

Knowledge Management to Enhance Marketing Development of Community- Based Cultural Tourism

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Abstract

This research aimed to analyze the marketing situation of community- based cultural tourism at Bang Mae Mai community, Suphan Buri province and study the knowledge management for enhancing marketing development of community-based cultural tourism of Bang Mae Mai community, Suphan Buri province. The data were compiled via 5 sectors; community leaders, government sector, private sector, educators, and local government organization. The research was conducted by utilizing content analysis, and qualitative research including small group discussion, and analyzing the discovered issues which were later described. The results revealed that the current marketing situation is a crucial element to support the existence of the community under the rapid change, to be prepared the defensive strategy, and to seize the approach strategy. The marketing development for enhancing community-based cultural tourism triggers the instrument creation of the knowledge management which were 1) sharing aspects of party networks, 2) organizing community tourism, 3) learning from the smart community, 4) transcribing lessons, and 5) transferring knowledge. According to the instrument usage of the knowledge management, it affects the achievement toward the knowledge management which composes of 1) leaders and great teamwork, 2) understanding tourists, 3) appropriate marketing strategy, 4) connecting network party, 5) telling community's story, 6) choosing effective and up-to-date media, and 7) participation and harmony. Bang Mae Mai community could effectively implement the knowledge

management to develop the marketing of community-based cultural tourism which contributes to the strength and sustainable self-reliance.

Keywords: knowledge management; marketing development; community-based cultural tourism

Introduction

Presently, tourism has been realized as a crucial mechanism in terms of compelling Thailand economy. Due to the incomes gained from travelers flowing to Thailand tourist places, the government has been paying importance and consistently supporting internal tourism so as to scatter income to locals. This is in accordance with Thailand's 20-Year National Strategy. It emphasizes on developing the country to be stability, prosperity, and sustainability in order to reach high competitive potentiality. In addition, it concentrates on elevating the quality of life in every region and having incomes in the range of the developed country (Office of Ministry of Sports and Tourism, 2017). The internal tourism tourism has considered one of the models that can lift the quality of life, build resource conservation and create prouddness and national cultural value. These are positive effects on economy which lead to national circulating fund and encourage private entrepreneurs having high potential in competition. This is consistent with the 12th National Economic and Social Development Plan (2017 – 2021) (National Economic and Social Development Board, 2016; Office of National Economic and Social Development Council, 2017).

Under the rapid change of tourism, it contributes to the adaptation of community tourism in order to be ready and keep with the time including technology which has an essential role to community. The knowledge is a vital role to develop the community sustainably. Currently various organizations with strengths propel themselves by “knowledge”, which having knowledge, making use of the knowledge by systematizing the knowledge to be transferred practically and utilizing to enhance the quality of life are termed “knowledge management” (Community Development Department, 2016; Global Sustainable Tourism Council, 2012). The knowledge management of community-based tourism is gathering the knowledge of the community as the knowledge base which is later inherited to people inside and outside the community. The knowledge base will be the foundation to initiate sustainability towards the community and the nation respectively. Several countries as well as Thailand concentrate on knowledge management that is a process utilizing the

exist knowledge or acquired knowledge profitably towards their organization through different process; building, compiling, sharing, and implicating etc. (Boonyakij et.al., 2006). It is highly essential that the community should organize knowledge management and implement the knowledge management so as to develop their locals. The strong community is capable for organizing learning processes, sharing, experiencing, and taking lessons from model communities and implement the lessons including building collaboration with party networks who share experiences and knowledge to the community. In addition, the locals were supposed to be ready to enhance the communities. However, the knowledge management of community-based cultural tourism is comprehended differently which has negative effects thorough tourism aspects and causes fragility in the community as well as failure in operating tourism activities. These can be followed by many problems, thus the knowledge management of community-based cultural tourism is crucial as if it were the compass to lead the community to stability, and sustainability.

Bang Mae Mai community, Suphan Buri province is a cultural tourism resource which remains traditional way of life. The wisdom of the community create added value, for example 100 –year Bang Mae Mai traditional broom, local food, and Thai traditional homestay. Moreover spectacle views of abundant rice fields, the traditional market with over 100 years, Luang Pho Chan Ta Rang Si (holy Buddha image) of Arn temple which is highly paid homage by visitors continuously, sailing activity to admire the beautiful scenery of Tha Chin River with interdependence along the river, watching more than 400 Lyle's flying foxes, and taking E-Tan (Thai tractor) to admire the most spectacular sunset view in Suphan Buri surrounded by sugar palm trees are marvelous highlights for tourism. Khamkerd & Ratanapongtra (2020) conducted a study to develop the marketing of community-based cultural tourism and the results revealed that the development of community-based cultural tourism required the appropriateness from both the locals and visitors. Knowledge management for marketing development is then considered extremely vital, especially building knowledge, understanding the market strategy for tourism and accessing the target tourists effectively. Elevating the quality of life, propelling creative ideas and innovation, promoting the effectiveness to the community to learn and develop people in the community are like a compass in order to develop Bang Mae Mai community to be sustainably successful. The result of previous marketing development of community- based cultural tourism

was concretely effective and could be a model for other communities to develop tourism marketing.

As mentioned above, the researchers realized the importance of studying the knowledge management to develop community-based cultural tourism. The study accentuated on drive competitiveness by implementing the process of marketing management for community-based cultural tourism of Bang Mae Mai community, Suphan Buri province. This was a case study to boost communities to survive in the rapidly changing tourism condition, perceive, and understand the knowledge management in the area of marketing and implement the knowledge into the situations appropriately. In addition, the community should initiate different creations together with constructing new efficiency so as to cope with any changes by their competency. This is one of the instruments to strengthen the community in terms of administrating tourism management sustainably, to support learning process and working process systematically, and to plan knowledge management so as to effectively develop marketing to respond the needs of target tourists. The community can be independent, growing, and empowering efficiency for long term sustainably.

Objectives

1. To analyze the market situation of community-based cultural tourism of Bang Mae Mai community, Suphan Buri province.
2. To study the knowledge management for enhancing marketing development of community-based cultural tourism.

Scope of Research

Area of studies: Bang Mae Mai community, Suphan Buri province, the central of Thailand.

Area of population: There were 5 sectors; 1) leaders of Bang Mae Mai community 2) government sections 3) private sections 4) academics and 5) local government organization

Scope of contents: The marketing situation of community-based cultural tourism of Bang Mae Mai community and Knowledge Management towards the Marketing Development of Community-Based Cultural Tourism in Bang Mae Mai Community.

Literature reviews

Knowledge management is implementing the existing knowledge and collecting information as knowledge base so as to easily practice for knowledge society (Putjorn, 2017). The Knowledge Management Institution Foundation clarified the definition of knowledge management as promoting knowledge management of organization based on original wisdom which is complicated and various activities; gathering data, sharing knowledge, and depending on gurus to interpret and implement the knowledge (Office of Tourism Development, Ministry of Sports and Tourism, 2007). For instance, Tuna Model, knowledge management was compared as tuna consisting of 3 parts; Top (Knowledge Vision) which the main goal is knowledge management, Body (Knowledge Sharing) which concentrates on sharing knowledge, and Tail (Knowledge Assets) which is a set of shared knowledge. Tuna Model illustrates duties and roles of knowledge management (Panich, 2006).

Having studied and searched from previous research and document regarding knowledge management, for example the knowledge management of creative tourism; a case study of Amphawa Floating Market community, Samut Songkram province conducted by Chansukree et al (2017), the results disclosed that Amphawa community possessed architecture knowledge, tradition and way of life, and career wisdom. The knowledge management was operated through issuing regulations, storing and collecting the information at Chaipattana Foundation, informally sharing information among people, and recording information into research. The community, therefore, implemented the knowledge into creative tourism. This is accordance with the study of Kaewsanga and Chamnongsri (2015), knowledge management of creative tourism in cultural tourism resources, Phimai district, Nakhonratchasima province. The results discovered that the knowledge management process can be divided into 4 aspects; 1) cultural tourism resources, 2) tourism market, 3) tourist, and 4) tourism business, knowledge storage, knowledge transfer, and knowledge implementation. Furthermore, it is consistent with the knowledge management of cultural tourism in Phetchabun province to enhance the competitiveness and cooperation of ASEAN community readiness conducted by Phiwphun et al (2018), the study revealed that guidelines for cultural tourism knowledge management composed of 5 factors; 1) interesting knowledge, 2) readiness of people, 3) community cultural recovery, 4) fundamental structure management, and 5) enhancement of marketing and publication.

Methodology

This research is qualitative research method. The collected data were checked, analyzed, and sorted into different issues by content analysis and inductive description. There were steps as follows.

1. Document Research

The researchers studied concepts, theories, and related research in order to bring about the knowledge to develop the marketing of community-based tourism at Bang Mae Mai both basic and in-depth information regarding trends of cultural tourism in the present along with the information of behaviors, needs, tourists' satisfaction, as well as problems occurring during the research process and solving guidelines.

2. Focus Group Discussion

It was the participation process which allows the locals to take part in developing cultural tourism as well as drafting guidelines for solving problem, coordinating practices, and setting goals to develop Bang Mae Mai community including instruments and models for knowledge management. The informants were selected purposively regarding their crucial roles towards the community. The questions thrown into the focus group focused on marketing management for community-based tourism, and knowledge management by analyzing the issues leading to the successful factors in terms of tourism, problems, and solutions. What's more, the limitation of the marketing management also was discussed by utilizing descriptive statistics and triangulation.

There were 5 sectors; 1) community leaders of Bang Mae Mai community which were Ruen Thai Bang Mae Mai Homestay Group, and village headmen, 2) government sections which were Suphan Buri Tourism Authority, and Community Development Department, 3) private sections which were tourism agents, and representatives from Suphan Buri Tourism Council, 4) academics which were instructors from Rajamangala University of Technology Suvarnabhumi, and Bangmaemairatrarsarit school, and 5) local government organization which was representatives from Bang Yai local government organization. The total number was 20 people who involved in the case study of Bang Mae Mai community, Suphan Buri province.

Results

1. The marketing situation of community-based cultural tourism of Bang Mae Mai community

Bang Mae Mai organized marketing activities consistently. Most tourists of the community were family, study trip, and tourists who desired to experience way of life of the community. The statistics of visitors were compiled monthly together with tourists' perspectives, satisfaction evaluation form, and guestbook etc. What's more, there were meetings for marketing promotion, channels of publication, media publication, visitor accommodation, and channels to promote the community which were brochure, TV program, e.g. Chuen Jai Thailand TV program of Amarin TV channel, booth exhibition. Nonetheless, external situations have effects on various aspects, for example economic recession, pandemic diseases, those situations continuously lessen the number of the visitors. In addition, there was the blooming of new tourist attractions nearby, lack of effective online and offline publication, unmatched marketing, lack of connection between the market and government and private sections, as well as lack of a clear image and identity of the market.

According to small group discussion, online media was proposed to be created so as to represent the story of Bang Mae Mai tourism community. The data were divided into 2 virtual issues.

1) The content should be interesting and unique that can persuade tourists to experience the community.

2) The presentation should be outstanding, for instance the presentation that applied the characters of Thai literature named "Khun Chang Khun Pan" to present the story of the local food.

The concerns of conducting online market are as follows.

1) Know and understand well on the behaviors and needs of the target tourists of the community including the limitations, experiences, and attitudes.

2) Promote and publicize the tourism information together with products and services to the tourists.

3) Cooperate to create the presentation issues that match the target groups and publication channels.

These 3 things would be conducted by the community in order to create perceiving, understanding, and building good attitudes which persuade tourists to travel, experience, and participate in the activities held by the community. Those factors would make the tourism of the community lively again. Furthermore, Bang Mae Mai Homestay was guaranteed with Home Stay Standard Thailand by Ministry of Tourism and Sports 2018 – 2021 and it is one of the outstanding homestays in Thailand which remains the traditional way of life.

Nowadays, the marketing situations are very crucial in terms of boosting the community during the rapid change, preparing defensive marketing strategy and approach marketing strategy. The marketing strategy composed of product, price, place, promotion, and the others e.g. product design, human development etc. Having been developed with community-based cultural tourism into the community, Bang Mae Mai community has been changed to the better conditions as follows.

1) There were networking between Bang Mae Mai community and other major tourism places in Suphan Buri province from setting booths, and receiving supports from party networks which enhance perceiving and being new alternatives for tourists.

2) Develop the creation of online and offline marketing which is effective and matches the target groups, create publication through media networks, and create online publication like Line, Website, Facebook, Instagram, and Youtube etc. These increase the number of the tourists traveling to the community. Moreover, the development of offline publication media to be more up-to-date, understandable, and outstanding, such as poster, brochure, map and other publications can induce tourists to the community.

3) There was the development in terms of tourism marketing knowledge of the locals or related people in the community such as the development of tourism technology, the situational analysis on target tourists' behaviors, self-marketing plan, systematic marketing management, problem solving, developing the potential of tourism and service which assist the community with up-to date situations that continuously change.

4) There was the participation of a new generation living in the community who takes part in propelling tourism in the community in terms of creating publication media and various ways of publication. This study found out that the networking people who drove the tourism were

the elderly, so encouraging teenagers to take roles and realize the identity and way of life is essential as they would be a gearwheel which propels the community forward.

5) The development of the cultural market at Arn Temple, being unique and unconventional, is very fascinating. The market is not only the accumulation of the locals but it initiates from harmony and conversation of the people who insist on inheriting the uniqueness and local wisdoms of the community. This contributes to the creative ideas so as to develop the cultural market by involving Thai literature named “Khun Chang Khun Plan” which is a literature of Suphan Buri province as a highlight of the market. It is the strategy to enhance the identity and uniqueness which apply in the local foods by tracking photo taking points and food in the literature. This is in accord with the location of the community, linking to major tourist attractions of Suphan Buri and nearby provinces.

6) There is an increase of income flowing to the community by creating added value to products and tourism services, which were utilized from the identity and the uniqueness of the community, so there is the network of the local products which led to fair and widespread income distribution. What's more, it brings to strength, appreciation, and reservation towards tourism resources of the community and develops cultural tourism resources, persuading quality target groups.

2. Knowledge Management towards the Marketing Development of Community-Based Cultural Tourism in Bang Mae Mai Community

From the study, it discovered that the instruments which trigger to knowledge management to develop the marketing of community-based cultural tourism in Bang Mae Mai community consist of sharing ideas from network parties, organizing tourism promotions, and learning from smart communities, transcribing lessons, and transferring knowledge. The in-depth details are as follows.

1) Sharing Ideas from Network Parties

The process was brain storming process from the related parties regarding marketing development from government and private sections, business tourism entrepreneurs, and academicians to share and transfer knowledge and experiences concerning the marketing

knowledge management of the successful communities. In addition, techniques, procedures which could be applied in the community needed to be advised closely by the network parties.

2) Organizing Tourism Promotion Activities of the Community (Familiarization Trip)

Journalists, tourism business entrepreneurs, and government organizations should cooperate in terms of enhancing tourism marketing, participating in tourism activities, and presenting tourist attractions to the target tourists. The network parties played the role of a coach for professional sellers including products and services to the tourists who desire to visit the community by the participation between the locals and the network parties. The marketing promotion among the network parties, building relation to promote tourism and creating channels to deliver tourism information to the target groups is significant factors to be accessed the information by the tourists. Moreover, they are important elements that contribute to tourists' decision to visit the community, so working on marketing promotion requires professionals from various aspects to share and collaborate, making the project successfully.

3) Learning from Smart Community

The field trip, studying the marketing knowledge management from a smart community at Ban Na Ton Chan Community, Sukhothai province which was qualified with national and international standard, makes the locals experience and learn marketing knowledge management. Furthermore, learning approach marketing strategy from the smart community (Ban Na Ton Chan) was a key factor to strengthen the perspectives of the community leaders who should have simultaneous goal and working process, bringing about administration and presentation of the community's uniqueness stepping forwards effectively and obviously.

4) Transcribing lessons

The locals reflected their perspectives and their feelings on the problems, obstacles, and correction in order to develop their future working. What's more, the locals learned to be live together peacefully and systematically, and perceived new knowledge for Bang Mae Mai community.

5) Transferring Knowledge

The significant procedure of marketing is transferring knowledge through communication so as to make understanding of marketing obviously, clearly, precisely, and recognize the benefits

of tourism marketing knowledge management for the members in the community. The effective knowledge transferring is a key tool to build motivation which adjusts the behaviours of the members to take part in the activities and be proud of their community.

The use of the instruments results in knowledge and achievement for marketing development of community-based cultural tourism in Bang Mae Mai community, Suphan Buri province. These can be guidelines of community knowledge management into 7 aspects as follows.

1) Leaders and quality teams

Leaders and teams must be a good role model to intensively, frequently, and consistently drive the marketing activities, and have knowledge, skills, tolerance, capacity, and positive attitudes towards the community. The participation for the locals of every level needs to be supported continuously in various channels. Leaders and teams should be accepted by the community members and ready to mutually solve problems.

2) Understand tourists

The community should deeply understand individual groups of tourists who visited Bang Mae Mai community in order to answer their needs which contributed to impressive experiences and most satisfaction. Tourists do not only wish to buy products or visit the tourist attractions but they need benefits from products and services like knowledge, new experiences, pleasure, relaxation, cultures of the community, and conservative participation in the community. The most significant awareness of conducting marketing of community-based cultural tourism was lack of understanding the differences of the tourists now that tourists traveling to the community had different needs. However, all the needs could not be provided by the community, the community then should insist on their strengths and represent tourism activities, truly showing the identity of the community

3) Appropriate Marketing Strategy

The strategy formulation is a crucial key to reach the expected goals. Establishing strength, defining marketing position, setting target tourists, answering the reasons of the visit, and preparing local resources together with integration of creativity and attention to the details into the community identity become selling points of marketing strategy which is interesting and more

effective. The marketing strategy of community-based cultural tourism in Bang Mae Mai community based on 4Ps conceptual frame as follows.

Product and Service The product and service, persuading tourists to visit the community are Ruan Thai Bang Mae Mai Homestay, only Thai house set in Thailand, natural and cultural tourism resources, local wisdoms, tourism activities which based on the community resources, local products like 100-year Bang Mae Mai handmade broom, local food, and hospitality of the villagers etc.

Price The price of the local products and services would be different from normal prices. The community set the reasonable prices of the tourism activities and services for the tourists. The program tours can be sold separately or as a package depending on the tourists' needs, but the price should be reasonable, and fair which does not take advantage of the tourists. The prices should be informed obviously and the tourists have a decision on buying voluntarily.

Place The places or channels to sell products should be easy to access including appropriate time and places to offer products to the tourists. It can be direct sale or online sale with various channels and should be convenient for tourists such as Line, Website, Facebook, Instagram, Twitter, and Youtube etc. Those channels should be available for the tourists by operators or administrators without keeping tourists waiting for a long time. Moreover, there should have channels to sell products to agents instead of tourists or via tourism network party in terms of presenting program tours. The tourists should access products and services easily and fast together with effective channels to receive information from the community.

Promotion and Publication Promotion and publication is cooperating with tourism network parties, building partners, creating motivation and positive understanding towards the community, for instance advertisement, publication, direct sales, network parties from both government and private sections. What's more, the promotion and publication could be involved in providing discounts on products and services to network parties, for example receiving discounts on food when buying accommodation. Organizing annual fair and food fair as well as providing opportunity for the locals to sell their products and services was also a great channel for promotion and publication.

4) Connecting network party

As mention earlier according to marketing development for community-based cultural tourism, it was creating added value and offering great opportunities to the tourists. To create added value and experiences sustainably is the participation from the locals and related people like government and private sections. The locals need to seriously participate and plan the development which could be utilized obviously. The marketing connection requires the locals and the network party to take part in setting marketing strategy, e.g. products and services, price setting, selling channels, promotion and cooperation to enhance competitiveness.

5) Telling Community's Story

Telling the story of community is the process of creating added value towards products and services. It is the procedure representing story, local wisdom, culture, local food, and jobs including legend and way of life of the locals. The tourists can realize values which could not be found in other places. The story telling could be face to face or presenting through online media in order to persuade tourists to encounter new experiences.

6) Choosing Effective and Modern Media

Currently marketing has been changing consistently, so the community has to select effective and modern media. In the past mass media like brochure, leaflet or tour agents were utilized to promote tourism, but at the present the way to receive information has been changed as in the period of digital, e.g. Website, Facebook, Youtube etc. The marketing creation should be effective and various, and there should have consistence in terms of promotion and publication as well as building direct connection with the entrepreneurs by presenting the uniqueness of the community, for instance the wisdom of 100-year broom, Luang Pho Chantarungsri (Arn Temple), traditional life style, and hospitality of the locals.

7) Participation and Harmony

Participation from the locals and network party could not be neglected. Various aspects of the participation; career group, Arn Temple market group, 100-year broom, E-Tan Group (traditional tractor) and basketry group promote idea sharing, learning, and collaborating enhance harmony and competitiveness towards marketing development of community-based cultural tourism, for instance the promotion of teenagers' participation to create media and other models of publication.

Conclusion and Discussion

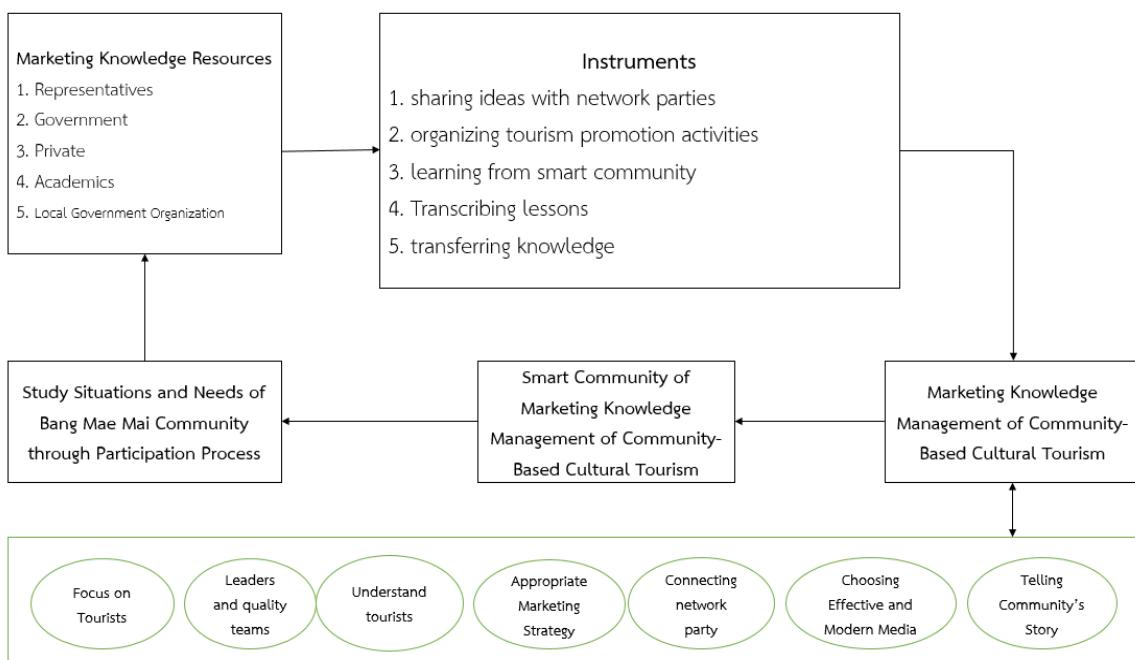
study of the marketing knowledge management of community-based cultural tourism in Bang Mae Mai community reveals that the main tourist groups of the community are family, and study trips. The community utilizes 4Ps marketing strategy which is following 1) Product and service which is cultural tourism program, Ruen Thai Bang Mae Mai Homestay, 100-year Bang Mae Mai broom, and 100 sugar palm trees, 2) Price which is setting the appropriate and reasonable price for program tour and quality of the community activities which the selling could be package tour or separate, 3) Place which is brochure representing tourism information, online media and social media; Website, Facebook under the name of Bang Mae Mai Ruean Thai Homstay, TV program, and booths, 4) Promotion which is promoting Arn Temple cultural market, and publicizing through network party. The result is in accordance with Phumwaramuni, et al. (2019) and Office of Knowledge Management and Development (2017) found out that product was outstanding and various, price should be reasonable, place should be easy and fast to access, and promotion should be encouraged consistently.

Bang Mae Mai community employs the benefit of knowledge management. The knowledge for marketing development of community-based cultural tourism is 1) leaders and quality teams, 2) understand tourists, 3) appropriate marketing strategy, 4) connecting network party, 5) telling community's story, 6) choosing effective and modern media, and 7) participation and harmony. The instruments of knowledge management are 1) sharing ideas with network parties, 2) organizing tourism promotion activities of the community, 3) learning from smart community, 4) lesson transcription, and 5) transcribing lessons. The study is in accordance with the study of Chansukree et al. (2017) that in Amphawa community there was knowledge management of architecture, custom, tradition, and way of life, and local wisdom. Moreover, this study accords with Phiwphun et al. (2018) and Ratanapongtra et al. (2020), it showed that there were 5 aspects for cultural tourism knowledge management which were 1) interesting knowledge, 2) readiness of people, 3) cultural recovery, 4) structural base management, and 5) promotion and publication.

Suggestion

Knowledge management means instruments and effective procedure contributing to seek for the expected answers, so the marketing knowledge management of community-based cultural tourism in Bang Mae Mai community is a crucial model to implement the instruments and the achievement into the communities, where tourism development is needed. It is a guideline or procedure to effectively and systematically develop the communities which was initiated from lesson transcription of Bang Mae Mai community, Bang Pla Ma, Suphan Buri, Thailand. The researchers would like to convey our gratitude and thankfulness to National Research Council of Thailand.

New Knowledge



Conceptual Framework of Knowledge Management to Develop Marketing of Community-Based Cultural Tourism

The knowledge base from the study can be designed into conceptual framework to develop the marketing of community-based cultural tourism. The implications of 5 knowledge management instruments to develop the marketing of community-based cultural tourism in Bang Mae Mai community revealed that the process of knowledge management requires understanding

of the situations and community participation to develop the community's marketing. The important knowledge resources for community-based cultural tourism marketing are Bang Mae Mai community, government sections, private sections, scholar, and local government organization. The use of the instruments results in knowledge and achievement for marketing development of community-based cultural tourism in Bang Mae Mai community, Suphan Buri province. These can be guidelines of community knowledge management into 7 aspects as follows; 1) Leaders and quality teams 2) Understand tourists 3) Appropriate Marketing Strategy 4) Connecting network party 5) Telling Community's Story 6) Choosing Effective and Modern Media and 7) Participation and Harmony.

From the result mentioned earlier, it is summarized that the knowledge management for marketing development of community-based cultural tourism in Bang Mae Mai community, Suphan Buri province can be a model for other community markets. Knowledge management is described as good practice which can be implemented into other areas. The stakeholders to the community-based cultural tourism and the 5 instruments were considered significant in order to be a great model of good practice.

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