

# **The Marketing Management Model of Community-based Tourism, Nakhon Si Thammarat Province**

**By**

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## **Abstract**

The objectives of this research were 1. To study problem of the marketing management of community-based tourism, Nakhon Si Thammarat Province; 2. To develop the marketing management model of community-based tourism, Nakhon Si Thammarat Province; 3. To assess of using the marketing management model of community-based tourism, Nakhon Si Thammarat Province, by using mixed methods research, data collection in local communities then brought to analyze and theoretical synthesis. The study found that the problem of the marketing management of community-based tourism, Nakhon Si Thammarat Province was the problem of access to tourism news and information, and the travel plan management is still unable to be systematically linked into a network, and found that the development of marketing management model of community-based tourism had conferenced to lessons learned, analyzed strengths and weaknesses, caused innovation of the marketing management model of community-based tourism with network system and continuously developed the potential of the tourism management team to meet the needs of tourists, and assessed the use of the marketing management model of community-based tourism. The tourism management unit used OKRs to assess both the short and long term so that they can stay committed to their goals.

**Keyword:** marketing management model, tourism marketing development, community-based tourism

## **Introduction**

Nakhon Si Thammarat Province is the first secondary city that has potential and has the opportunity to become the main city in promoting overnight tourism to create new experiences.

The market management model contains in many forms both the marketing management model of community-based tourism that focuses on taking care of the area, environment and community's resources by the local people group who are the main administrators and play an important role in tourism management. Local person or group is act as a tourism marketing manager by contacting the target group both an organization and an agency that needs a tourist attraction directly. In addition, there is also the marketing

management model that responds to tourists in form of family who is without an appointment in advance, and the people group who are directly contact with tourism manager in the community due to the local people manage the community resources themselves which brings benefits in dimensions of economic, social, cultural and environmental to the community in a sustainable manner (Designated Areas for Sustainable Tourism Administration, 2015), but managed by local people will have limitations on opening the tourism marketing to a wider extent, while the tourism management model operated by a group of tourism managers outside the community contains a network system that can reach a large number of tourists, and can hold tourism activities that better meet the needs of each tourists group but it will cause the problem of maintaining tourism resources. An appropriate marketing management model, therefore, is an important to support cooperation in building understanding, skills and abilities on tourism marketing management, which shall meet the needs of tourists. By allowing local people and groups who have potential open the market for tourists to be able to access information, and hold activities that can meet the needs of each tourist group. Besides, the tourist group who come to experience natural attractions and specific atmosphere within the area, also found that most tourists want photo point, souvenirs selling point that are unique to the area. Marketing management is an important factor that affects local people, and tourism management group.

In 2018, there was COVID-19 pandemic since then the tourism marketing has been in serious trouble, although COVID-19 pandemic has unfolded now, but the tourism marketing still encounters many obstacles causing it to not recover, therefore, there is an urgent need in development and adjustment to enable the tourism business to continue. The development of the tourism marketing must meet the needs of tourists as much as possible, apart from the tourists want to visit and experience the charm of the target area, tourists still want to receive services and facilitation that meets their needs, and want products and souvenirs that provide sentimental value from that tourist destination, and want to experience the atmosphere, beauty of nature of the target area as well. Marketing management must be formulated as process to drive tourism activities to make tourists feel appreciate. If tourists want convenience, want to learn history, want to study from a source of knowledge, tourists will be received those needs. The development effective marketing management, tourism manager shall constantly develop itself and their team's potential to understand marketing operations, have skills on local system management, and skills on linking with external networks, understand and access information about behaviors, needs, interest issues affecting decision-making in choosing tourist attractions, increase the capacity of managing marketing mechanisms, develop potential resources that are local tourist attractions, develop the capacity of participatory management processes in local and external networks to create strong cooperation that have an effect on decision-making to travel.

Community-based tourism consists of the local communities where tourist attractions are located, local people and local people groups who manage tourism, which is a people group who are close to and in the context of that tourism resource. The community-based tourism is tourism that is managed by the community for the benefit of the community. Using tourism activities to build partnerships and relationships between hosts and guests by the collaborative tourism activities that may lead to learning, deep understanding about the community root, focusing on sustainable and environment friendly. Building the balance point between tourism resources, social culture and the way of life of community members. Including better quality of life for community members (Lunjakon Nillakan, Punya Lertgrai and Sudawan Meebua, 2017). It also provides the learning and valuable experience for the guests. Managing the community-based tourism including planning, organizing, leading, coordinating and

controlling in all processes with focus on the participation of community members, joint planning, joint decision-making, joint developing, joint taking action, joint benefit sharing and joint assessing (Nattapat Manirochana, 2017). The community-based tourism will take into account management by the community because people in the community will have time to take care, conserve and develop tourism resources that are directly valuable to the community. Making people in the community aware of tourism resources conservation, taking care and preserving the environment to enhance the potential of the sustainable tourism atmosphere (Teerapong Perm, Punya Lertgrai and Chanica Saenge Chooklin, 2021) can create sustainable value for people in the local community and people in nearby areas.

Tourism resources in the community are one of the key factors supporting the local and national tourism industry. It is an important factor in generating income for people in all areas that are tourist attractions. Opening of tourism marketing, tourism marketing management, local people and local people groups are ready and interested in doing tourism business in the community, and the cooperative management process of people in the community can create esteem, value, and income for people in the community continuously and sustainably. The researchers, therefore, are interested in researching and developing the marketing management model of community-based tourism in Nakhon Si Thammarat Province.

Nopphitam District is a district that has many important costs such as rich natural resources, and the history of the battles and domination in the past that still have traces left, also has outstanding in arts, culture, and way of life of people in the community that continues proceed slowly that suitable for relaxing or traveling in the style you like (Thai Post, 2020). The popular tourist attractions of Nopphitam District are Krung Ching waterfall, sea of mist viewpoint, Khao Lek, Hong cave, Pra forest, etc.

## **Objectives**

1. To study problem of the marketing management of community-based tourism, Nakhon Si Thammarat Province.
2. To develop the marketing management model of community-based tourism, Nakhon Si Thammarat Province.
3. To assess of using the marketing management model of community-based tourism, Nakhon Si Thammarat Province.

## **Research Methodology**

This research used Research and Development (R&D) by studying documents from agencies and organizations both public and private on management, entrepreneurship, concepts, theories and research related to tourism management and field study by the researches paid attention to data, phenomena in the area (Punya Lertgrai, 2016), participatory data collection in events, ex-post facto approach, data of local person, person who has used tourism services, trace evidence related to tourism management.

The research procedure was divided into 3 steps: Step 1: Studied problem of the marketing management of community-based tourism, Nakhon Si Thammarat Province; Step 2: Studied the development of marketing management model of community-based tourism, Nakhon Si Thammarat Province; Step 3: Assessed the effectiveness of using the marketing management model of community-based tourism, Nakhon Si Thammarat Province.

## **Research Procedure**

This study was research and development (R&D) that used the research process to search and create management model innovation.

Phase 1: Study the problem of marketing management of community-based tourism into procedures in order to apply the information to develop and create the marketing management model of community-based tourism in the research area. Operations are as follows:

The problem study of marketing management of community-based tourism is the problem study in the area of Nopphitam District by interviewing informants to acknowledge the problem and understand the community context in order to define research conceptual framework.

Study concepts, theories and research related to marketing management of community-based tourism by studying and researching from the documents and information of Ministry of Tourism and Sports, Tourism Authority of Thailand, Local Administrative Organizations, articles, books, textbooks, theses, research papers, relevant research both domestically and internationally, including various types of media and internet, in order to gain knowledge and understanding in the concepts, theories, and relevant principles to cover the issues studied and understand the context of the community to be used as a tool for defining a research conceptual framework, drafting components of the marketing management of community-based tourism, taking problem data and community-based tourism contexts to analysis SWOT and synthesize the components of the marketing management of community-based tourism.

Phase 2: Create and develop the marketing management model of community-based tourism in the research area. Operations are as follows:

Use the acquired knowledge to create draft of the marketing management model of community-based tourism by using means of focus group discussion consists of the community who is service provider of community-based tourism.

Examine draft of the marketing management model of community-based tourism by experts, using focus group conversation as a step in examination to assess the suitability and consistency of draft of the marketing management model of community-based tourism before trial in the next step.

Bring the assessment results and expert recommendations on each issue to improve, revise and develop draft of the marketing management model of community-based tourism.

Phase 3: Assess the use of innovations from applying the marketing management model of community-based tourism to tourism management, such as trekking to admire waterfalls, seeing the sea of mist, rafting, and visiting Hong Cave by using the innovation assessment process with object key results (OKRs).

## **Data Collection**

This research used data collection based on the research procedure, studied from relevant document and field study by using surround observation to obtain complete information in a variety of dimensions both initial factors (upstream), management planning process (midstream) and

tourism management results (downstream) as a reflection of the management and tourists who used the services with in-depth interviews, focus group interviews, focus group discussions, and focus group analysis, data from action planning and performance results from key informant group representatives, along with used the observational forms, logs, photographs and video clips from real events to supported data collection and verified the data's reliability with data triangulation by checking from sources, many theories and procedures to get the most truthful information.

## Data Analysis

Collected and examined the integrity of the data, systematized data group, and theoretical analyzed in each issue until complete. After that, brought to theoretical overview synthesized by using action research methodology or research and development process, analyzed content to enter the innovation development process. Once got innovation draft, then systematically assessed and examined before concluded as innovation model based on research goals and presented the results with descriptive analysis method.

## Results

1. The problem study of marketing management of community-based tourism was the problem study in the area of 1. Khao Chang Lon Sea of Mist Viewpoint; 2. Khlong Lai Rafting; 3. Krung Ching Waterfall and 4. Hong Cave. It was found that the marketing management of tourist service point is mainly wait for tourists to come in and use the service. Most tourists would drive into the community on their leisure time, both as a group and as a family, and contacted for services. Tourists got information from Facebook of people who have traveled before and from television programs about travel. The overall problems were a problem with tourism management, including

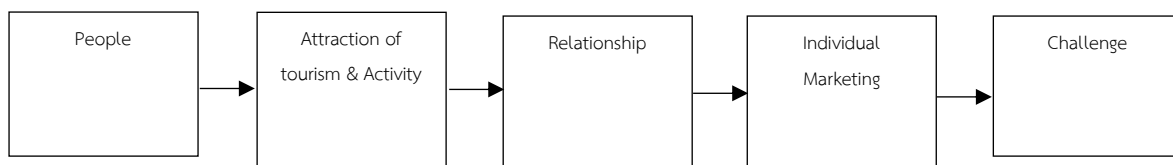
The problem of access to news and direct communication between local tourism management subdivision and tourists, causing a gap in marketing management, Facebook had limitation, road signs to the target tourist spot was not systematic and discontinued.

The problem of lack of supporting tourist information such as atmosphere, immersive nature, appreciation and impression of tourists of each group and age such as providing information of; in case of the sea of mist, should provide information about time, location, equipment, utensils suitable for drinking coffee, hot drinks that suitable for sightseeing and experiencing the sea of mist atmosphere. The information provided should indicate the most immersive and moderately immersive moments; in case of the trekking to admire nature and waterfalls, should provide information about the time, route, preparation of both dress and physical condition to enter the natural atmosphere of waterfall, plants and wildlife; in case of Hong cave, should provide academic information on geology and history for tourists who want to know the uniqueness of the cave; in case of the rafting, should provide information about the suitable for rafting in each month and each day, route conditions, water volume, risks and risk management while rafting.

The problem of linking the marketing management systematically, found that the tourism marketing management was specific spot and lack of connection and continuity, therefore, should be made into a system that could connect various tourist attractions together then prepared travel plan, for example, after sightseeing the sea of mist then going to Hong Cave and followed by trekking to the waterfall, and rafting on next day, or switch travel plan by rafting on the first day, sightseeing the sea of mist on the next day, then going to Hong Cave

and followed by trekking to a waterfall or may be linked to restaurant networks, community markets etc.

2. The development of marketing management model of community-based tourism; the researchers and team had conferenced together with travel business owner, community leaders, travel agents, and stakeholders to lessons learned and jointly analyzed SWOT, then used the acquired knowledge to create draft of the marketing management model of community-based tourism, causing relevant members of all sectors acknowledged of weaknesses, strengths and jointly developed innovative model that would be used in marketing management, opened the market more widely so tourists could access information, contact and coordinate for receiving thorough services, and jointly created potential development model of team, tourism marketing management, PARI-Ch (People - Attraction of tourism & Activity- Relationship - Individual Marketing-Challenge) that emphasized team to manage at all points, placed importance and prepared the readiness for providing service to tourists.



### ***PARI-Ch Model***

The development of marketing management model of tourism could be done by solving the problem of access to news and direct communication between local tourism management subdivision and tourists with opening up more widely direct communication systems. Allowed the community to be role as the central coordinating unit in direct and indirect communication with tourists as well as supported local organizations, community committees to increase the number of tourist attractions road signs systematically and comprehensive, also held training for team and people involved with the marketing community-based tourism. In case of the sea of mist, provided information about atmosphere and natural immersion, indicate the most immersive and moderately immersive natural moments; in case of the trekking to admire nature and waterfalls, provided information about the time, route, preparation of both dress and physical condition to enter the natural atmosphere of waterfall, plants and wildlife; in case of Hong cave, provided academic information on geology and history for tourists who want to know the uniqueness of the cave; in case of the rafting, should provide information about the suitable for rafting in each month and each day, route conditions, water volume, risks and risk management while rafting. And created package tours such as 1 day trip, 2 days & 1 night trip, or other types of package tour that tourists can be chose along with package tour that connected to the community in other districts within the province.

Assessment the use of the marketing management model of community-based tourism; the researchers have used OKRs as an approach to define goals or objectives, both short-term and long-term, intent and attempt to achieve the goals (Panya Lertkrai, 2017) to encourage both the tourism marketing management team and the community committee work together and devote to achieve the desired goals together.

OKRs can be flexible and change according to the goals set quarterly or only 3 months. If there are changes or unexpected events occur, it can be adjusted or redirected to keep up with new opportunities, unlike KPIs that must be waited until the end of the year to be assessed. Provides opportunities to learn from both mistakes and obstacles that have obstructed achieving goals throughout the quarter to find a more effective method for the next quarter. Approaches

for increasing capabilities and possibilities will focus on developing 'people' and teams, constantly challenging and learning to increase creative potential with PARI-Ch Mode.

## **Discussions and Conclusions**

The marketing management model of community-based tourism is tourism management that has cooperation networks, communication system that can directly reach individuals and groups of tourists, and presenting information that attracts tourists. Network and collaboration can create sustainability for communities. A good management system can benefit the community. (Community-based tourism Institute, 2017; Krabi Provincial Office, 2017). Supporting tourist activities that focus on conservation and restoration of natural resources, culture, and local wisdom causing eco-tourism because the community already has these resources in the community. The community-based tourism with network power, gathering of community members or groups within the community, allowing the community's environmental resources to be preserved and developed, the community has participated in tourism management, jointly in thinking, planning, developing and receiving benefits.

Community participation creates sense of possession in resources within the community, jointly facilitates tourists, jointly creates activities that build an atmosphere of natural immersion, jointly creates an impression, jointly provides services to tourists, jointly bring tourists to experience with the community way of life, food, beverages, souvenir shops. Tourism information and package tours that touch a chord to each group of tourists, is the key point in marketing management tourism effectively.

Creation of learning, providing knowledge to tourists in terms of knowledge about the environment, topography, climate that linked to rafting, sea of mist, beauty of waterfalls related to the fertility of upstream forests, processes cave birth, environment and nature related to cave. These things are transferred and exchanged with knowledgeable tourists who share and immerse themselves in and experience the tourist area. Tourism activities provide opportunities for tourists to become involved in the community. It is a sustainable marketing management model of community-based tourism, can directly benefit tourism managers, communities and tourists.

## **Policy Recommendations**

1. Agencies related to tourism at national and provincial levels should encourage community committees to play a role in managing tourism within the area.
2. Agencies on telecommunication both national and provincial levels should support the development of transport routes system, communications and tourist attractions road signs throughout the system.

## **Action Recommendations**

1. Community organizations in tourism areas should play a role in coordinating cooperation to prepare main master plan for tourism that focus on environmental conservation, earth conservation, and income distribution within community.
2. Private tourism managers in the community should cooperate to build the tourist attraction network and manage them systematically as well as linking with another tourist attraction network outside the community.

## **Academic Recommendations**

1. Tourism academic agency should encourage community to conduct more research and development both in local and regional levels.
2. Tourism scholars should be interested in learning and researching tourism network systems to support tourism both immersive in real places and virtual tourism managed by the community.

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