Study area

Dalat is a Vietnamese city in the Central Highlands region. It is a popular location for travelers

wishing to escape the heat while exploring Vietnam's cultural and natural features. It is known for its moderate temperature, gorgeous landscapes, and French colonial architecture. The city is bordered by hills, pine trees, and lakes, making it ideal for outdoor activities like hiking, cycling, and boating. It is particularly well-known for its flower gardens and coffee farms, which tourists can explore and where they can taste local coffee. Visitors can also sample a range of local cuisine, including Dalat's renowned specialties. Overall, Dalat has a distinct combination of natural beauty, cultural attractions, and contemporary comforts, making it a must-see destination for everyone visiting Vietnam.

Dalat's tourism is experiencing significant growth, attracting a large number of tourists. However, this development brings forth a myriad of challenges, impeding the sustainability of the city's tourism industry. Specifically, the escalated construction of houses, hotels, and resorts, without proper planning and environmental considerations, is straining local resources and ecosystems (Mai Vinh, 2023; Vien Phong, 2023; MV, 2023). Furthermore, the rise in tourist numbers has caused overcrowding and pollution issues in various popular destinations, diminishing the overall experience for both tourists and locals (Khoi Vu, 2021). Moreover, many shops in the city center continue to impose high prices on tourists, and numerous street vendors persistently solicit, creating inconveniences for visitors (Tam, 2022; Ha An, 2022). Consequently, there has been a recent downward trend in the number of visitors. These challenges underscore the urgent necessity of implementing more sustainable approaches to manage the growth of tourism in Dalat, preserving the city's allure and appeal for future generations (Hien, 2022).

To effectively reference and apply management models to Dalat, the criteria involve selecting areas with efficient tourism management models and numerous similarities to Dalat, such as a cool cli-

mate, captivating natural landscapes, and diverse cultures. Three Southeast Asian localities meeting these criteria are Ubud, Indonesia; Cameron Highlands, Malaysia; and Chiang Mai, Thailand. All three localities have quite effective and sustainable development models that can be referenced and applied to Dalat.

#### **\* Ubud, Bali, Indonesia**

In terms of geography, natural beauty, and cultural attractions, Ubud, Indonesia, and Dalat, Vietnam, share some commonalities. Both are located in mountainous areas with temperate weather. They are well known for their stunning surroundings, which feature lush vegetation and breathtaking waterfalls. Additionally, both offer a diverse array of handicrafts and boast numerous pagodas and temples. Both areas are also renowned for their delectable cuisine, offering a wide range of local and international delicacies in their numerous restaurants and cafes. Notably, they are known for their fresh produce, including coffee, tea, and fruit.

However, there are distinctions between the two areas. Dalat exhibits a stronger French colonial influence in its architecture, featuring numerous European-style mansions and gardens, while Ubud embraces a more traditional Balinese design with exquisite carvings and thatched roofs. Overall, Dalat and Ubud present a unique blend of natural beauty, cultural attractions, and modern conveniences, making them sought-after holiday destinations for those seeking a tranquil and rejuvenating vacation.

#### **\* Cameron Highlands, Malaysia**

Cameron Highlands in Malaysia and Dalat in Vietnam share certain similarities in terms of geography, natural beauty, and cultural attractions. Both are located in cool-weather highland areas, making them appealing tourist destinations for those seeking refuge from the heat and humidity of the surrounding lowlands. They are also re-

known for their stunning scenery, encompassing lush greenery, rolling hills, and breathtaking waterfalls. Both regions are famed for their agricultural production of coffee, tea, and fresh fruits and vegetables. Visitors can partake in tours of the coffee and tea plantations to learn about the production and processing of these beverages. Culturally, both areas offer a variety of traditional art forms and handicrafts, as well as numerous temples and pagodas that reflect their rich spiritual and religious heritage.

However, there are distinctions between the two areas. While Dalat exhibits a stronger French colonial influence, evident in numerous European-style mansions and gardens, Cameron Highlands boasts a more pronounced British colonial impact, characterized by Tudor-style structures and extensive tea plantations. Overall, both Dalat and the Cameron Highlands offer a serene escape from city life with their tranquil atmospheres, splendid scenery, and an array of activities for tourists to enjoy.

#### \* Chiang Mai, Thailand

Chiang Mai, Thailand, and Dalat, Vietnam, are both cities rich in culture, natural beauty, and unique experiences. Chiang Mai is a city in northern Thailand surrounded by misty mountains, lush forests, and rice paddies. The city's unique combination of modernity and antiquity makes it an appealing tourist destination. Visitors can enjoy the vibrant night markets, excellent food, and several temples and ancient structures that illustrate the city's rich cultural heritage.

The focus on cultural experiences is one of the most noticeable similarities between the two cities. Visitors to Dalat and Chiang Mai can learn about traditional arts such as weaving and embroidery. There are also numerous temples and pagodas, each with its own unique history and architectural style. Visitors may hike through lush forests and mountain trails, explore waterfalls, and take in spectacular panoramas of the surrounding region.

## 4. Results

### 4.1. Successful tourism management models in different localities

#### a. Sustainable tourism management model in Ubud, Indonesia

Summary of research results from documents by Ernawati (2018), Priatmoko (2021), Wall (2018), Mananda (2018), Sari (2017), Baligasm (2023), Vickers (2019), Mayuzumi (2021), KSP (2023), Budhiasa (2017), etc. The tourism management model in Ubud includes the following:

- *Community participation in tourism planning and development.* It is a crucial part of Ubud's tourism management strategy. This involves engaging local communities and businesses to gather advice and feedback, ensuring that tourism development aligns with their needs and goals. This approach cultivates ownership and commitment to sustainable practices, offering a platform to address arising concerns or difficulties.

- *Emphasis on sustainable tourism practices.* The Ubud tourism management approach prioritizes mitigating adverse environmental, cultural, and socioeconomic impacts. This entails promoting tourist activities that prioritize environmental responsibility, including waste reduction and resource conservation, while also supporting the development of eco-friendly products and services in the tourism industry.

- *Diversification of tourism goods and services.* This model aims to appeal to a variety of interests and preferences, with the goal of attracting a broader range of visitors and reducing reliance on a particular type of tourism activity. This approach may help strengthen the tourism industry's resilience

and decrease the risk of economic disruption.

– *Development of cultural assets and local traditions.* The Ubud tourist management model places a significant focus on preserving and developing local culture and history. Supporting local arts and crafts, traditional rites, and festivals, along with other cultural events, is an integral part of this approach. By emphasizing Ubud's unique cultural legacy, the model aims to offer a distinctive and authentic visitor experience, setting it apart from other locations.

– *Stakeholder cooperation.* The model emphasizes the importance of collaboration among various stakeholders in the tourism industry, including government agencies, private sector firms, and local communities. These organizations can work together to ensure that tourist growth is sustainable, equitable, and beneficial to all.

– *Capacity building for local businesses and communities.* The strategy involves measures to enhance the ability of local businesses

and communities to engage in the tourism sector. This includes training and assistance for small and medium-sized businesses, as well as encouraging entrepreneurship and innovation in the tourism industry.

In terms of advantages, the Ubud tourist management model's strong community participation and focus on sustainability may lead to a feeling of ownership and devotion to sustainable practices, assisting in the establishment of a unique and authentic tourism experience. Diversification of tourism products and services might strengthen the business and lessen the danger of economic upheaval. Furthermore, the model's emphasis on maintaining and promoting local culture and customs may help differentiate Ubud from other tourist destinations while also benefiting the local economy. The concept, however, may confront challenges in combining visitor expansion with the preservation of natural resources and cultural heritage, as well as addressing concerns about overtourism and environmental deterioration. Additionally, tourist growth in the region may be hampered by a lack of resources and infrastructure.

**Table 1** | Analysis of the sustainable tourism management model in Ubud, Indonesia

<b>Model</b>	<b>Advantage</b>	<b>Disadvantage</b>
<ul style="list-style-type: none"> <li>- Community participation in tourism planning and development.</li> <li>- Emphasis on sustainable tourism practices.</li> <li>- Diversification of tourism products and services.</li> <li>- Development of cultural assets and local traditions.</li> <li>- Stakeholder cooperation.</li> <li>- Capacity building for local businesses and communities.</li> </ul>	<ul style="list-style-type: none"> <li>- Strong community involvement in tourism planning and development leads to a sense of ownership and commitment to sustainable practices.</li> <li>- Diversification of tourism products and services caters to a range of interests and preferences.</li> <li>- There is an emphasis on preserving and promoting local culture and heritage.</li> </ul>	<ul style="list-style-type: none"> <li>- Challenges exist in balancing tourism development with the preservation of natural resources and cultural heritage.</li> <li>- There is a potential risk of overtourism and environmental degradation.</li> <li>- The region faces limitations in both resources and infrastructure to foster tourism development.</li> </ul>

Source: compiled by the authors

*b. Sustainable tourism management model in Cameron Highlands, Malaysia*

According to research documents on sustainable development in Cameron Highlands, Malaysia by Barrow (2005), Ching (2020), Daim (2022), Othman (2010), Weebers (2017), Empidi (2021), Ariffin (2014), Ariffin (2017), Mohamad (2018), etc., the primary aspects of tourist management models in the Cameron Highlands include:

– *Government policies and regulations.* Malaysia has enacted laws and regulations, such as the National Ecotourism Plan, to promote long-term tourism in the Cameron Highlands. The Malaysia Tourism Promotion Board (MTPB) is responsible for developing and enforcing these laws and works closely with local governments to ensure compliance. These programs aim to enhance tourism in a sustainable way while preserving the natural and cultural heritage of the Cameron Highlands.

– *Stakeholder engagement and participation.* Efficient tourism management in the Cameron Highlands is heavily reliant on community involvement and participation, as well as collaboration from the tourism industry and government organizations. Stakeholder participation not only promotes information sharing but also aids long-term decision-making. Implementing conflict resolution methods becomes critical when dealing with difficulties arising from opposing interests and power imbalances.

– *Sustainable tourism practices.* Eco-tourism, responsible tourism, and community-based tourism play pivotal roles in mitigating the negative impacts of tourism on the environment and local communities in the Cameron Highlands. Responsible tourism emphasizes ethical conduct

and the mitigation of adverse consequences, while eco-tourism promotes environmentally conscious travel. Community-based tourism involves local communities in tourist activities, leading to economic benefits and the preservation of cultural heritage. By implementing these strategies, tourism in the Cameron Highlands can potentially become more environmentally responsible, socially equitable, and economically viable.

– *Infrastructure and facilities.* Adequate infrastructure and amenities are imperative to support tourism in the Cameron Highlands. This encompasses a wide range of guest accommodations, easy access to various tourist attractions, and leisure amenities such as parks and natural reserves. By investing in such facilities, the Cameron Highlands can enhance its appeal as a tourism destination and provide a superior experience for tourists while preserving the natural environment.

– *Marketing and promotion.* Effective marketing and promotion play a pivotal role in attracting tourists and boosting the tourism industry in the Cameron Highlands. Collaborations with travel agencies, tour operators, and other stakeholders in the tourism sector have significantly enhanced the Cameron Highlands' capacity to attract visitors. Through strategic marketing and promotion efforts, the tourism industry in the Cameron Highlands has spurred economic growth, drawn larger numbers of tourists, and contributed to the region's long-term development.

– *Tourist behavior and education.* To manage sustainable tourism in the Cameron Highlands, visitors are educated on ethical and sustainable tourism practices. This involves activities such as waste reduction, water conservation, and respect for local cus-



toms. The local authorities provide information on sustainable tourism practices to assist visitors in making more responsible decisions. Through the encouragement of responsible behavior and educational initiatives, the Cameron Highlands has minimized adverse impacts and established a more sustainable tourism industry.

– *Monitoring and evaluation.* This involves gathering and evaluating data to identify potential problems and assess management

methods. Monitoring entails tracking visitor numbers, behavior, and spending habits, as well as evaluating the state of natural and cultural resources. Analyzing the impact of tourism on the local economy, environment, and community is a crucial part of the evaluation process. This allows stakeholders to proactively address issues, adjust strategies, and establish a sustainable and responsible tourism industry that benefits both the local community and tourists.

**Table 2 | Analysis of the sustainable tourism management model in Cameron Highlands, Malaysia**

<b>Model</b>	<b>Advantage</b>	<b>Disadvantage</b>
<ul style="list-style-type: none"> <li>- Government policies and regulations.</li> <li>- Stakeholder engagement and participation.</li> <li>- Sustainable tourism practices.</li> <li>- Infrastructure and facilities.</li> <li>- Marketing and promotion.</li> <li>- Tourist behavior and education.</li> <li>- Monitoring and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable development: Implementing sustainable tourism practices can promote economic growth while minimizing negative impacts on the environment and local communities.</li> <li>- Improved livelihoods: The tourism industry in the Cameron Highlands can offer employment opportunities and income for local communities, contributing to poverty reduction and improved livelihoods.</li> <li>- Cultural preservation: Tourism can aid in the preservation and promotion of local culture and traditions, contributing to the conservation of cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>- Overcrowding: The popularity of the Cameron Highlands as a tourist destination can result in overcrowding, leading to negative impacts on the environment and local communities.</li> <li>- Infrastructure strain: Inadequate infrastructure and facilities can cause strain and congestion, impacting the overall tourism experience.</li> <li>- Tourism dependence: Overreliance on tourism may lead to economic insecurity, especially in the face of external shocks such as natural catastrophes or economic downturns.</li> </ul>

Source: compiled by the authors

### *c. The tourism management model in Chiang Mai, Thailand*

Based on the research findings of Romanos (2002), Hongnuan (2021), Chuatrakul (2021), Permsuphakkul (2019), Tantinipankul (2017), Somnuxpong (2020), Wang (2023), Virojtrairatt (2010), etc., the tourist management model of Chiang Mai, Thailand, may be characterized as follows:

– *Stakeholder involvement.* Local communities, government organizations, tourism service providers, and visitors all play essential roles in maintaining sustainable and respon-

sible tourism in Chiang Mai. Chiang Mai has developed a comprehensive approach to tourism management that takes into account the needs and interests of all stakeholders. These factors have contributed to making Chiang Mai's tourism business more sustainable and responsible, benefiting both the local community and tourists.

– *Destination planning and development.* Chiang Mai has implemented destination planning and development very effectively, which is also a significant factor in ensuring sustainability in local tourism development. These efforts encompass not only the con-

servation of natural and cultural resources but also the development of infrastructure and services that meet the needs and expectations of tourists while minimizing negative impacts on the environment and the local community.

– *Infrastructure and facilities.* The sustainable tourism development of Chiang Mai has identified adequate infrastructure and services such as lodging, transportation, and recreational opportunities as crucial factors. This includes a wide array of lodging options catering to the diverse requirements and interests of visitors, as well as adequate transportation and recreational facilities for both leisure and educational purposes. Clean public restrooms are also essential for enhancing the visitor experience and preventing environmental degradation.

– *Marketing and promotion.* Chiang Mai has performed admirably in its marketing and promotional strategies. Marketing initiatives focus on highlighting unique local tourism products and targeting potential customers. Digital marketing methods have sig-

nificantly contributed to reaching a considerable number of visitors. Collaborative efforts among tourism stakeholders aim to offer comprehensive travel packages for tourists. These successful marketing and promotional strategies have attracted a significant number of tourists, resulting in economic benefits while ensuring sustainability for tourism in Chiang Mai.

– *Regulation and enforcement.* To ensure sustainable and responsible tourism, Chiang Mai has strengthened regulations for tourism business activities and effectively enforced laws. The area has established and implemented sound rules and standards related to tourism, fostering the involvement of local people in the decision-making process. Monitoring and enforcement systems, including environmental and social impact assessments for tourism projects and community complaint reporting channels, are imperative for ensuring regulatory compliance. By adhering to these strategies, Chiang Mai continues to develop its tourism economy while minimizing negative impacts on the environment and local communities.

**Table 3 | Analysis of the Cultural Tourism Management Model in Chiang Mai, Thailand**

<b>Model</b>	<b>Advantage</b>	<b>Disadvantage</b>
<ul style="list-style-type: none"> <li>- Stakeholder involvement.</li> <li>- Destination planning and development.</li> <li>- Infrastructure and facilities.</li> <li>- Marketing and promotion.</li> <li>- Regulation and enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable tourism practices: Implementing sustainable tourism practices, such as eco-tourism, responsible tourism, and community-based tourism, can help minimize negative impacts on the environment and local communities.</li> <li>- Effective marketing and promotion: Successful marketing and promotion strategies have attracted tourists to Chiang Mai and boosted the local tourism industry.</li> <li>- Diversification of tourist activities: Diversification of tourism activities, such as cultural and nature-based tourism, has helped to spread the benefits of tourism more widely within the community.</li> </ul>	<ul style="list-style-type: none"> <li>- Overcrowding and congestion: The high volume of tourists in certain areas of Chiang Mai leads to overcrowding and congestion, which have negative impacts on the environment and the quality of life for local residents.</li> <li>- Insufficient infrastructure: The lack of adequate infrastructure, including transportation and waste management systems, has limited the local government's ability to manage tourism effectively.</li> <li>- Inadequate regulation and enforcement: Inadequate regulation and enforcement of tourism activities leads to negative impacts on the environment and local communities.</li> </ul>

Source: compiled by the authors

## 4.2. Proposing a sustainable tourism management model for Dalat, Vietnam

**Table 4** | Proposing a sustainable tourism management model in Dalat based on other successful management models

<i>Ubud, Bali, Indonesia</i>	<i>The Cameron Highlands, Malaysia</i>	<i>Chiang Mai, Thailand</i>	<i>Dalat, Vietnam</i>
<ul style="list-style-type: none"> <li>- Community participation in tourism planning and development.</li> <li>- Emphasis on sustainable tourism practices.</li> <li>- Diversification of tourism products and services.</li> <li>- Development of cultural assets and local traditions.</li> <li>- Stakeholder cooperation.</li> <li>- Capacity building for local businesses and communities.</li> </ul>	<ul style="list-style-type: none"> <li>- Government policies and regulations.</li> <li>- Stakeholder engagement and participation.</li> <li>- Sustainable tourism practices.</li> <li>- Infrastructure and facilities.</li> <li>- Marketing and promotion.</li> <li>- Tourist behavior and education.</li> <li>- Monitoring and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder involvement.</li> <li>- Destination planning and development.</li> <li>- Infrastructure and facilities.</li> <li>- Marketing and promotion.</li> <li>- Regulation and enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>- Government policies and regulations.</li> <li>- Destination planning and development.</li> <li>- Stakeholder engagement and participation.</li> <li>- Capacity building for local businesses and communities.</li> <li>- Sustainable tourism practices.</li> <li>- Diversification of tourism products and services.</li> <li>- Infrastructure and facilities.</li> <li>- Marketing and promotion.</li> <li>- Tourist behavior and education.</li> <li>- Monitoring and evaluation.</li> </ul>

Source: compiled by the authors

The findings from the expert survey are summarized, calculated, and presented in the subsequent table.

The author excluded the following items from the proposed model based on the results of the Net Promoter Score (NPS) analysis: government policies and regulations; diversification of tourism products and services; tourist behavior and educa-

tion; monitoring and evaluation. Finally, the Dalat sustainable tourist management model incorporates the following components: destination planning and development; stakeholder engagement and participation; capacity building for local businesses and communities; sustainable tourism practices; infrastructure and facilities; and marketing and promotion.

**Table 5** | Results of an expert survey on a sustainable tourism management model in Dalat

No.	Model	Detractors (score of 0-6)	Passives (score of 7-8)	Promoters (score of 9-10)	NPS
1	Government policies and regulations.	36.1%	31.1%	32.8%	-3.3
2	Destination planning and development.	1.6%	32.8%	65.6%	63.9
3	Stakeholder engagement and participation.	3.3%	26.2%	70.5%	67.2
4	Capacity building for local businesses and communities.	1.6%	31.1%	67.2%	65.6
5	Sustainable tourism practices.	3.3%	18%	78.7%	75.4
6	Diversification of tourism products and services.	39.3%	27.9%	32.8%	-6.6
7	Infrastructure and facilities.	6.6%	29.5%	63.9%	57.4
8	Marketing and promotion.	16.4%	37.7%	45.9%	29.5
9	Tourist behavior and education.	31.1%	39.3%	29.5%	-1.6
10	Monitoring and evaluation.	32.8%	41%	26.2%	-6.6

Source: compiled by the authors

## 5. Discussion

The goal of this study was to investigate and assess effective tourism management models in various locales, as well as provide ideas for implementation in Dalat, a major tourist destination in Vietnam. The authors examined the tourism management models of various successful tourist locations, including Ubud in Bali, Cameron Highlands in Malaysia, and Chiang Mai in Thailand. The authors offer a comprehensive sustainable tourist management model for Dalat based on data analysis and an expert survey. The model consists of six major components.

*Destination planning and development.* This component involves a thorough and collaborative approach to destination planning and development. It entails determining the destination's carrying capacity and creating a sustainable tourism master plan.

*Stakeholder engagement and participation.* All relevant stakeholders, including the government, local communities, tourism firms, and visitors, should contribute to the planning and management of tourism activities. This component highlights the significance of collaborative and participatory decision-making processes.

*Capacity building for local businesses and communities.* This component emphasizes the provision of training and education programs to help local businesses and communities improve their skills and knowledge, enabling them to engage in the tourism sector. This can help ensure that local people benefit from tourist growth and participate actively in sustainable tourism practices.

*Sustainable tourism practices.* This component stresses the implementation of sustainable tourism practices such as responsible tourist behavior, waste management, energy efficiency, and the conservation of natural and cultural resources. It is critical to reduce tourism's harmful consequences on the environment, local culture, and communities.

*Infrastructure and facilities.* This component focuses on creating sustainable infrastructure and amenities, such as transportation, lodging, and tourist services, to aid in the development of sustainable tourism. This approach helps improve the quality of tourist goods and services while avoiding negative repercussions.

*Marketing and promotion.* The final element involves the development and implementation of sustainable tourism marketing and promotion strategies to attract responsible tourists and enhance the destination's image. This component underlines the significance of fostering sustainable tourism practices and responsible visitor conduct.

Drawing on practical experience gained from successful sustainable tourism models in other regions, coupled with an in-depth comprehension of the present state of tourism in Dalat, Vietnam, as provided by experts, the proposed new tourism management model aims to address the challenges faced by Dalat's tourism industry and promote sustainable tourism activities in the area. The authors anticipate that the research findings will assist local tourism management agencies and policymakers in establishing sustainable development strategies for Dalat in the near future, ensuring long-term growth for the region's tourism sector. Furthermore, high-altitude areas with conditions similar to Dalat, Vietnam, can trial and implement the research outcomes.

## 6. Conclusion

The study examined effective tourism management models in various localities that share many similarities with Dalat, thereby developing a sustainable tourism management model applicable to Dalat. The proposed model will contribute to the sustainable development of Dalat's tourism by specifically planning and developing destinations, increasing stakeholder participation, building capa-

city for businesses and local communities, practicing sustainable tourism, enhancing infrastructure and facilities, and focusing on promotional and marketing strategies.

This study's new contribution comes from a careful approach to researching and evaluating effective tourism management models in various localities, thereby providing an effective management model for specific destinations. This approach, combined with a survey of expert opinions (people who are knowledgeable about the field of tourism), improves the reliability of research results.

The authors anticipate significant managerial impacts from the implementation of the proposed model in Dalat. By promoting sustainable tourism practices, local managers can enhance tourist satisfaction, reduce environmental impact, and boost economic benefits for the community. Furthermore, the model can serve as a blueprint for other tourist destinations in Vietnam, aiding in the nationwide development of sustainable tourism.

Although this study has provided important results, more extensive research is still needed to investigate and verify these findings, specifically in Dalat. In addition, the survey of expert opinions does not fully represent the industry's views, so further studies are needed to expand the range of survey subjects. Furthermore, research needs to apply other methods and processing tools to increase the reliability of future research.

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