

## The Marketing Model Appropriate to Community-Based Tourism in Chiang Mai Province

### รูปแบบการตลาดการท่องเที่ยวโดยชุมชนที่เหมาะสมในเขตพื้นที่จังหวัดเชียงใหม่

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### Abstract

This research aims to analyze the marketing model of community-based tourism in Chiang Mai, opted for the marketing management ideas, the tourism marketing concepts, the marketing mix concepts and the CBT-SPECIAL program, to define conceptual framework. This research designates informants as communities' leaders, tourism committees, including those who play the major role on driving change in tourism operations, a total of 30 communities provided information through the questionnaires. Descriptive statistics were used to analyze the quantitative data for averages and standard deviations, and inference statistics were used with component analysis techniques to find the appropriate community-based tourism marketing model.

The results showed that the appropriate marketing models of community-based tourism in Chiang Mai is CBT-PV model, which consists of two main components: the first component is what the communities offer (P = product), as the ability of the community to deliver tourism products that emphasizes physical appearances on the basis of the readiness and cooperation of local people through the process of providing excellent tourism services. The community has selected a format for communicating tourism content through various

media channels to reach the target group of tourists that are truly selected by the community. For the second component ( $V = \text{value}$ ) is the ability of the community to set price for tourism products, programs and activities that create an impressive experience, as well as a way of exchanging experiences between tourists and the communities.

**Keywords:** The Marketing Model, Community-based Tourism, Chiang Mai Province

## บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อวิเคราะห์รูปแบบการตลาดของการท่องเที่ยวโดยชุมชนในเขตพื้นที่จังหวัดเชียงใหม่ ผู้วิจัยเลือกใช้แนวคิดทางการตลาด แนวคิดทางการตลาดท่องเที่ยว และส่วนประสมทางการตลาดท่องเที่ยว รวมทั้งโปรแกรมการตลาด CBT SPECIAL เพื่อกำหนดรูปแบบการตลาด กำหนดผู้ให้ข้อมูล คือ ผู้นำ แกนนำ ผู้นำชุมชนหรือกลุ่มจัดการการท่องเที่ยวโดยชุมชน รวมทั้งผู้ที่มีบทบาทสำคัญในการขับเคลื่อน การเปลี่ยนแปลงการดำเนินงานด้านการท่องเที่ยวจำนวนทั้งสิ้น 30 ชุมชน ให้ข้อมูลผ่านเครื่องมือแบบสอบถาม ใช้สถิติเชิงพรรณนาในการวิเคราะห์ข้อมูลเชิงปริมาณเพื่อหาค่าเฉลี่ย ค่าส่วนเบี่ยงเบนมาตรฐาน และใช้สถิติเชิงอนุमานด้วยเทคนิคการวิเคราะห์องค์ประกอบเพื่อค้นหารูปแบบ (โมเดล) การตลาดการท่องเที่ยวโดยชุมชน

ผลการวิจัยพบว่า รูปแบบ (โมเดล) การตลาดของการท่องเที่ยวโดยชุมชนในเขตพื้นที่จังหวัดเชียงใหม่ที่เหมาะสมคือ CBT-PV model ครอบคลุมองค์ประกอบหลัก 2 ประการ ได้แก่ องค์ประกอบที่ 1 สิ่งที่ชุมชนท่องเที่ยวนำเสนอ ( $P = \text{product}$ ) เป็นความสามารถของชุมชนในการนำเสนอผลิตภัณฑ์ทางการท่องเที่ยว ที่สื่อให้เห็นถึงความดงามทางกายภาพบนพื้นฐานความพร้อมและความร่วมมือของบุคลากรชุมชนผ่านกระบวนการให้บริการทางการท่องเที่ยวที่เป็นเลิศ ชุมชนมีการคัดเลือกรูปแบบการสื่อสารข้อมูลเนื้อหาทางการท่องเที่ยวผ่านสื่อหลากหลายช่องทาง ด้วยวิธีการส่งเสริมการตลาดที่หลากหลายเพื่อให้สามารถเข้าถึงนักท่องเที่ยวกลุ่มเป้าหมายที่ได้รับการคัดสรรโดยชุมชนท่องเที่ยวนั้น ๆ อย่างแท้จริง และองค์ประกอบที่ 2 คุณค่าของการท่องเที่ยวโดยชุมชน ( $V = \text{value}$ ) เป็นความสามารถของชุมชนในการกำหนดราคาของผลิตภัณฑ์ โปรแกรม และกิจกรรมทางการท่องเที่ยวที่สร้างประสบการณ์ ความประทับใจ รวมทั้งรูปแบบการแลกเปลี่ยนประสบการณ์ร่วมกันระหว่างนักท่องเที่ยวกับชุมชนท่องเที่ยวนั้น ๆ

**คำสำคัญ :** รูปแบบการตลาด การท่องเที่ยวโดยชุมชน จังหวัดเชียงใหม่

## Introduction

The development of new tourism products is in line with the current world tourism trend, its approach has been changed to reflect the responsibility of tourists towards the natural environment, cultural heritage, history, value of living life, customs, traditions and

culture of the local community. Tourists are becoming aware of the form of tourism activities, without negative impacts on the tourist destinations, which is a new form of tourism that is consistent with the community-based tourism concept. The tourists expect authenticity, sustainability, customized experience, local learning, as well as the esthetic good through the exploitation of information technology savvy. (Centre for the promotion of imports from developing countries: CBI, 2016)

Presently, although Thailand is increasingly focused on community tourism, yet considering in the details, both public and private agencies are encouraging and supportive by the lack of accurate information gathering from the communities, the budget concentrated in a specific area, unknowledgeable people and lack of skilled worker to strengthen the communities, as well as the marketing problems, which the majority cause of the tourism communities where have insufficiently in the competitiveness of the other forms of tourism, and inability to establish a marketing position to identify value, distinctive, and different from the typical style of tourism (Suansri, et. al, 2014). The tourism community is unable to identify the targeted tourists. In addition, each community has a unique identity, this make it impossible to determine the marketing model that is truly suitable for community-based tourism villages as a whole.

As a result, the researcher desires to study in discovering the appropriate marketing model for community-based tourism in Chiang Mai province where has the maximum number of community-based tourism villages in the north of Thailand (91 villages) (Thailand CBT Network Coordination Center: CBT-N-CC, 2016), by applying the concepts and theories, focusing on the marketing mix strategy concept (4 P's), the theory and concept of tourism marketing and marketing mix strategy for tourism (7P's). In conclusion, the goal of this research study is to develop the marketing operational guidelines appropriate to the community-based tourism villages, focus on the local community members' engagement, with perspective of the sustainable development of tourism communities.

## **Objective**

To discover the appropriate marketing model for community-based tourism villages in Chiang Mai province.

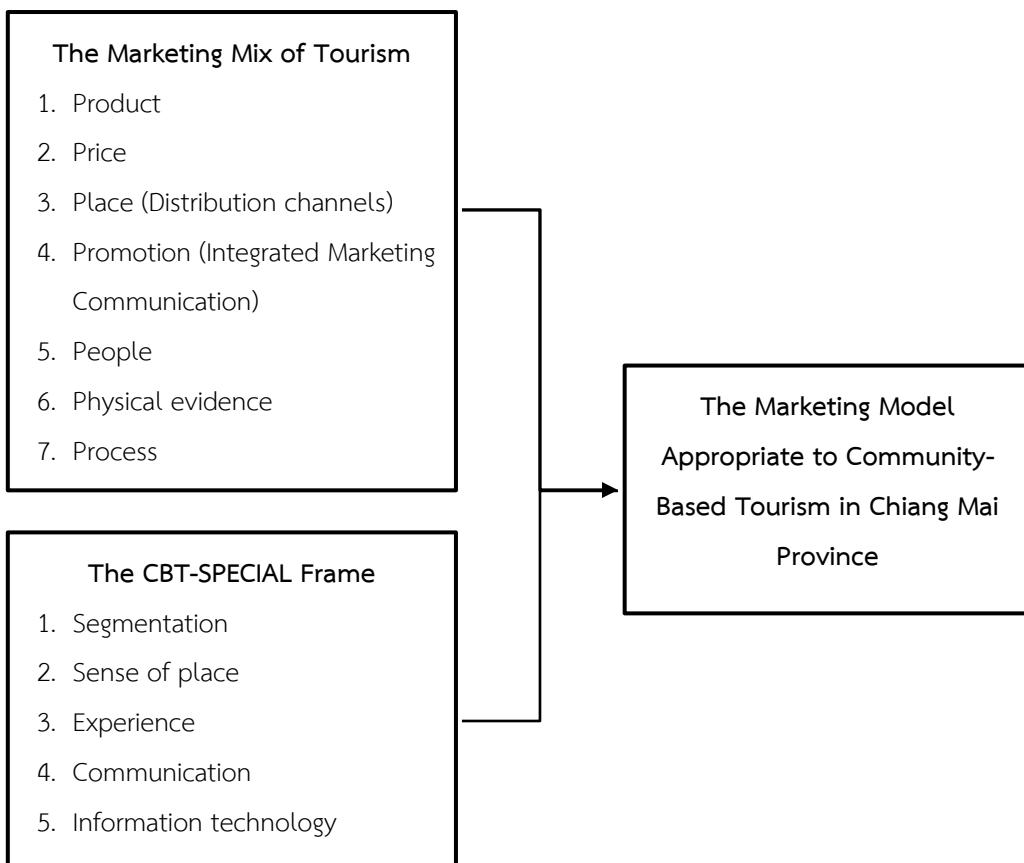
## Scope of Research

1. **Area:** The 30 out of 91 community-based tourism villages in Chiang Mai province are selected, based on being a community with the results of the general potential and marketing potential assessments more than 60 % of and experiences in the tourism marketing development, consisting of: Ban Muang Kung, Hang Dong district, Ban Tong Kai, Hang Dong district, Ban Luang Nuea Tai-Lue community, Doi Saket district, Ban Dong Sam Muen, Galyani Wattana district, Ban Phamon, Chom Tong district, Ban Mae Kampong, Mae On district, Muen San community, Muang district, Ban Hua Thung, Chiang Dao district, Ban Pha Nok Kok, Mae Rim district, Wat Srisuphan community, Muang district, Ban Sao Dang, Galyani Wattana district, Ban Don Jiang, Mae Taeng district, Ban Laoin Pattana, Mae Taeng district, Ban Chom Chaeng, San Pa Tong district, Ban Pong Huai Lan, San Kamphaeng district, Ban Musoe Pak Thang, Omkoi district, Ban Buak Khang, San Kamphaeng district, Wat Nantharam community, Muang district, Ban Mont Ngo, Mae Taeng district, Ban Wang Phai Tai-Lue community, Mae Ai district, Ban Huay Pakkoot, Mae Cham district, Wat Ton Kwen Community, Hang Dong district, Ban Choeng Doi, Chom Thong district, Ban Wat Chan, Galyani Wattana district, Ban Rai Kong Khing, Hong Dong district, Ban Kewlae Noi, San Pa Tong district, Ban San Papao, San Sai district, Ban Mae Klang Luang, Chom Thong district, Ban Pong Krai, Mae Rim district, and Ban Mung Keud, Mae Taeng district.

2. **Sample:** The 90 persons who contribute the marketing potential level of community-based tourism in Chiang Mai province, is the leader, backbone, local people those who play an major role or become the membership of the tourism association, are selected by the purposive sampling principle.

3. **Contents:** The scope of research content with finding the marketing model appropriate to the community-based tourism in the area of Chiang Mai province, by applying the marketing mix of tourism (7P's) concept (Booms and Bitner, 1981) (Kolter, 1999) (Kunarak, 2002) and CBT-SPECIAL program (Suansri, 2016), be divided into 12 elements: 1) product 2) price 3) place (distribution channels) 4) promotion (integrated marketing communication-IMC) 5) process 6) people 7) physical evidence 8) segmentation 9) sense of place 10) experience 11) communication and 12) information technology.

## Conceptual Framework



## Literature Review

### Tourism marketing concept and the marketing mix of tourism

Marketing mix (four P's) was purposed by McCarthy (1960), is the most fundamental concept of marketing which is a set of controllable marketing tools used by a company for creating a desired response in the targeted market (Kotler, Armstrong, Wong, & Saunders, 2008), later than three more elements was adding by Booms and Bitner (1981) to update and to reflect the needs of modern business environments, that square measure their 7 P's i.e. product, price, place, promotion, people, process and physical evidence. They strong claimed that 7Ps should be used as a general framework for the services industry. So, the tourism marketing strategy by both the tourism business operators and tourism community mainly specialize in the 7 elements of the marketing mix (Kunarak, 2002), consists of

1. Products refer to the main tourism products as well as their variants in the form of additional services. Tourists have decided to purchase tourism products based on their needs for the exotic and uniqueness experiences when returning to their hometown

2. Price is a factor that differs from other elements in the marketing mix factors as it designates the cost as well as indicating how to generate revenue. The tourism communities should ensure that the established price already covers the costs of production and required profits.

3. Distribution channel (place) refers to a place where tourists can conveniently purchase the products and services in tourism, including access to points of sale as well as distribution of access points to achieve the reducing transaction volume, the convenient for buyers. The connection point is meant to include the distributor, reservation center, e-commerce system, internet system and receptionist (Kotler, Van & Makens, 2010)

4. Promotion is a factor that supports the positioning of the tourism products in the market to raise awareness, perception and create a positive image of tourism products.

5. People are persons who provide services to tourists, communicate with tourists directly. People are the factors that create the impression and satisfaction for tourists' purchasing process. Therefore, people should be well-trained to enhancing their service skills.

6. Physical evidence is choosing concrete media to tourism products and services provided to tourists in order to ensure confidence. It reflect the value of the price that tourists are willing to pay, therefore the physical environment is closely related to the price level.

7. Process refers to the process of managing services that are suitable for tourists according to market segmentation, taking into account the factors that contribute to the best service provision process.

### **The CBT-SPECIAL Program**

The CBT-SPECIAL is the training program for the community members and tour operators in Thailand and ASEAN, and the outcome of the research on Developing Tourism Markets for CBT in ASEAN by Suansri et al. (2016), objects to develop marketing operations effectively through the CBT-SPECIAL frame: S-Segment, P-Sense of place, E- Experience, C-Communication, I-Information Technology, A-Access, L-Linkages. The results are

illustrated in the filtering process, participation through brainstorming from leaders, representatives, the local people in tourism communities throughout Thailand, as well as academics scholars from both domestic and international educational institutions, tourism specialists, administrators and staffs from the community-based tourism Institute (CBT-I), representatives from both domestic and international tour operators, including researchers from network institutes. The researcher chose 5 variables, the details are as follows.

1. S (segment) is the understanding of who will be the target market for the communities.
2. P (sense of place) is to create a community tourism environment that can attract tourists to realize special experiences, make an impression when entering the tourism community. It is synonymous with the integrity of the consumer brand loyalty.
3. E (experience) is to create memorable experiences for tourists through hands-on.
4. C (communication) is the communication of common experiences between tourists and the community. It focuses on creating benefits such as a shared learning experience to enhance community to be the quality tourism villages, focusing on specific groups of tourists who truly meet the community's needs.
5. I (Information technology) is the use of technology, electronic equipment to communicate information and content about community-based tourism to the target group, through knowledgeable people who are able to choose the suitable method for transmitting information accurately, attractive, and modern in the perception of tourists.

### **The Community-Based Tourism Marketing**

The researcher analyzes and synthesizes the concepts and findings in marketing context, purposed to summarize the number of independent variables that are critical to the development of the marketing operations of community-based tourism, their 12 variables i.e. product, price, place (channels of distribution), promotion (integrated marketing communication), process, people, physical evidence, segmentation, sense of place, experience, communication and information technology.

Table 1 The synthesis of community-based tourism marketing elements

Factor	Kolter, 1999	Edgell, 2002	Chaffey& Smith, 2012	Suansri, 2008	Suansri, 2016	Researcher
Product	✓	✓	✓	✓		✓
Price	✓	✓	✓	✓		✓
Place	✓	✓	✓	✓		✓
Promotion	✓	✓	✓	✓		✓
Process	✓		✓	✓		✓
People	✓	✓	✓	✓		✓
Physical evidence	✓		✓	✓		✓
Partnership		✓	✓	✓		
Packaging		✓		✓		
Programming		✓				
Positioning		✓		✓		
Planning		✓				
Segmentation					✓	✓
Sense of place					✓	✓
Experience					✓	✓
Communication					✓	✓
Information technology					✓	✓
Access					✓	
Linkage					✓	
Participation				✓		
Preparation				✓		

## Research Methodology

### Variable and Measurements

The variable of this research study is extracted from the tourism marketing concept and the CBT-SPECIAL program, which covers the 12 elements as follows; 1) product 2) price 3) place (distribution channels) 4) promotion (integrated marketing communication-IMC) 5) process 6) people 7) physical evidence 8) segmentation 9) sense of place 10) experience 11) communication and 12) information technology.

### **Research Instrument**

The tools used by researcher to collect data include:

1. The questionnaire is used as the primary instrument to collect the quantitative data for measuring the market potential of all 12 variables. Its results are utilized to formulate the appropriate marketing model of the community-based tourism villages in Chiang Mai that can be used as a marketing approach, truly respond to the tourists' needs.
2. The individual and group interviews are used to collect the other issues of marketing data excluding of what actually appears in the questionnaires, aim for encouraging to expressing the opinions of respondents who are the communities' leaders, mainstays, the head of tourism management clubs/associations, including those who play the major role on driving change in tourism operations.

### **Research Instrument Testing**

The instrument in this research is questionnaire, objects to measure the marketing potential of the community-based tourism villages in Chiang Mai province for creating the appropriate the marketing model, covering all 12 variables, divided into 2 parts as follows:

1. For the content validity testing, the researcher uses a rational analysis method based on the academic judgment of three experts to fully examine the questions of research tool (questionnaire) that contains all measurable variables and objectives of the research in entirety.
2. For the content reliability testing, the researcher uses a try out on samples in another area with similar context and characteristics to the research samples. A total of 10 communities, 5 communities in Chiang Rai province and 5 communities in Mae Hong Son province, its results are used to calculate the Cronbach's alpha coefficient. The confidence value is 0.97, which translates into a highly reliable. As result, it can actually be used to collect the data.

### **The Data Collection**

The researcher collected data from the 30 target tourism communities in Chiang Mai province by questionnaire, to transform the data into the analysis process to summarize the appropriate marketing models of community tourism marketing as a whole.

### The Data Analysis

The collected information covered 12 variables of the community-based tourism marketing factors were analyzed by following these steps:

1. The quantitative data which was the market potential level of 12 marketing factors totally, was preliminary examined, then the researcher used the descriptive statistics to analyze the data, as displayed the results in the form of frequency, percentage, mean and standard deviation.

2. For the component analysis procedure, A total of 12 variables were analyzed from the potential level of marketing mix factors by descriptive statistical analysis, to find mean ( $\bar{X}$ ) and standard deviation (S.D) to describe the market potential level of each factors. And using the inferential statistics with factor analysis techniques to reduce the number of variables and grouping all 12 related marketing factors by considering factor loading values, including the correlation coefficient (r) among the 12 independent variables, and then examined the correlation matrix to analyze the composition of the community-based tourism marketing model, whether it was significantly different from zero, based on the bartlett's test of sphericity and kaiser-meyer-olkin (KMO) measures of sampling adequacy. Any highly correlated variable is classified into the same composition.

### Research Results

According to the study, the results of the community-based tourism marketing model in Chiang Mai province, was shown as follows;

The researcher ranked the marketing potential level of the community-based tourism villages in Chiang Mai province by considering the mean score, its result is divided into the following levels: the high potential consisted of: sense of place, communication, people, experience, price, product, and physical evidence, the neutral potential consisted of place, information technology, process, segmentation and promotion consecutively.

**Table 2** The marketing potential level of the CBT villages in Chiang Mai province

Factor	Mean	Meaning	S.D.	Rank
Sense of place	3.89	High	0.638	1
Communication	3.87	High	0.557	2
People	3.84	High	0.566	3
Experience	3.78	High	0.701	4
Price	3.64	High	0.394	5
Product	3.63	High	0.491	6
Physical evidence	3.61	High	0.585	7
Place	3.37	Neutral	0.564	8
Information technology	3.31	Neutral	0.800	9
Segmentation	3.24	Neutral	0.623	10
Process	3.29	Neutral	0.523	11
Promotion	2.98	Neutral	0.668	12

Next, the correlation matching of tourism marketing mix variables based on pearson correlation coefficients ( $r$ ) found that the pair of variables were highly correlated ( $r$  is between 0.70-0.90) (Hinkle D.E., 1998) was the relationship between the sense of place and the communication factors ( $r$  of 0.837), followed by the correlation coefficient between sense of place and experience factors ( $r$  of 0.771), experience and communication factors ( $r$  of 0.750), place and information technology factors ( $r$  of 0.722), and the relation between place and promotion factors ( $r$  of 0.720), other than that, it was the moderate level. Meanwhile, the Kaiser-Meyer-Olkin was equal to 0.836, therefore it could be concluded that this data set was suitable for factor analysis technique in variable grouping procedure.

To increasing the accuracy of the procedure, the researcher has chosen to use a communalities measurement technique, to display the proportion of the variance of the 12 community-based tourism marketing mix factors, the results were between 0 and 1. It was explained that all variables had a common factor that explained the variability of all variables.

Using the statistical calculation technique of 12 marketing mix variables pros and cons the principal component extraction procedure, the researcher was able to summarize the component number of the community-based tourism model in Chiang Mai, there should be 2 components (where component 1 and 2 had total initial eigenvalues of 6.815 and 1.123 respectively), when considering the variance of component 1 that equaled to 56.788,

it concluded that the component 1 had the highest priority, followed by the second component with a variance of 9.359. In conclusion, all 12 market variables were classified into the component of the marketing model of the community-based tourism, total 2 components.

To make the grouping of model components as accurate as possible, the researcher opted for a varimax factor spindle method, which changed the factor loading value, allowing the grouping of component of community-based tourism model in Chiang Mai was as follows: the first component consisted of 8 variables as follows: tourism product, physical evidence, promotion, process, segmentation, place, information technology, and people respectively, and the second component consisted of 4 variables as follow: price, communication, experience, and sense of place, respectively.

**Table 3** Rotated Component Matrix

Marketing Model	Component	
	1	2
Component 1 what the tourism community offers (P = product)		
Product factor	.798	
Physical evidence factor	.760	
Promotion factor	.758	
Process factor	.755	
Segmentation factor	.736	
Place factor	.649	
Information technology factor	.620	
People factor	.604	
Component 2 value of community-based tourism (V = value)		
Price factor	.806	
Communication factor	.744	
Experience factor	.732	
Sense of place factor	.724	

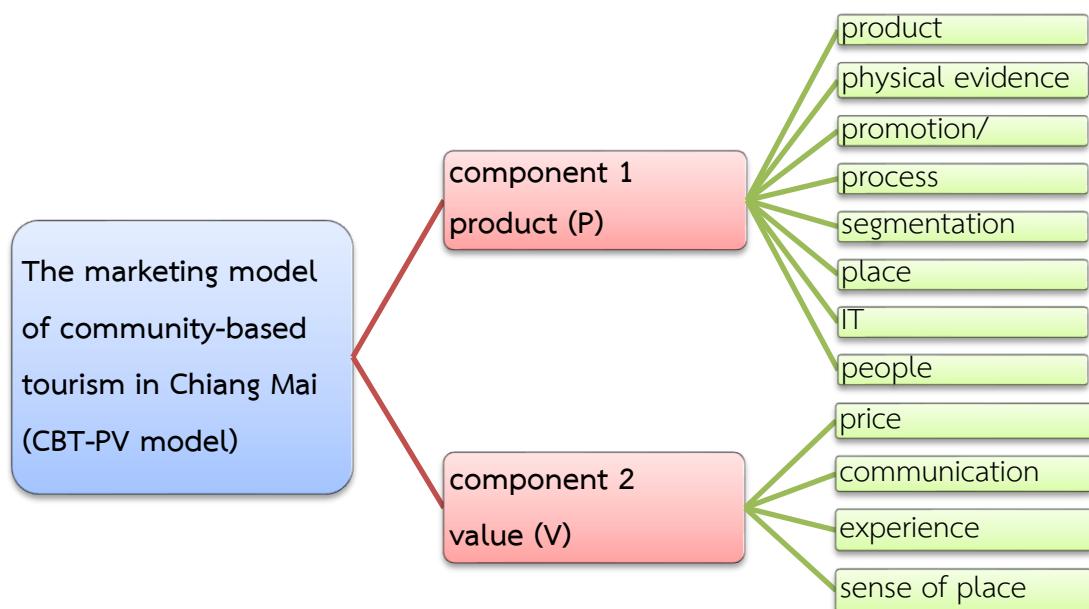
## Conclusion

An appropriate marketing model of community-based tourism in Chiang Mai Province is the CBT-PE model which consists of 2 main components as follows;

The first component, (P: product) refers to what the tourism community offers, consists of product factors, physical evidence factors, integrated marketing communication

(promotion) factor, process factor, segmentation factor, distribution channels (place) factor, information technology factor and people factor. Product is ability to offer tourism products which are able to emphasize the beauty of the physical evidence) on the basis of the readiness of people within the local community, through the excellent tourism process. The tourism community is able to select the appropriate form of tourism content transferring, through various promotion methods and channels, that can access to the target tourism market and segmentation, who are matching to the tourism community's demand.

The second component, (V: value of community-based tourism) refers to the capability of communities to set up the tourism products' price, programs and activities which covered all experience and made an impression (sense of place), being a price level that could create a way of communication and exchanged experiences tourists and community-based tourism villages together (communication).



## Discussion

The results of the study reveal that the appropriate marketing model of community-based tourism in Chiang Mai province is the CBT-PV model, which emphasizes on presenting two main components to the target tourists as follows: the first component is what the tourism community offers, the researcher desires to use the abbreviation P instead of the word 'product', is meant to the tourism products that can demonstrate the local identity

of the community, be able to offer visitors an opportunity to experience the authentic local (Cooper, Fletcher, Fyall, Gilbert and Wanhill, 2008) (Goeldner & Ritchie, 2009). This product is consistent and able to highlight the physical beauty of that community (Zucco, Quadros, Schmitt & Fiúza, 2017) alongside the aim of managing natural resources and the environment to promote sustainable tourism (Suansri, et al., 2008) (Morrison, 1989) (Edgell, 2002) (Andrea and Janet, 2012). Based on the readiness of people within the community-based tourism villages, emphasize community participation (Suansri, et al., 2008) through the excellent tourism process. The community is able to select the excellent tourism content and suitable forms of information transferring with the various ways of integrated marketing communication to highlight the attractiveness of its products (Dyah, Mohamad, Agus and Yenni, 2018), through both direct channels and indirect channels.

It is a model of collaboration between the knowledgeable entrepreneurs who have more experiences in marketing and the community-based tourism villages, to create a shared understanding of the goals of the tourism community. In addition, entrepreneurs can also help develop plans to accommodate the tourists' needs (Suansri, et al., 2014) as a channel that can access the target tourists, who are truly defined through the selection process by the tourism community in parallel with the delivery of the second component.

The second component is the value of community-based tourism, the researcher uses the abbreviation V instead of the meaning of the community's ability to set the tourism products' price, programs and activities that cover experience and impression (the sense of place), it is a price that can create a form of mutual experience exchange between tourists and community-based tourism villages. This meaning is consistent with the research result of Tidtichumlernporn (2014) who defined meaning of the appropriate price of community-based tourism, is the price that tourists have paid with gaining tourism experiences through the programs and activities offered by the community, this price creates "value", not just the payment.

## **Recommendation/ Implication**

### **Recommendation for Utilizing the Research Results**

The executive of the government tourism authority, especially the community tourism subcommittee, who has been appointed by the National Tourism Policy Board (TTC), plays an important role in driving, as well as monitoring the implementation of the

strategic plan of CBT Thailand, can utilize the research results as a guidelines to formulate a development strategy for marketing efforts driven to promote the community-based tourism, that is consistent with the real market potential of community at each area to create a concrete policy, to coordinate cooperation with others organization such as the Civil Society Working Group (CSWG).

The concrete outcome of the development of marketing operations through the community-based tourism model consists of the generated income of the community-based tourism market to enhance the foundation economy, the human resource development at all levels, including the policy level in government and non-governmental organizations who are working in developing and marketing with the tourism communities, as well as local people in the communities, especially leaders, change agents and new generation person to have skills, knowledge and understanding of the principles of marketing operations. Raising competence and personnel potential to manage and operate in marketing is a critical factor for the development of community-based tourism standards in line with the tourism standard of the ASEAN Community, as well as the global sustainable tourism criteria (GSTC), it creates a positive impact on the dimensions of economic, sociocultural and environmental, leading the way for sustainable growth.

#### **Recommendation for Further Study or Research**

Focusing on research to identify factors affecting the marketing potential level of each community-based tourism villages, where are aligned with their own identity, uniqueness, and charisma, are what the community-based tourism villages offer. For improving, developing and adding factors of tourism marketing model to be suitable for the tourism communities, in line with the tourists' special interests and needs. Continuously enhance the tourism marketing operations of communities, readiness to the changing of the global tourism trends. Focusing on social media leveraging approaches to promote publicity of community-based tourism's routes and attractions build on existing development projects such as digital society development project to support the community-based tourism through online media of the CDG Group and Mahidol University, the village to the world project, the workshop project aimed to strengthen value, empowering the community, enhancing the community-based tourism through the development of public relations, encouraging communities to organize corporate social responsibility outline events that can

generate community awareness through more than 6.7 million visits to online media channels.

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