

Research Article

Marketing Enhancement Strategy of Cultural Tourism:

Secondary City - Suphanburi Province

กลยุทธ์การยกระดับการตลาดด้านการท่องเที่ยวเชิงวัฒนธรรม:

เมืองรอง จังหวัดสุพรรณบุรี

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Abstract

The objectives of this research were (1) to study the potential of tourist attractions, service quality, service marketing mix, tourist satisfaction, intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province, (2) to study the influence of tourist attraction's potential, service quality, service marketing mix, intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province, and (3) to propose marketing enhancement strategy of cultural tourism in secondary city as Suphanburi province for sustainability. Applying mixed method research, quantitative research involved collecting data through questionnaires from 400 samples including Thai tourists who have been travelling to Suphanburi province at least one time and qualitative research using in-depth interview involved key informants who are leaders and community representatives of tourist attractions, representatives of tourist

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attraction operators, representatives of Tourism and Sports Office, Suphanburi province, totally 44 persons. The results of the study found that (1) Thai tourists had intentions to revisit at the highest level and Thai tourists saw the potential of tourist attractions, tourist satisfaction, service marketing mix, and service quality were at a high level, respectively. (2) the potential of tourist attractions and service marketing mix influenced tourist satisfaction and tourists' intention to revisit with statistical significance at the 0.05 level. Service quality influenced tourist satisfaction and tourists' intention to revisit with statistically significance at the 0.01 level. (3) guidelines for developing and improving marketing strategies, and has been presented to relevant agencies for the preparation of action plans, strategic plans, and policy strategic plans for the future.

Keywords: *Potential of Tourist Attractions, Service Quality, Service Marketing Mix, Cultural Tourism, Suphanburi Province*

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์ 1) เพื่อศึกษาศักยภาพของแหล่งท่องเที่ยว คุณภาพการบริการ ส่วนประสมทางการตลาดบริการ ความพึงพอใจของนักท่องเที่ยว และความตั้งใจกลับมาเที่ยวซ้ำของนักท่องเที่ยวชาวไทยที่เดินทางมาท่องเที่ยวเชิงวัฒนธรรมในเมืองรอง จังหวัดสุพรรณบุรี 2) เพื่อศึกษาอิทธิพลของศักยภาพของแหล่งท่องเที่ยว คุณภาพการบริการ ส่วนประสมทางการตลาดบริการ ความพึงพอใจของนักท่องเที่ยว และความตั้งใจกลับมาเที่ยวซ้ำของนักท่องเที่ยวชาวไทยที่เดินทางมาท่องเที่ยวเชิงวัฒนธรรมในเมืองรอง จังหวัดสุพรรณบุรี และ 3) เพื่อเสนอกลยุทธ์การยกระดับการตลาดด้านการท่องเที่ยวเชิงวัฒนธรรมในเมืองรอง จังหวัดสุพรรณบุรีอย่างยั่งยืน โดยใช้การวิจัยแบบผสมผสาน การวิจัยเชิงปริมาณ ใช้วิธีเก็บข้อมูลด้วยแบบสอบถามจำนวน 400 คน จากนักท่องเที่ยวชาวไทยที่เดินทางเข้ามาท่องเที่ยวภายในจังหวัดสุพรรณบุรี ซึ่งเคยมาแล้ว 1 ครั้ง การวิจัยเชิงคุณภาพ ใช้การสัมภาษณ์เชิงลึก ผู้ให้ข้อมูลสำคัญ คือ ผู้นำและตัวแทนชุมชนแหล่งท่องเที่ยว ตัวแทนผู้ประกอบการแหล่งท่องเที่ยว ตัวแทนจากสำนักงานการท่องเที่ยวและกีฬา จังหวัดสุพรรณบุรี รวม 44 คน ผลการศึกษาพบว่า 1) นักท่องเที่ยวชาวไทยมีความตั้งใจกลับมาเที่ยวซ้ำ อยู่ในระดับมากที่สุด รองลงมา นักท่องเที่ยวชาวไทยเห็นว่าศักยภาพของแหล่งท่องเที่ยว ความพึงพอใจของนักท่องเที่ยว ส่วนประสมทางการตลาดบริการและคุณภาพการบริการ อยู่ในระดับมาก ตามลำดับ 2) ศักยภาพของแหล่งท่องเที่ยว และส่วนประสมทางการตลาดบริการมีอิทธิพลต่อความพึงพอใจของนักท่องเที่ยว และความตั้งใจกลับมาเที่ยวซ้ำของนักท่องเที่ยวอย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05 ส่วนคุณภาพการบริการ มีอิทธิพลต่อความพึงพอใจของนักท่องเที่ยว และความตั้งใจกลับมาเที่ยวซ้ำของนักท่องเที่ยวอย่างมีนัยสำคัญทางสถิติที่ระดับ 0.01 3) ได้แนวทางการพัฒนาและปรับปรุงกลยุทธ์ด้านการตลาด และนำเสนอหน่วยงานที่เกี่ยวข้องในการจัดทำแผนปฏิบัติการ แผนกลยุทธ์ และแผนกลยุทธ์เชิงนโยบายต่อไป

คำสำคัญ: ศักยภาพของแหล่งท่องเที่ยว คุณภาพการบริการ ส่วนประสมทางการตลาดบริการ การท่องเที่ยวเชิงวัฒนธรรม จังหวัดสุพรรณบุรี

Introduction

A key industry driving Thailand's economy is the tourism industry, which generates substantial revenue for the country. However, this income is not distributed evenly, as many areas remain unexplored by tourists. This may be due to a lack of awareness or perception of the unique attractions these areas offer, inadequate promotion, or ineffective tourism marketing management. Consequently, most of the revenue is concentrated in major cities. In reality, secondary cities have just as much potential to accommodate tourists, each offering distinct lifestyles, rich cultural heritage, and unique identities. Therefore, the government has introduced policies to promote community tourism in secondary cities to distribute income to the grassroots economy, enabling communities outside of major cities to increase their income and achieve self-sufficiency. This will help reduce social inequality and maximize the utilization of cultural resources and capital within these areas. (Hirunthet, 2021)

Cultural tourism arises from community tourism that focuses on using cultural capital for economic development and for tourist attractions, including the needs of people around the world, tourists, and local people that recognize the benefits of ecological and cultural tourism, until it has developed into cultural tourism today. Suphanburi is one of the secondary provinces that has many cultural tourist attractions (Suphanburi Province Office, 2023a). As a result, Suphanburi province is a city that has both Thai and foreign tourists interested in visiting throughout the year. The number of tourists as of May 2023 was 2,790,992 people, divided into 2,771,442 Thai people, 19,550 foreigners, and income from tourists was 3,260.38 (million baht), divided into 3,231.94 (million baht) from Thai people and 28.44 (million baht) from foreigners (Ministry of Tourism and Sports, 2023b). This is consistent with the National Strategy 2018 - 2037 in terms of creating competitive ability as well as in line with Suphanburi Provincial Development Plan 2023 – 2027, development Issue 2 concerning tourism and sports development to promote the identity of Suphanburi province as well.

On the other hand, in terms of cultural tourism, Suphanburi province still faces problems in the aspects of tourism management and marketing, such as the dissemination of information and public relations, resource management and conservation of tourist attractions, and the participation of people in the community. The problems that arise must be addressed in order to prepare and

develop the area of secondary city, Suphanburi province into a tourist destination that is balanced in all dimensions. Therefore, the researchers conducted a study of the factors related to the decision to visit cultural tourism, which were (1) the factor of tourist attractions potential considers the attraction management, accessibility, facilities, and accommodations of tourist attractions (Hirunthet, 2021). (2) the factor of service quality is an activity that occurs when there is communication between tourists and service personnel. It consists of the concreteness of the service, trustworthiness, response to service recipients, providing confidence to service recipients, and individual attention to service recipients (Choosuwan & Sakulkijkarn, 2023). And 3) the factor of service marketing mix consists of product, price, place, promotion, service staff, image of the place, and service process (Pongsakornrangsri, 2021). These three factors will influence the decision to engage in cultural tourism, resulting in tourist satisfaction. In turn, positive tourist satisfaction will also drive the intention to revisit among Thai tourists. Moreover, the intention to revisit among Thai tourists will serve as a valuable indicator for developing strategies and enhancing tourist experiences, ultimately contributing to more effective tourism marketing.

For these reasons, the researchers have chosen to focus on Suphanburi province as a secondary city because the province possesses cultural capital, uniqueness, and distinctive cultural characteristics, which can be developed into cultural tourism destinations that attract tourists. At the same time, cultural tourism can help distribute income to secondary cities. Therefore, the researchers are interested in studying the influence of the potential of tourist attractions, service quality, service marketing mix, tourist satisfaction, and the intention of Thai tourists to revisit cultural tourism sites in secondary city, Suphanburi province. The aim is to gather information to plan strategies for sustainable tourism development. Additionally, SWOT analysis techniques will be used to analyze the various contexts of cultural tourism, and the data will be further analyzed using the TOWS Matrix to define development approaches and improve strategies in different areas. This will help elevate cultural tourism marketing. From the cultural dimensions of Suphanburi province, it has the potential to enhance cultural tourism marketing, creating long-term value and economic benefits.

Research Objectives

1. To study the potential of tourist attractions, service quality, service marketing mix, tourist satisfaction, intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province
2. To study the influence of tourist attraction's potential, service quality, service marketing mix, intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province
3. To propose marketing enhancement strategy of cultural tourism in secondary city as Suphanburi province for sustainability

Research Hypothesis

H1: The potential of tourist attractions has an influence on the satisfaction and intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province.

H2: Service quality has an influence on the satisfaction and intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province.

H3: The service marketing mix has an influence on the satisfaction and intention to revisit of Thai tourists who travel for cultural tourism in secondary city, Suphanburi province.

Literature Review

Secondary cities tourism

Tourism in secondary cities refers to destinations that attract lower than six million visitors annually. This form of travel serves as relaxation, allowing individuals to explore areas that are not primary tourist hubs within Thailand. Specifically, it involves visiting communities that less tourists, thereby preserving their unique local identities and traditional ways of life. Currently, the Tourism Authority of Thailand has been promoting tourism in secondary cities to stimulate local economies. This initiative aims to distribute opportunities and income more evenly across communities. Furthermore, the government has been actively encouraging increased tourism in these areas (Chaijan, 2022; Prinyokul, 2024) This approach aligns with the National Tourism Development Plan, Phase 3 (2023-2027), which emphasizes the importance of tourism in secondary urban areas to ensure equitable distribution of revenue and development across all regions, while also minimizing leakage in the tourism sector (Ministry of Tourism and Sports, 2023a).

Potential of tourist attractions

The potential of tourist attractions is the readiness of tourist attractions to facilitate development, improvement or change, including whether the local attractions are sufficient to attract tourists to decide to travel to that tourist destination or not. The potential components of tourist attractions (Binmarahem et al., 2020; Hirunthet, 2021) include attractions, management, accessibility, facilities, and accommodation. Similarly, the research results of Soeswoyo, Jeneetika, Dewi, Dewantara, and Asparini (2021) found that the potential of tourist attractions were important to the behavior of repeat visits. Therefore, the concept of potential of tourist attractions in each aspect is crucial and has an impact on tourist satisfaction and the intention to revisit among Thai tourists traveling for cultural tourism in secondary city, Suphanburi province.

Service quality

Service quality is an activity that occurs when there is communication between consumers and service employees. The quality of good service should be free from defects, able to know the needs and satisfy the needs of consumers because service quality is one thing that makes a difference in business and it is something that can make your business superior to your competitors. Therefore, service providers should consider the needs, the feeling that makes customers satisfied, always impressed and reminded when using products and services, and customer loyalty. Tools for measuring service quality levels (Choosuwan & Sakulkijkarn, 2023; Raksa, 2022) include Tangibility, Reliability, Responsiveness, Assurance, and Empathy. And consistent with the study by Mohamad et al. (2019), which stated that service quality is the overall evaluation of the service and facilities provided by the tourist attractions. Therefore, the concept of service quality is an important factor and has an impact on tourist satisfaction and the intention to revisit among Thai tourists traveling for cultural tourism in secondary city, Suphanburi province.

Service marketing mix

In running a business where services are involved whether it is the main activity or extra activities, service businesses need to define their target market in the same way as businesses that produce products for sale. The only difference is in the service process. For tangible products, when the products are put up for sale, customers can see and be able to select products before

purchasing. However, in the service business, when the business offers it to the customer, they have to immediately consume or receive the service and there will be communication between the service provider and the service receiver during the service. Therefore, the marketing mix of service businesses (Chaiyapan & Rojanathavorn, 2020; Kittipakparit, Srisook, & Nan, 2020; Pongsakornrangsri, 2021) are consisting of products, prices, place, marketing promotion, employees, physical environment, and service process in which all of these factors can be evaluated and help to decide whether to use the service. Similarly, the research results of Hasan, Mim, Hossain, and Khan (2023) and Adam, Ibrahim, Putra, and Yunus (2023), the marketing mix has an influence on repeat visit behavior. Therefore, the concept of service marketing mix in each aspect is crucial and has an impact on tourist satisfaction and the intention to revisit among Thai tourists traveling for cultural tourism in secondary city, Suphanburi province.

Tourist satisfaction

Tourist satisfaction occurs when their emotional, psychological, and attitudinal needs are met, tourist satisfaction reflects the effectiveness of creating experiences through various activities, and this satisfaction can influence or be recommended from one group of tourists to another. (Chanagumchokcharoen, 2020; Chuankrerkul, 2018). Similarly, the research results of Nasir, Mohamad, Ghani, and Afthanorhan (2020) found that tourist satisfaction has a direct effect on the intention to revisit. Therefore, if Thai tourists engaging in cultural tourism experience positive satisfaction, it will influence their intention to revisit.

Intention to revisit of Thai tourist

Behavioral intention is willingness or willingness to return to travel at the destination where that tourists have traveled to and may have a tendency to travel to other tourist attractions within the area or in the destination country. Therefore, the development of tourism formats should take into account of satisfaction and impressions of tourists, revisiting the same place, giving recommendations, telling others, having an impression of the trip, proud in sharing good experiences, and being loyal to travel as a result of their travel experiences in which most tourists will think about the tourist attractions that they wish to revisit in the next trip (Siribowonphitak, 2021). Therefore, factors such as the potential of tourist attractions, service quality, and the service marketing mix will play an important and influential role in the decision to engage in cultural tourism in secondary city,

Suphanburi province. These factors will lead to tourist satisfaction and influence the intention of Thai tourists to revisit.

Research Methodology

Mixed methods research consists of quantitative research and qualitative research. The first step is to conduct a quantitative test. The data obtained will lead to the second step, which is a qualitative test using in-depth interviews to obtain data for analysis in determining guidelines for developing and improving marketing strategies in the future.

1) Quantitative research

Population and sample

Thai tourists that used to travel within Suphanburi province at least one time, There were a total of 2,771,442 people as of May 2023 (Ministry of Tourism and Sports, 2023b). Sample size was set by using Krejcie and Morgan ready-made table (Krejcie & Morgan, 1970) at a significance level of .05, the total sample size was 400 people. Multistage Sampling was applied, Step 1 - Purposive Sampling, It specifically focuses on selecting well-known tourist attractions in Suphanburi province, with one tourist site chosen from each district, totalling 10 tourist attractions, which are City Pillar Shrine - Heavenly Dragon, Royal Monument Don Chedi, Bueng Chawak, Wong Valley Reservoir, Ban Laem Subdistrict Community, Thai Buffalo Conservation Village, Saphan Khong Floating Market, Sam Chuk Market, Luang Pho U Thong - Buddha statue carved from a mountain, and Nong Ratchawat Archaeological Site. Step 2 - Quota Sampling, it was a collection of data with Thai tourists who came to visit Suphanburi province, totalling 10 tourist attractions, by giving a quota of 40 people per tourist attraction, totalling 400 people. Step 3 - Convenience Sampling, it was to collect the required amount of information.

Research tools

The tool used in the research was a questionnaire, divided into 6 parts part 1 tourists Personal Information (checklist questions), part 2 tourist Attractions Potential (5-level rating scale questions), part 3 service Quality (5-level rating scale questions), part 4 service Marketing Mix (5-level rating scale questions), part 5 satisfaction of Thai Tourist (5-level rating scale questions), and part 6 intention to revisit of Thai Tourists (5-level rating scale questions). The developed questionnaire was checked for content validity from 5 experts, considering the Index of Item-Objective Congruence (IOC), the average IOC examination result was 0.96, passing all criteria, classified by episode as follows

(Part 2 = 0.97, Part 3 = 0.97, Part 4 = 0.98, Part 5 = 0.80, Part 6 = 1.00) as well as analysis to find confidence values (Reliability) found that the alpha coefficient using Cronbach's method of the questionnaire that was tested was between 0.729 - 0.935.

Data collection

Data were collected from tourist attraction areas of Suphanburi province, totalling 10 tourist attractions. (between October and November 2023)

Data analysis

1. Descriptive Statistic distributions of percentages, means, and standard deviations.
2. Inferential Statistics tests the assumptions,

2.1 Pearson product moment correlation coefficient is the test for correlation between tourism potential, service quality, and service marketing mix

2.2 Path analysis is an analysis of the influence of tourism potential, service quality, and service marketing mix on tourist satisfaction and intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province for testing hypothesis 1, hypothesis 2, and hypothesis 3

2.3 Statistics used to test the consistency of the model according to the assumptions with empirical data and the criteria used for consideration

2) Qualitative research

Key informants include leaders and community representatives of tourist attractions in 10 districts, 2 people each, totalling 20 people, representatives of tourist attraction operators in 10 districts, 2 people each, totalling 20 people, representatives from the Tourism and Sports Office - Suphanburi province includes the Tourism Promotion and Development Group, 2 people, and the Tourist Safety Standards and Supervision Group, 2 people, totaling 4 people, totalling 44 people. The tool used in the research was an interview form, divided into 3 parts part 1 personal information, part 2 potential of the tourist attractions, service quality, service marketing mix of tourist attractions, and part 3 guidelines for upgrading cultural tourism marketing in secondary city, Suphanburi province, to create sustainable cultural and economic value, by conducting in-depth interviews with key informants in all 3 groups on the appointed date and time.

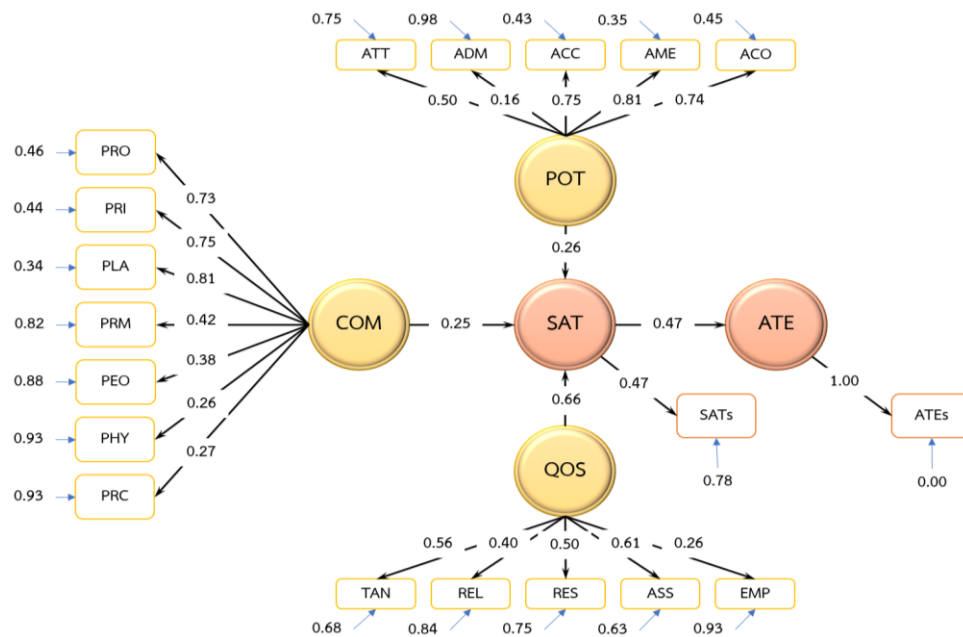
Data analysis

Transcribing the interviews from audio recordings and from notes, then analyzing the obtained data by categorizing the data and classifying it according to the questions and present it in a descriptive format.

Research Results

Research objective 1 Thai tourists traveling for cultural tourism in secondary city, Suphanburi province, have intention to revisit at the highest level $\bar{x} = 4.55$ (S.D.) = 0.48, followed by the potential of tourist attractions $\bar{x} = 4.17$ (S.D.) = 0.33, tourist satisfaction $\bar{x} = 4.10$ (S.D.) = 0.39, service marketing mix $\bar{x} = 3.97$ (S.D.) = 0.22, and service quality $\bar{x} = 3.88$ (S.D.) = 0.22 at the high level respectively.

Research objective 2 From the Goodness of Fit test of the hypothesized causal relationship model against the empirical data before model modification, the indices obtained were: $df = 8.76$, $GFI = 0.74$, $AGFI = 0.68$, $RMSEA = 0.14$, $NFI = 0.76$, $IFI = 0.79$, $CFI = 0.79$. Overall, the model did not fit the empirical data well. Therefore, the researchers modified the model to achieve a better fit by considering the suggested modification indices (MI) and standardized expected parameter change (SEPC). Then, the results of checking the harmony of the assumed causal relationship model with the empirical data, overall, found that the assumed causal relationship model was consistent with the empirical data at an acceptable level. The index values for compliance with the specified criteria are $\chi^2/df = 1.68$, $GFI = 0.95$, $AGFI = 0.92$, $RMSEA = 0.04$, $NFI = 0.95$, $IFI = 0.98$, $CFI = 0.98$, as shown in figure 1 and the results of the direct influence analysis, indirect influence, total influence, and determination coefficient of causal variables after adjusting the model shown in table 1 as follows.



$$\chi^2/df = 1.68, GFI = 0.95, AGFI = 0.92, RMSEA = 0.04, NFI = 0.95, IFI = 0.98, CFI = 0.98$$

Figure 1 Structural model of causal relationships among factors influencing intention to revisit of tourists after adjusting the model.

Table 1 Direct influence, indirect influence, total influence, and determination coefficient of causal variables after model fitting.

Dependent variables	R ²	Influence	Causal variables			
			POT	QOS	COM	SAT
ATE	0.14	DE	-	-	-	0.47**
		IE	0.12*	0.31**	0.12*	-
		TE	0.12*	0.31**	0.12*	0.47**
SAT	0.23	DE	0.26*	0.66**	0.25*	-
		IE	-	-	-	-
		TE	0.26*	0.66**	0.25*	-

** Statistically significance at the 0.01 level, * Statistically significance at the 0.05 level.

From Table 1, it is found that when considering the intention to revisit of Thai tourists traveling for cultural tourism in secondary city, Suphanburi province, (ATE) is a latent variable in structural equation 1. It is found that it is most directly influenced by the latent variable tourist satisfaction (SAT) with influence coefficient equal to 0.47 at a significance level of 0.01 and is indirectly influenced by the observable variables quality of service (QOS), service marketing mix (COM), and potential of tourist attractions (POT) with influence coefficients equal to 0.31, 0.12, and 0.12 respectively. QOS is significant at the 0.01 level, while COM and POT are significant at the 0.05 level. The 4 causal variables explain the variance in intention to revisit for Thai cultural tourist in secondary city, Suphanburi province (ATE) by 14.00%. When considering the latent variable tourist satisfaction (SAT) as the dependent variable in structural equation 2, it was found that it was most directly influenced by the observed variable quality of service (QOS), followed by potential of tourist attractions (POT), and services marketing mix (COM) with influence coefficients equal to 0.66, 0.26, and 0.25. QOS is significant at the 0.01 level, while COM and POT are significant at the 0.05 level, which all three observed variables explain 23.00% of the variance in tourist satisfaction (SAT).

Hypothesis testing

The results of testing Hypothesis 1 found that the potential of tourist attractions had a direct influence on tourist satisfaction and had an indirect influence on intention to revisit of tourist with significant at the 0.05 level.

The results of testing Hypothesis 2 found that service quality had a direct influence on tourist satisfaction and had an indirect influence on intention to revisit of tourist with significant at the 0.01 level.

The results of testing Hypothesis 3 found that the service marketing mix had a direct influence on tourist satisfaction and had an indirect influence on intention to revisit of tourist with significant at the 0.05 level.

Research objective 3 To propose marketing enhancement strategy of cultural tourism in secondary city, Suphanburi province for sustainability

From quantitative testing, the results led to qualitative testing by conducting in-depth interviews and using SWOT analysis techniques to analyze various contexts of cultural tourism and use the information obtained to analyze the TOWS Matrix to determine guidelines for developing

and improving strategies in various areas to raise the level of cultural tourism marketing for secondary city tourist destination - Suphanburi province shown in Table 2 and TOWS Matrix analysis.

Table 2 SWOT analysis

Strengths	Weaknesses
1. Way of life of people in the community, arts, and culture are different and having interesting local characteristics. 2. Annual festivals and traditions are held continuously and on a grand scale. 3. Potential of tourist attractions make people in tourist destination communities have careers and earn more income. 4. Traveling to each area is convenient, fast, and safe. 5. There are adequate facilities to provide services to tourists. 6. There is a sufficient amount of accommodation to meet the needs of tourists and can choose to use the service according to needs. 7. Activities organized within tourist attractions can create learning, understanding way of life, and culture. 8. Service personnel have good personalities. They are enthusiastic in providing advice and answering questions for tourists. management, well-organized, neat, and beautiful.	1. There is relatively little budget allocation for the management of tourist attractions in each area. 2. Lack of coordination and integration of all sectors. 3. Lack of planning for overall tourist attraction activities throughout the year. Due to the organization of activities in each area, dates and times of activities in each area may be the same. Tourists must choose one tourist attraction, causing other tourist attractions to lack income. 4. Lack of planning for the continuation and conservation of tourist attractions. 5. People in tourist destination communities still lack knowledge and understanding in managing cultural tourist destinations. 6. Public relations information on tourist attractions is still not diverse. The launch of various tourism campaigns is still not clear and continuous. 7. Information on tourist attraction websites is sometimes not up to date.

Table 2 SWOT analysis (continue)

9. Entrepreneurs are enthusiastic and ready to serve at any time and has good store 10. Products from tourist attractions can be further developed and distributed throughout the country and exported to foreign markets.	8. Service staff, operators, and people in tourist destination communities have relatively little English communication skills. 9. Services for tourists in tourist attractions are not up to standard.
Opportunities 1. Currently, the trend of tourists is becoming more interested in cultural tourism. This is because tourists have a desire to learn about traditional ways of life and culture. 2. Government agencies focus the importance to promote cultural tourism and has a policy to support tourism in secondary city. Therefore, there is an opportunity for sustainable tourism development. 3. Government agencies focus the importance to the development service standards and safety of tourist attractions.	Threats 1. Lack of support from government agencies and agencies involved in the management of cultural tourist attractions. 2. There are no serious laws related to the conservation of cultural tourism resources. 3. Policies from government agencies in terms of public relations and marketing promotion for cultural tourism are still unclear. 4. Lack of preparation for management to enhance the marketing of cultural tourism from relevant agencies in every sector.

TOWS Matrix analysis

SO strategy proactive approach

1. Push forward and create a concrete strategic plan to enhance the marketing of cultural tourism because cultural tourist attractions in Suphanburi province have potential and are ready in many dimensions.

2. Focus on developing connections between provincial and interprovincial cultural tourism routes.

3. Create media about the way of life of people in the community, arts, culture, and local uniqueness of tourist attractions that come in a variety of formats in order to be able to reach every target group.

4. Focus on developing infrastructure and tourism facilities in the province to meet more standards and sufficient to meet the needs.

5. Promote and develop products of tourist attractions to meet standards as well as providing distribution channels within the country and export channels to foreign markets.

ST strategy prevention guidelines

1. There should be serious laws related to the conservation of cultural tourism resources.
2. Agencies in every sector should prepare in every aspect of management in order to raise the level of cultural tourism marketing.

WO strategy solutions

1. There should be planning for organizing activities within tourist attractions in the province throughout the year so that tourists can plan their visits to Suphanburi province throughout the year.

2. There should be promotion and development of service personnel, entrepreneurs, and people in tourist destination communities to have new knowledge and experiences regularly and continuously, such as training in English communication skills, training on service standards in order to be ready to accommodate tourists.

3. There should be budget allocation in each tourist attraction area for efficient management of tourist attractions.

4. There should be a meeting of committees from all sectors in order to have an exchange of knowledge, planning, teamwork, coordination, awareness of problems that arise as well as finding ways to solve problems together.

5. There should be public relations information on tourist attractions as well as launching various campaigns throughout the year to provide people and tourists with continuous information.

6. There should be development and improvement of information on tourist attraction websites to have information that is current, complete, easy to understand, and up to date.

WT strategy reactive approach

1. Government agencies or related agencies should seriously take care of and provide support in the management of cultural tourist attractions, such as setting clear rules, regulations, and rules for tourist attractions.

2. Government agencies should promote and support public relations and integrated cultural tourism marketing.

3. There should be providing knowledge and creating understanding to people in tourist destination communities concerning the development of tourist attractions in the correct way and in accordance with the traditional way of life.

From the SWOT analysis and the TOWS Matrix analysis, the data can be used to create various strategic plans to raise the level of cultural tourism marketing for secondary city tourist destination, Suphanburi province as follows

Action plan (short-term plan)

1. Plan for creating cultural tourism identities in each tourist destination
2. Plan for linking cultural tourism activities at the provincial level to add value to tourism
3. Plan for developing and adding value to tourist attraction products
4. Plan for developing distribution channels for tourist attraction products
5. Personnel potential development plan for cultural tourism
6. Public relations plan and proactive integrated cultural tourism marketing promotion
7. Media development plan and improvement of information on cultural tourist attractions

Strategic plan (medium-term plan)

1. Strategic plan for developing and improving infrastructure and cultural tourism facilities
2. Strategic plan for linking cultural tourism routes at the provincial level and nearby provinces
3. Strategic plan for developing cultural tourism service standards
4. Integrated management strategic plan to enhance the marketing of cultural tourism

Policy strategic plan (long-term plan)

Policy strategic plan “Legislative Push related to the Conservation of Cultural Tourism Resources”

From the knowledge gained from research, it can be used to create a linking model of strategies for upgrading the marketing of cultural tourism in secondary city, Suphanburi province, as follows.

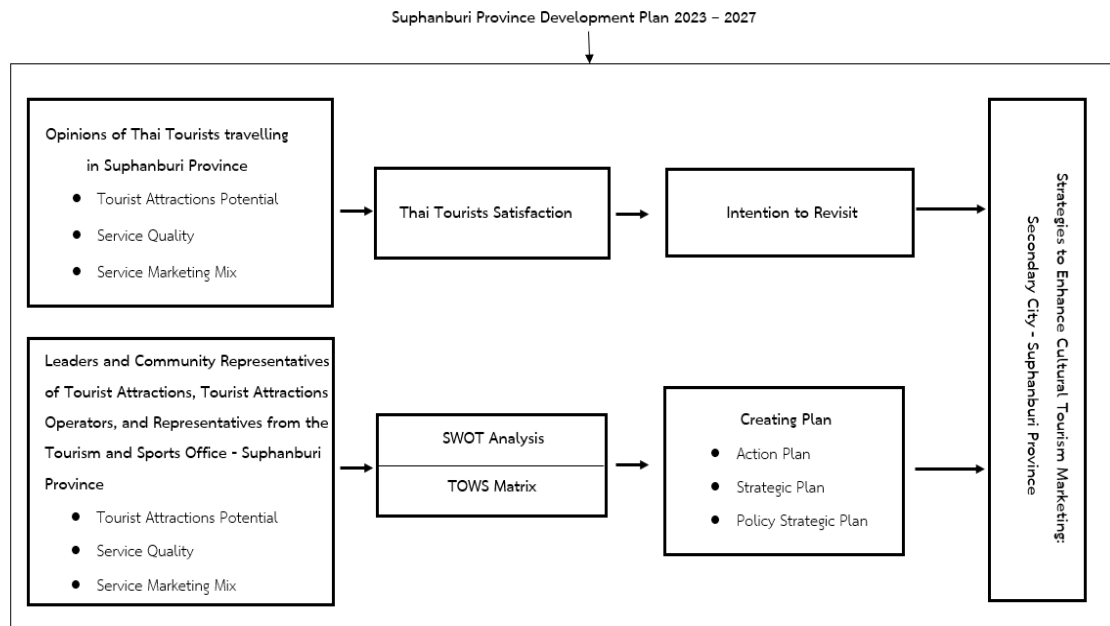


Figure 2 Linkage of strategies to enhance cultural tourism marketing in secondary city, Suphanburi province

Discussion of Research Results

Research objective 1

The potential of tourist attractions, overall, was at a high level. It demonstrated the readiness of cultural tourist attractions in secondary city, Suphanburi province that was consistent with the study of Binmarahem et al. (2020) and Hirunthet (2021) who explained that the potential of tourist attractions is the readiness of tourist attractions to facilitate development, improvement or change, including whether the local attractions are sufficient to attract tourists to decide to travel to that tourist destination or not. When classified by aspects, it was found that accessibility was at the highest level, followed by attractions and facilities at the highest level, the accommodation and management were at a high level respectively, which was consistent with the research of Soeswoyo et al., (2021) found that the readiness of tourist attractions encourages tourists to revisit. For

example, in terms of attractions, there are beautiful natural landscapes and environmentally friendly villages. In terms of accessibility, there are good roads leading to the attractions, tourist maps, and evacuation routes in case of emergencies. Regarding facilities, there are private dining services, local community restaurants, sufficient parking, mosques and prayer rooms, and community health centers. For accommodation, there are The Highland Resort, Cunang Hills (private), and camping sites in the pine forest

Service quality, overall, was at a high level. It demonstrated the service quality of cultural tourist attractions in secondary city, Suphanburi province that was consistent with the study of Raksa (2022) and Choosuwan and Sakulkijkarn (2023) who explained that service quality is an activity that occurs when there is communication between consumers and service employees. The quality of good service should be free from defects, able to know the needs and satisfy the needs of consumers. When classified by aspect, it was found that the concrete aspect of the service was at a high level, followed by the response to the recipients in terms of providing confidence, reliability, and individual care. This is also consistent with the study by Mohamad et al. (2019) which stated that service quality is the overall evaluation of the service and facilities provided by the tourist attractions. If tourists receive good service, it will also influence their decision to revisit.

The service marketing mix, overall, was at a high level. It demonstrated factors in the service marketing mix of cultural tourist attractions in secondary city, Suphanburi province, which was highly significant. This is consistent with the research of Hasan et al. (2023) and Adam et al. (2023), who found that the marketing mix influences the behavior of repeat visits. When classified by aspect, it was found that the product was at the highest level, followed by place and price at the highest level. In terms of promotion, service process, service staff, and image of the place were at a high level respectively, which was consistent with the research of Kittipakparit et al. (2020). They found that most tourists who came for cultural tourism in Lampang province gave importance to the factors of tourism product, followed by tourist attraction public relations, travel expenses, accessibility to tourist attractions, physical environment, service process, and personnel respectively.

Tourist satisfaction, overall, was at a high level. It demonstrated the satisfaction of Thai tourists with cultural tourist attractions in secondary city, Suphanburi province. This was consistent with the study of Chanagumchokcharoen (2020) and Chuankrerkul (2018) who explained that tourist satisfaction occurs when their emotional, psychological, and attitudinal needs are met, tourist satisfaction reflects the effectiveness of creating experiences through various activities, and this

satisfaction can influence or be recommended from one group of tourists to another. When classified according to each item, it was found that being comfortable in visiting cultural tourism was at the highest level, followed by feeling safe every time visiting cultural tourism, and gaining more experience from cultural tourism. As for the feeling of being worthwhile in terms of time and finances in visiting cultural tourism, and being impressed by the service of the cultural tourism service staff were at a high level respectively, which was consistent with the research of Nasir et al. (2020) who was also found that tourist satisfaction has a direct effect on the intention to revisit.

Intention to revisit of Thai tourists, in overall, was at the highest level. It demonstrated the intention of tourists to return to travel in cultural tourist attractions in secondary city, Suphanburi province. It was consistent with the study of Siribowonphitak (2021) who explained that who explained that the willingness to return to a place that tourists have previously visited. When classified according to each item, it was found that learning new things and having the opportunity to learn about culture is at the highest level, followed by the intention to bring acquaintances to travel to cultural tourist attractions again, willingly recommending others to cultural tourism, desire to visit for cultural tourism again in the future and the kindness of the people in the tourist area, which was consistent with the research of Thepphulphol and Swangkong (2023) and Rini, Absah, Sembiring, and Putra (2021), who found that with the intention to revisit of Thai tourists, most of them would recommend to their acquaintances to travel, had the intention to tell others and invited others to travel, would like tell others about the experiences they have had from traveling and have the intention of coming back to travel again in the future.

Moreover, research studies conducted in tourist destinations in Chai Nat province (Binmarahem et al., 2020), Chonburi province (Choosuwan & Sakulkijkarn, 2023), Lampang province (Kittipakparit et al., 2020), and Sing Buri province (Chuankrerkul, 2018) have yielded similar findings. These studies demonstrate that the potential of tourist attractions, service quality, and the service marketing mix play a significant role in tourist satisfaction and the intention of Thai tourists to revisit.

Research objective 2

The potential of tourist attractions had a direct influence on tourist satisfaction and had an indirect influence on intention to revisit of tourist. which was consistent with the research of Soeswoyo et al. (2021). It was found that the potential of tourist attractions in terms of attractiveness, accessibility, facilities, and accommodation has an influence on tourists' decisions to revisit.

Service quality had a direct influence on tourist satisfaction and had an indirect influence on intention to revisit of tourist, which was consistent with the research of Thepphulphol and Swangkong (2023). It was found that the service quality of tourist sites and value for money, relaxation and service quality, as well as local food and historical sites, are highly significant and have a strong influence on tourists' decisions to revisit.

The service marketing mix had a direct influence on tourist satisfaction and had an indirect influence on intention to revisit of tourist, which was consistent with the research of Hasan et al. (2023) and Adam et al. (2023) found that all aspects of the marketing mix have a direct influence on tourists' decisions to revisit.

Research objective 3

The approach to developing and improving marketing strategies can be organized into various strategic plans, including an operational plan (short-term plan), a strategic plan (medium-term plan), and a policy-driven strategic plan (long-term plan). These efforts aim to elevate cultural tourism marketing for secondary tourist destinations in Suphanburi province. The development of these strategic plans also aligns with Suphanburi's provincial development plan for 2023-2027 (Suphanburi Province Office, 2023b), particularly in the areas of tourism and sports development, while also promoting the unique identity of Suphanburi province.

Recommendations for Future Research

Policy recommendations

Research should be conducted on the development of cultural data to be used as accurate and comprehensive information for developing and promoting cultural tourism destinations. Furthermore, both public and private sectors can utilize data from tourist opinion surveys to analyze and develop new policies, improving the tourism experience and better meeting the needs of tourists.

Management suggestions

There should be research on participatory management in all sectors to exchange knowledge, planning, teamwork, coordination, awareness of arising problems, as well as finding ways to solve problems together.

Academic suggestions

There should be more research that presents other variables such as the role of the government sector in promoting tourism in secondary city or the role of local leaders in promoting tourism at the community level. An analysis may also be conducted in the form of a structural equation model to offer more details and accuracy in data analysis, both measurement models and structural models.

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