

Brand and Business Model Building from Community Identity for Competitive Advantages of Mae Win Sub-District, Mae Wang District, Chiang Mai Province

Manop Chum-Un*

School of Marketing, Faculty of Management Sciences,
Chiang Mai Rajabhat University, Thailand

Ardchawin Jaikaew

School of Business, Faculty of Management Sciences,
Chiang Mai Rajabhat University, Thailand

Jutaluck Saipang

School of Business, Faculty of Management Sciences,
Chiang Mai Rajabhat University, Thailand

Benchaphorn Nochai

School of Marketing, Faculty of Management Sciences,
Chiang Mai Rajabhat University, Thailand

Janejira Arsarkij

Technology for Education, Faculty of Education,
Chiang Mai University, Thailand

E-mail: manop_chu@cmru.ac.th, ardchawin_jai@cmru.ac.th, jutaluck_sai@cmru.ac.th,
benchaphorn_noc@cmru.ac.th and aj.janejira@gmail.com

*Corresponding author

(Received: 25 August 2022, Revised: 20 November 2022, Accepted: 2 December 2022)

<https://doi.org/10.57260/rmj.2022.261025>

Abstract

The main objectives of this research were to create a brand, business model, and storytelling and to study opinions on identity for community-based tourism and community products in Mae Win Sub-district. Qualitative data was collected using in-depth interviews and focus group with one group of community-based tour operators and five groups of Mae Win sub-district product communities. Data were analyzed using content analysis. Quantitative data were collected by using a questionnaire about tourist behavior regarding community products purchasing and factors effecting traveling and purchasing products in Mae Win sub-district. The data was collected from 600 tourists and a questionnaire of opinion on outstanding identity of Mae Win sub-district from 110 context experts who have lived in Mae Win sub-district for at least 10 years. Data were analyzed using descriptive statistical methods. The results regarding branding found that the brand structure used a unique brand that reflected the story of the community's traditions, culture, wisdom, and lifestyle. The results regarding business

modeling showed that business models must be created to understand the customer's journey and customer insights. Moreover, this business model emphasized the value of society over business profit. The results regarding storytelling found that creating a story was a form of travel to guide travel tourists in decision-making to travel to the community. The results of the study showed that opinions on group activities' identity in the area were highly distinctive with a mean of 3.79. The group of physical characteristics indicated a distinctive level with a mean of 3.78 and a group of symbols and wisdom showed a distinctive level with an average of 3.73.

Keywords: Brand, Business model, Storytelling, Identity, Community-based tourism

Introduction

Mae Win Sub-district is one of the famous tourist attractions in Mae Wang District, Chiang Mai Province, Thailand. The major tourist attractions and activities there include elephant riding, trekking, rafting, visiting hill-tribe villages, day-hiking in nature amongst the trees, observing the cascading views of rice fields along the mountains and the forest preserves, and touring flower gardens with Wild Himalayan Cherry trees. The local tourist products are made from natural resources and the cultural products come from ethnic tribes such as Karen woven cloth and model sailing boats. There are running trails for exercising and for learning about the nature around the village. The area includes unique cultural characteristics such as dress and spoken and written language. There are annual events hosted by the people in Mae Win and hill-tribe groups such as the Pakageyor Group (Karen) and the Hmong people. There is rigorous conservation of local wisdom, such as the methods of basketry, barrage mining, bio-composting, tribal terraced farming, and weaving indigenous fabrics distinctive to the culture of each tribe, etc.

With the aforementioned context, Mae Win sub-district has suitable qualifications for developing a community of creative tourism since there are process attributes whereby tourists can exchange knowledge and have direct experiences with the local communities. This interaction could lead to a well-balanced economy, society, culture, and environment for the people of Mae Win since the community products are produced by a variety of cultures and could bring commercial benefits and could develop into a community of quality tourism. This has not yet occurred within the community because the community still follows traditional marketing methods that lack adaptation in a changing market which is a result of the dynamics of the environment, society, culture, and consumer behavior. As a result, Mae Win continues to be exploited by middlemen and tour agents who take advantage of the area by allocating unfair profits to the community. Therefore, the research aimed to strengthen the community marketing and value added creating for community tourism and community products. This research studied the distinctive identity of the community in order to analyze and synthesize the data for community branding, story telling and business models for community tourism and community products of Mae Win sub-district. The analyzed and synthesized data could benefit

to the community in order to plan the appropriate marketing and to be able to generate fair trade income which would help to create stability and sustainability of the community business.

The research questions posed were as follows: (1) Will brands created based on the community's identity strengthen tourism and the distinctiveness of community products? (2) Could a business model that emphasizes social and environmental responsibility create a competitive advantage in real situations? This article proposed these concepts to study Mae Win's community identity and then used the data to integrate branding, business models of community tourism and community products, and stories in order to create a fair, competitive advantage for sustainable tourism and community products in the Mae Win Sub-district.

Theories and concepts used in the research included branding, the Business Model Canvas invented by Osterwalder (2010), and brand identity. Branding consists of the following factors: (1) brand title, which is a crucial element (Brown, 2016) because it reflects brand identity very well (Srivastava & Thomas, 2016); (2) logo, which is a brand symbol designed to make the brand more easily recognizable (Logobee, 2020). The logo should be visually meaningful and artistic (Santi, 2018) because the logo helps differentiate the brand of a business from other brands in the market (Rhed Publishers, 2016); (3) brand positioning, which communicates the single most prominent feature of a brand into the minds of customers until they are able to recognize the distinctive features of the brand (Ries & Trout, 2003). Therefore, a good brand position must include words, phrases, or the definition of one thing in the mind of the consumer (Gunelius, 2016); (4) brand personality, which is the personality set of the people who participate in the brand, shown in customers who tend to use the personality of the brand to describe their personality (Sawatsaringkarn, 2017). Brand personality traits are primarily associated with humanity, masculinity and femininity (Lieven, 2018). The Business Model Canvas was invented by Alexander Osterwalder, and was considered a strategic management template that allowed businesses to be able to describe, design, and analyze their business model through nine elements of the canvas (Mansfield, 2019): (1) Customer Segmentation which is the customer target group that a business wants to present the product to; (2) value proposition which is the value of the product, service or experience that will be used to respond to the needs and requirements of customers; (3) channels which present the value of products or services to customers; (4) the customer relationship which is a way of building good relationships with customers; (5) revenue streams which are the main income streams from doing business; (6) key resources which are the main resources required for operating the business according to the model; (7) key activities which are the main activities that must be performed within a business to create value for customers; (8) key partners which are the main trading partners that help drive the growth of a business; and (9) cost structure which includes operating costs divided into fixed cost and variable cost. Finally, brand identity is the external representation of the brand, including logo, sound, and slogan, which is the basic way that consumers recognize the differences between brands (Jain, 2017), making it one of the most important brand attributes (Woraphitayut, 2016). Therefore, strong branding should have a clear brand personality (Aaker, 2000).

The main objectives of this research were to create a brand, business model, and storytelling and to study opinions on identity for community-based tourism and community

products in Mae Win Sub-district. The benefits that the community would receive from this research project were the adoption of branding, business models and stories based on identity to create value added for the local businesses so that the communities could generate a steady and continuous increase in general income and make their community more sustainable.

Methodology

This study implemented a parallel research methodology, including qualitative and quantitative research as follows:

1. Qualitative research: The population was a group of community-based tourism operators and community product manufacturers in Mae Win Sub-district. The key informants were selected from a specific sample according to the criterion that they were a group running a business that helped create jobs and careers for people in the community and who genuinely wanted to distribute fair income to the people in the community. The sample groups were obtained, namely, 1) the community enterprise group Ban Sop Win Tourism Club, and 2) Doi Mae Win Girls. Data collection tools included a focus group, in-depth interviews, and field data collection. The data was analyzed using content analysis as follows.

1.1 Branding: The branding procedure included organizing a focus group discussion, in-depth interviews, and participatory workshops with community enterprise groups, Ban Sop Win Tourism Club, and Doi Mae Win Girls to collect information to be used as a guideline for building a prototype branding, together with the use of information obtained from the community identity study, and the data from the needs in the brand composition from both groups until a satisfactory prototype brand was finalized as a reflection of the community's identity.

1.2 Creating a business model: The business model creation procedure started with collecting relevant documents and conducting field surveys. After that, the researchers conducted two focus-group discussions with the community enterprise group, Baan Sop Win Tourism Club, Doi Mae Win Girls group and five other community business groups in Mae Win Sub-district. The goal of the focus group discussion was to work together to analyze the community-based tourism supply chain and community products and create business models.

1.3 Storytelling Creation: The operation processes consisted of a community context survey on community-based tourism and community products, the study of related documents, focus-group discussions, and in-depth interviews with community-based tour operators, producers of community products, and related government agencies in Mae Win Subdistrict, in order to brainstorm ideas to create content for storytelling using quantitative data from the study of community identity. The groups worked together to create a storyboard and a video clip to provide information to tourists through the community's YouTube media channel.

2. Quantitative research: Quantitative research was used to study community identity and behavior of tourists and as follows:

2.1 Study of opinions on identity: The operation procedures included data collection using questionnaires administered to the sample group by indicating the participant criteria as a person who lived or had worked in Mae Win Sub-district for at least 10 years and had knowledge or expertise in identity, society, culture, tourism and community products of Mae Win Sub-district. The use of Delphi Technique as a research tool collected three rounds of data as follows:

Round 1: An open-ended questionnaire was developed from identity theory framework and documents such as publicity brochures from the community-based tourism group of Mae Win Sub-district, the Mae Win Sub-district Administrative Organization website, and interviews with the local people, specifically 10 experts with qualifications according to the specified criteria, consisting of the president of Mae Win Sub-district Administrative Organization, two tourism experts, one municipal council member, one local guide, one village headman, one chairman of Hub Mae Win Group, two accommodation and homestay operators, and one chairman of community-based tourism group.

Round 2: A closed-ended questionnaire using the five-point Likert scale was administered to 110 people consisting of the 10 experts in the first-round questionnaire and 100 members of the local group knowledgeable about local identity. The answers of the experts in this round were analyzed to find the median and the interquartile range to determine the statistics to include in the third-round questionnaire.

Round 3: A closed-ended questionnaire developed from the questionnaire in Round 2 and using the five-point Likert scale was administered to the 10 experts and the 100 members of the local group of Round 2. This questionnaire contained the same questions as Round 2, but added a statistical part indicating the median of the 100 additional participants' answers and the interquartile range to show the corresponding opinions about the answers. These numbers were calculated from the answers of the experts in Round 2 and showed the answer positions of each expert in order to show the consistency of the group's responses so that they could discuss and change their answers to match the group's opinions.

Three groups of identity variables were used to study the community's identity: (1) physical characteristics group, (2) local activity group, and (3) symbol and wisdom communication group, with a total of 20 variables. The data used to determine the variables were drawn from the Mae Win Sub-district administrative organization website, the Mae Win Sub-district public relations brochure of community business and tourism, and transcriptions of interviews with people in the community. The identities of the three groups were then taken to prioritize in order to display their clear relation with the community in the dominant communicative media. The community identity was then determined based on the website, brochure, and interviews, with emphasis given to the website's and brochure's descriptions of the community identity. A Likert scale estimation questionnaire was used, and the analysis of the questionnaire was based on ranking the results by descriptive statistics. The average of the scores was used as an analytical indicator (Best, 1977).

2.2 Study of tourists' behavior: This study examined the factors influencing travelers' decision-making in purchasing community products. The population was tourists who traveled to various places in Mae Win Sub-district, while the sample group was an

unknown actual population number. Therefore, number values were substituted using Yamane's formula (1967), assuming the proportion was 0.5 at the 95% confidence level. 600 samples were obtained at the error size of 0.5 using a simplified sample selection method. The data were analyzed by descriptive statistics to determine the frequency and percentage of the general data of the sample group, tourists' activities and community products purchasing behavior. Inferential statistics were used in both one-way and two-way variance. One-way variance was used to analyze the difference of opinion levels in factors that influenced tourists' travelling and product purchasing in the community. These statistics were classified regarding the purposes of travelling to the community. Two-way variance data was used to analyze the variables of gender, age, and purposes of travelling to Mae Win Sub-district. The obtained results were used to support the qualitative analysis of the data.

Results

The findings showed the relationship between branding, business model, storytelling, identities, and tourist behavior that could be integrated to create competitive advantages, as follows:

1. The results of brand building

Two community groups were utilized for brand building within Mae Win: the Ban Sop Win Tourism Club and the Doi Mae Win Girls Group. Brand building with the Ban Sop Win Tourism Club was created from the club's choice among four drafts of images, shown in Figure 1, each with a different brand slogan and brand logo. The group chose the fourth draft with the title "Ban Sop Win Tourism Club Community Enterprise." This title was drawn from the name of a well-known group that led rafting, elephant riding, and trekking activities. The logo was a drawing of an elephant standing on a bamboo raft with local people steering the raft and tourists sitting on top of the elephant. Black and white were used to convey serenity, mystery and suspense. The brand personality expressed excitement, vitality, and adventurousness. The brand positioning for competitiveness is signified as a tourist attraction and an adventure destination deep in nature with aspects of the local culture and a tribal way of life.



Figure 1 Product branding of the community enterprise group, Ban Sop Win Tourism Club
(Source: Chum-un et al., 2022)

Brand building with the Doi Mae Win Girls Group was created in the same way as with the Ban Sop Win Tourism Club. Four drafts of the brand image, shown in Figure 2, were designed, and the group chose the fourth draft with the title "Sao Doi Mae Win" to represent the predominantly female members of the group. The logo was a combination of letters and an image of a woman wearing the tribal costume of the Karen people. The color brown was used as a symbol of friendship, simplicity, tribal beliefs and a tribal way of life. The brand personality expressed sincerity, warmth, and sociableness. The brand positioning for competitive advantage was based on contemporary wisdom from the local identity of the ethnic tribes.



Figure 2 Branding for Doi Mae Win Girls community products
(Source: Chum-un et al., 2022)

. The results of business model building

The process for building a business model for community-based tourism and community products is shown in Figure 3.



Figure 3 Business model to create competitive advantages in Mae Win Sub-district

(Source: Chum-un et al., 2022)

The business model was divided into two parts: (1) customer equity and revenue contained five fields of information on the canvas, as follows: the customer group (CS) which focused on the market segment located close to tourist attractions, while the value (VP) was delivered to tourists in the local activity group via the physical characteristics group and symbolic communication group using (CH) word-of-mouth and social media channels to build relationships (CR) with tourists. The main income stream (RS) of the community was derived from elephant riding, rafting, trekking, souvenir shops, and accommodation and homestay. The community planned to increase income from new tourist activities such as visiting rice terraces, cooking, running trails, viewing agricultural demonstrations and various tribal traditions, etc. (2) business expenses, consisted of four fields of information on the canvas, as follows: the main resource (KR) included natural tourist attractions, souvenir products, and Mae Win Sub-district brands. These resources must be planned to coincide with the main activity (KA) that could drive business growth, consisting mainly of producing quality products, creating tourism activities that allow tourists to participate in local activities, and ensuring the safety of tourists. The main partners (KP) that supported business operations included the Mae Win Sub-district Administrative Organization that supplied information about tourism in the community and about basic utilities and facilities in the community. The local Mae Wang Police Station also facilitated tourist security. The cost structure (CS) was divided into three main costs including: the cost of conducting tourism business, including hiring tour guides and travel service personnel; the cost of building tourism facilities such as restrooms, accommodations, and restaurants; and the cost of goods consisting of raw material cost, labor cost, and production cost. It is necessary for the community to understand these costs in order to determine fair prices for souvenirs, improve productivity, and increase profits, thereby becoming more self-sufficient.

3. The results of creating tourism storytelling

Creating a story as a form of travel (Round trip) to guide travel for each traveler for decision making to travel to the community as shown in Figure 4.



Figure 4 Community-based tourism storytelling and community products via YouTube videos

(Source: Chum-un et al., 2022)

Storytelling in tourism involves creating a story of travel in the tourists' minds. It is best depicted in a series of images that highlight memorable experiences of the tourists' activities. Storytelling also creates content that is easily searchable (Findable) with keywords, for example, "Thiaw Mae Win, Chiang Mai," and that is easy to understand (Understandable) by the use of images. Storytelling stimulates travel (Actionable) because it incentivizes the need to travel through animation and still images, and it is shareable through the elements of the story. The framework for storytelling consists of three parts: (1) character, which shows the distinctive physical characteristics, natural attractions, and people of the destination. In this study, the story depicted four tourists travelling to the Mae Win Sub-district and stopped by the Mae Win Sub-district Administrative Organization to get helped about local attractions, activities, and community products; (2) plot presented the atmosphere of the community as welcoming and peaceful for being surrounded by mountains and nature. The plot was shown in images without descriptions of the name of each attraction, and accompanied by music to create incentives for tourists to visit and explore the attractions by themselves; (3) theme depicted the experience of once-in-a-lifetime travel that would add value to life by creating memorable experiences.

4. The results of the study of opinions on identity

The results of the study of opinions on the identity of three groups in the community revealed similar scores across the three groups. The activity groups scored an average of 3.79. Outstanding items in this category included traditions and culture with an average score of 4.04, service activities for both Thai and foreign tourists with an average score of 4.0, and way of life of the people in the community with an average score of 3.90. The physical characteristics group scored an average of 3.78, with the outstanding factors including natural attractions with an average score of 4.13, and ecological and natural environment factors with an average score of 3.95, souvenir shops in the community with an average score of 3.90. Symbolic communication and local wisdom factors scored an average of 3.73. The outstanding features in this category were brand and community identity with an average score of 3.90, and natural attractions reflecting local culture with an average score of 3.66. These results are shown in Table 1.

Table 1 Number of percentage, mean, standard deviation and level of opinion about community identity of Mae Win Sub-District.

Identity of Community		\bar{x}	S.D.	Interpret					
1. Local community activities group		3.79	0.78	Very outstanding					
2. Physical characteristics group		3.78	0.76	Very outstanding					
3. Symbolic communication and local wisdom group		3.73	0.82	Very outstanding					
Level of opinion									
Group	Lowest N (%)	Low N (%)	Medium N (%)	High N (%)	Highest N (%)	\bar{x}	S.D.	Interpret	
1. Local activities									
1.1 Tradition and culture		3 (2.73)	20 (18.18)	57 (51.82)	30 (27.27)	4.04	0.753	Very outstanding	
1.2 Tourist service activities		1 (0.91)	23 (20.91)	58 (52.73)	28 (25.45)	4.03	0.710	Very outstanding	
1.3 Community way of life		4 (3.64)	25 (22.73)	61 (55.45)	20 (18.18)	3.88	0.739	Very outstanding	
2. Physical appearance									
2.1 Natural attractions		5 (4.55)	25 (22.73)	46 (41.82)	34 (30.91)	4.13	0.851	Very outstanding	
2.2 Ecosystem, natural environment		3 (2.73)	38 (34.55)	53 (48.18)	16 (14.55)	3.95	0.669	Very outstanding	
2.3 Souvenir and products		3 (2.73)	30 (27.27)	52 (47.27)	25 (22.73)	3.90	0.778	Very outstanding	
3. Symbolic communication									
3.1 Brand and community identity		3 (2.73)	2 (1.82)	32 (29.09)	51 (46.36)	22 (20.00)	3.90	0.879	Very outstanding
3.2 Natural attractions that show culture		1 (0.91)	8 (7.27)	47 (42.73)	38 (34.55)	16 (14.55)	3.55	0.863	Very outstanding

Table 1 shows that the average level of opinions about identity in each group was similar across all items, suggesting that Mae Win Sub-district had a distinctive identity based on all the aspects studied. Three of these aspects would be used to create branding, business models, and storytelling: (1) psychological aspects would be used to impress tourists and stimulate their interest and confidence in travelling to Mae Win Sub-district; (2) behavioral aspects to encourage tourists to seek information on community-based tourism and community products, and; (3) destination image factors to promote a good image of Mae Win Sub-district and make it popular for tourists.

Mae Win was also the basis for creating a Brand Identity Prism based on Kapferer's (2008) concept of a prism diagram. The external characteristics consisted of: physical characteristics, relationship with the community members, and reflection of tourists' interests in the activities of the community, while the internal characteristics consisted of the personalities and character of the community members, the local culture, and the self-image of the community members as cheerful, lively, and welcoming to tourists. These features are summarized in Figure 5.

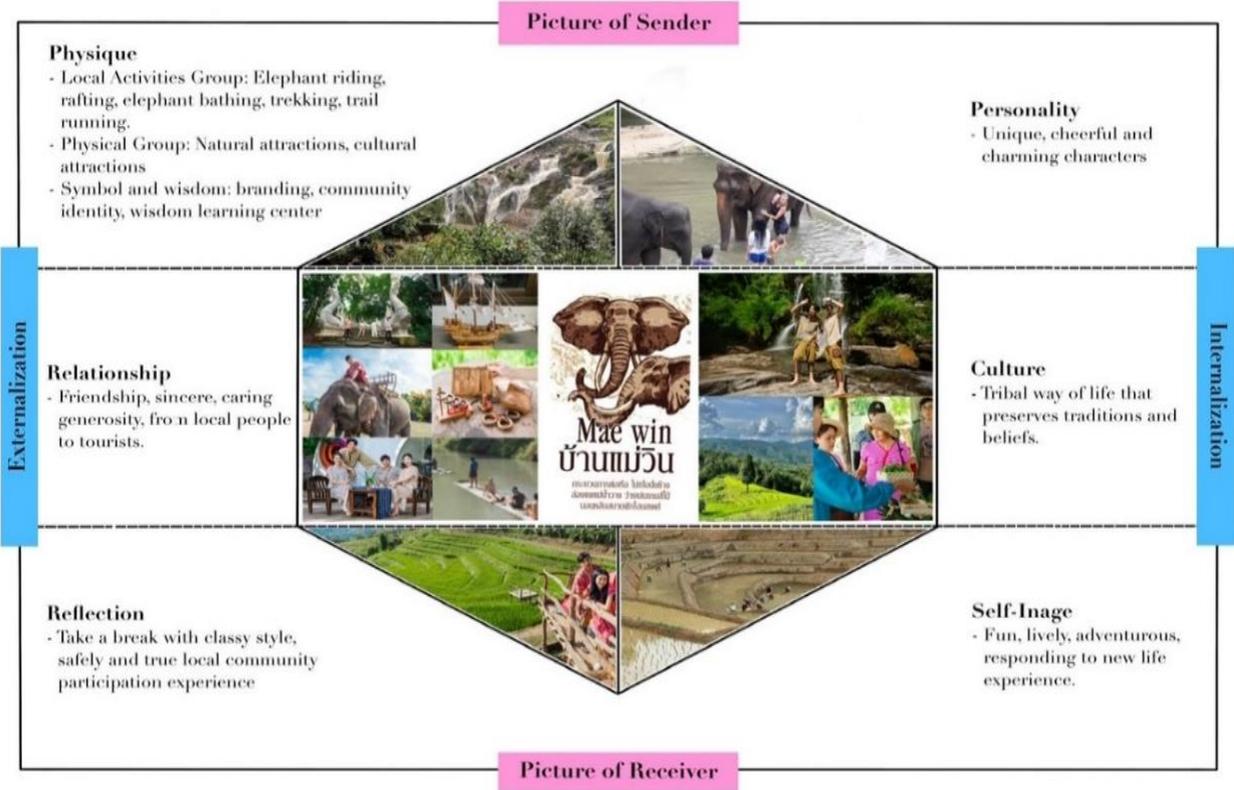


Figure 5 Prism of brand identity, community-based tourism and community products in Mae Win Sub-district (Source: Chum-un et al., 2022)

5. The results of the study of tourist behavior

5.1 The study of tourist behavior and community product purchasing behavior found that most of the respondents were first-time visitors to Mae Win Sub-district, accounting for 55.17% of respondents, while second-time or higher visitors accounted for 44.83%. Tourists' objectives of travelling included rafting (63.69%), followed by elephant riding (15.92%). Tourists indicated that they travelled by private car the most, accounting for 87.17%, followed by vans or rental cars, accounting for 8.17%. Most tourists revealed that they travelled with family and relatives (45.50%), followed by those who travelled with friends (36.50%). Tourists who came for day trips accounted for 94.17% of respondents, and most received information about tourism and community products from family and friends, accounting for 57.58%, followed by the Internet, websites and social media, accounting for 41.47%.

5.2 The results of the study of factors affecting the visit and product purchasing found that the buildings and physical characteristics were important, with a high average score of 4.07 out of 5. Other features were also important, specifically adequate tourist attractions and adequate facilities such as food and beverage shops, accommodations and bathrooms, which altogether scored a high average rating of 4.12, followed by the convenience and safety of travelling to tourist attractions, accommodation and community products shops. Tourists responded that the tourist attractions in the community were clean, beautiful and attractive to visit, with a high average score of 4.08 and that the attractions were well prepared and sufficient, with a mean score of 4.00. These results are shown in Table 2.

Table 2 Number of percentages, mean, standard deviation, and level of opinion on factors influencing tourism and purchase of goods in terms of buildings and physical characteristics

Aspect of creation and physical appearance	Level of Opinions					Average	SD.	Interpret
	Lowest N (%)	Low N (%)	Medium N (%)	High N (%)	Highest N (%)			
1. Tourist attractions have facilities, appropriate and adequate onveniences such as restaurants and accommodations.	14 (2.33)	21 (3.50)	72 (12.00)	263 (43.83)	230 (38.33)	4.12	0.916	High
2. Convenience, safety in travelling to tourist attractions, accommodation and shopping centers	26 (4.33)	10 (1.67)	82 (13.67)	256 (42.67)	226 (37.67)	4.08	0.983	High
3. Tourist attractions in the community are clean and attractive.	24 (4.00)	17 (2.83)	77 (12.83)	252 (42.00)	230 (38.33)	4.08	0.990	High
4. Tourist attractions are ready and provide adequate access to the services.	26 (4.33)	12 (2.00)	85 (14.17)	288 (48.00)	189 (31.50)	4.00	0.963	High
Total						4.07	0.963	High

The second factor influencing tourists' desire to visit and purchase goods in the community included the local products and tourist attractions, which showed a high average score of 3.99. Natural attractions that were beautiful and safe to access displayed a high average score of 4.11, followed by well-known tourist attractions with an average score of 4.10, followed by a wide variety of travel activities with an average score of 4.00. These results are shown in Table 3.

Table 3 Number of percentages, mean, standard deviation, and level of opinion about factors influencing visits and purchases products and tourist attractions

Local products/Tourist attractions	Level of opinion					Average	SD.	Interpret
	Lowest N (%)	Low N (%)	Medium N (%)	High N (%)	Highest N (%)			
1. Beautiful and safe tourist attractions	20 (3.33)	12 (2.00)	75 (12.50)	270 (45.00)	223 (37.17)	4.11	0.931	High
2. Well-known tourist attractions	11 (1.83)	21 (3.50)	91 (15.17)	253 (42.17)	224 (37.33)	4.10	0.907	High
3. There are various tourist activities such as elephant riding, rafting, and trekking.	19 (3.17)	23 (3.83)	101 (16.83)	254 (42.33)	203 (33.83)	4.00	0.973	High
4. There are adequate local products and shops in the community.	17 (2.83)	25 (4.17)	123 (20.50)	253 (42.17)	182 (30.33)	3.93	0.963	High
5. There are unique local and tribal cultural attractions.	16 (2.67)	26 (4.33)	129 (21.50)	247 (41.17)	182 (30.33)	3.92	0.963	High
6. Tourist attractions demonstrate local methods of production.	18 (3.00)	29 (4.83)	129 (21.50)	242 (40.33)	182 (30.33)	3.90	0.987	High
Total						3.99	0.954	High

Discussions

1) The study of community identity discovered that tourism and the community's self-sufficiency could be increased by highlighting the distinctive identity of the community and the activities in the area. These activities included tourist engagement with the traditions and culture of the community, physical characteristics such as natural attractions, ecosystems, and the environment, and learning from the groups that specialized in community wisdom and symbols. In turn, tourists' experiences with these activities could be spread via social media and word of mouth, thus creating a community brand and making Mae Win a preferred sustainable travel destination. This was consistent with Teeroovengadum's study (2019), which found that a strong environmental identity could lead tourists to have a positive attitude towards and a greater interest in ecotourism. The study by Sermchayut (2021) found that community tourism would be more successful and sustainable with the use of marketing promotion tools that focused on presenting the community's way of life, and wisdom, including the use of marketing promotions to create tourist loyalty by providing tourists with a sense of belonging. Kamphaengphet et.al. (2019) found that local resources could develop community identity, especially resources and tourist attractions that imparted history and culture. Koomsalud &

Kwaipun (2020) pointed out that community identity consisted of lifestyle identity, community products, and tourism activities. Chaiala & Ruengroj (2016) found a way to communicate identity to promote tourism by creating pride in the identity of the community. The reputation of the community in online media should stimulate interest in the community and increase demand for travel. Sriratna (2021) found that there were two methods of communicating identity: communication within the community and communication outside the community. In addition, the study by Carlucci (2021) indicated that the advancement of digital technology allowed travelers to use mobile applications built by carriers. Moro & Rita (2018) discovered, by analyzing 213 articles related to the use of social media to create a travel brand strategy, that the strong relationship between social media and brands has a major impact on brand building.

2) The brand building study found that brands that come from the identity and culture of the community would foster long-term bonds with tourists, allowing them to experience the community's unique charm and creating good experiences with the people in the community. This was consistent with Chang's study (Cheng et. al., 2020), which observed how customers strengthen emotional engagements with a community's brand and how customers' emotional engagement played a role in their purchasing decisions, thereby strengthening the community brand. Similarly, Mikulic' et.al. (2016) studied the relationship between brand strength and travel intensity and found that brand strength was positively correlated with increased tourism intensity. The study by Phondee & Chesamae (2021) showed that brands that were consistent with community identities could add value to the product. Buaclee (2018) found that the design of a corporate identity to reflect wisdom and culture as universal had the potential to compete with international brands. For a community to provide quality, creative tourism, people in the community must be aware of the conservation and restoration of community resources, including the continuation of traditions, culture and lifestyle from generation to generation, in order to create tourism activities based on community identity shared with tourists who visit. In this way, the community could truly develop into a community of creative tourism. As Twichasri (2017) found, community identity is part of sustainable tourism management, and the community must cooperate to preserve the culture, traditions, and way of life of the local people. Junead, Jamnongchob & Manirochana (2018) found ways to improve experiential tourism by means of attractions, accommodations, amenities, activities, and community participation. Thanongkit (2018) discovered the main factor for the success of creative tourism was the utilization of available resources in the area, which enhanced tourists' experiences by allowing tourists to learn and do the activities themselves.

3) The study on building a business model based on identity revealed that a good business model must be based on understanding the customer journey in the "new normal" era that uses digital resources in everyday life, together with creating shared experiences between communities and tourists and conducting business with social and environmental responsibility. Haggège's study (2020) found similar results and suggested that business models were creative processes that required entrepreneurs to determine how value could be created through new activities. The study by Jin et.al. (2021) indicated that innovative business models were used to find, analyze, and solve problems and create new business models for the future.

Manowan (2017) found that business models could be used as guidelines for business planning in order to create a competitive advantage. Any entrepreneur with a good business model that could actually be used would be able to compete in the market sustainably. Similarly, Dhamabutra (2019) showed that creative strategies must utilize creative business development models and focus on providing opportunities for tourists to participate in creative activities that add new experiences to life. This was in line with a study by Maneeroj (2017) that found that community-based tourism was tourism in which community members participated in tourism management for the benefit of the community. Communities must aim to create interactions and bonds between hosts and visitors through participation in tourism activities. Additionally, Alegre & Miraben (2016) study on the literature on social enterprise and innovative business models indicated three factors that were critically important to a business's success: value proposition, proper market research, and stakeholder engagement. Moreno (2020) stated that the main international institutions pointed the need to transform the economy to be sustainable and environmentally friendly, and cultural heritage could be an important mechanism for future urban development.

4) The study on creating storytelling found that stories could be a guide for tourists to use in deciding to travel to the community and promote good brand awareness by creating content that was easy to find and understand. The use of both moving images and still images conveyed meaning and was motivating. These results were consistent with Ballester's study (2021), showing that storytelling was human instinctive activity and brand narratives would have a positive impact on tourists' reactions to consumer brands. A study by Hong, Yang & Wooldridge (2022) found that brand narratives were effective marketing tools because they were created and shared by consumers, thereby enhancing brand attitude and creating more positive emotional experiences. Likewise, a study by Kemp et.al. (2021) showed that story content was positively associated with the emotional and personal relationships of a consumer. Karampournioti & Wiedmann (2022) found that animated storytelling techniques could enhance the experience of the service users as well as improve the product's overall attractiveness by linking relevant brands in consumers' minds.

Conclusion and suggestions

Branding, business models and storytelling developed from a distinctive community identity and socially and environmentally responsible business practices could create competitive advantages for community-based tourism and community products. Marketing test results indicated that branding was very important regarding building awareness and creating awareness for community products. The brand satisfaction assessment results of Mae Win sub-district overall were at a high level with an average of 4.17. However, the community must work together to establish the brand positioning in the minds of tourists, as well as develop a business model in accordance with the travel behavior of tourists in a world where digital use is very important to their lives. This study has suggested the following points: the community must create new forms of tourist activities that are characteristic of the community. This will

create a unique experience for tourists. It will be an important choice for the success of community-based tourism and sustainable community products, where the main goal may be value to society instead of profits. The communities in Mae Win Sub-district have abundant social capital in the form of natural attractions, culture, traditions, and ways of life that create a strong community identity. These resources, combined with hospitality and openness to tourists, can create impressive experiences and allow the Mae Win community to develop sustainable tourism.

New knowledge and the effects on society and communities

The results obtained from this study are presented as follows: (1) a prototype brand of community-based tourism business can be developed to reflect individual identity, personality and brand position; (2) a business model emphasizing social and environmental responsibility can be used as a marketing plan for competitive marketing; (3) video marketing and image narratives could enhance tourist awareness of the community with content that is easily searchable with simple search terms. The visual stimulus should be easy to remember and understand, and copyright permission for audiovisual works should be obtained from the relevant department of intellectual property. Overall, the effect on the local community was the increased production of unique community-based tourism and community products of Mae Win Sub-district, which became more well-known to tourists. The community of Mae Win Sub-district could capitalize on the results of this research to strengthen their business community. This would help them develop strong foundations of economic immunity and sustainable self-sufficiency.

References

- Aaker, D. A., & Joachimsthaler, E. (2000). *Brand Leadership*. New York: The Free Press.
- Alegre., I., & Mirabent., J., B. (2016). Social innovation success factors: hospitality and tourism social enterprises. *International Journal of Contemporary Hospitality Management*, 28(6), 1155-1176. DOI:10.1108/IJCHM-05-2014-0231
- Ballester, E. D. (2021). Effect of underdog (vs top dog) brand storytelling on brand identification: exploring multiple mediation mechanisms. *Journal of Product & Brand Management*, 29(2), 626–638. DOI:10.1108/jpbm-11-2019-2639
- Best, J.W. (1977). *Research in Education*. (3rd ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Brown, S. (2016). *Brands and Branding*. London: SAGE.
- Buaclee, C. (2018). A development of smart farmer corporate Identities by Integrating research, academic service and participatory learning, according to digital economy. *Veridian E-Journal, Silpakorn University*, 11(2), 1912-1929. <https://he02.tci-thaijo.org/index.php/Veridian-E-Journal/article/view/143606> (In Thai)

- Carlucci, D. (2021). Digital business models in cultural tourism. *International Journal of Entrepreneurial Behavior & Research, Emerald Publishing Limited*, 28(8), 1355-2554. <https://www.emerald.com/insight/content/doi/10.1108/IJEER-01-2021-0070/full/html>
- Chaijala, P., & Ruengroj, S. (2016). Identity study and meaning communication for promoting tourism in Ban Srabua. *RMU.J. (Humanities and Social Sciences)*, 10(3), 121-136. <https://so05.tci-thaijo.org/index.php/rmuj/article/view/101407> (In Thai)
- Chang, C. W., Ko, C. H., Huang, H. C., & Shih-Ju Wang, S.J. (2020). Brand community identification matters: a dual value-creation routes framework. *Journal of Product & Brand Management*, 29(3), 289–306. DOI: <https://doi.org/10.1108/JPBM-02-2018-1747>
- Dhamabutra., P. (2019). Approaches for sustainable integrated creative tourism development on the basis of Thai identity and way of life in Bangkoknoi District, Bangkok Thailand. *Sisaket Rajabhat University Journal*, 13(3), 65-75. <https://so05.tci-thaijo.org/index.php/sskrujournal/article/view/232550> (In Thai)
- Gunelius, S. (2016). *Brand Positioning for a Competitive Edge-Part 1: Competitive Positioning Strategy*. Retrieved from <https://aytm.com/blog/research-junction/brand-positioning-for-a-competitive-edge-part-1/>
- Haggège, M., & Vernay, A. L. (2020). Story-making as a method for business modelling. *Business Process Management Journal*, 26(1), 59-79. DOI:10.1108/BPMJ-12-2017-0363
- Hong, J., Yan., J., & Wooldridge, B. R. (2022). Sharing consumers' brand storytelling: influence of consumers' storytelling on brand attitude via emotions and cognitions. *Journal of Product & Brand Management*, 31(2), 265-278. DOI: <https://doi.org/10.1108/JPBM-07-2019-2485>
- Jain, R. (2017). Basic Branding Concepts: Brand Identity, Brand Image, and Brand Equity. *International Journal of Sales & Marketing Management Research and Development IJSMRD*, 7(4), 1-8. <https://journals.indexcopernicus.com/api/file/viewByFileId/176247>
- Jin, Y., Ji, S., Liu, L., & Wang, W. (2021). *Business model innovation canvas: a visual business model innovation model*. European Journal of Innovation Management, Emerald Publishing Limited.
- Junead, J., Jamnongchob, A., & Manirochana., N. (2018). Experiential tourism development at Watthana Nakhon District, Sa Kaeo Province. *Journal of Liberal Arts, Prince of Songkla University*, 10(2), 156-187. <https://so03.tci-thaijo.org/index.php/journal-la/article/view/164080> (In Thai)
- Kamphaengphet, M., Taweephol, R., Muangsornkhiaw, M., & Pulpetch., T. (2019). Creating a product identity to enhance the community of Phet Samut Khiri economic community project "Ban Phet Plen Din". *Journal of Graduate Studies Valaya Alongkron Rajabhat University*, 13(2), 136-153. <https://so02.tci-thaijo.org/index.php/JournalGradVRU/article/view/154170> (In Thai)

- Kapferer, J. N. (2008). *New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. (4th ed.). London: Kogan Page.
- Karampournioti, E., & Wiedmann, K., P. (2022). Storytelling in online shops: the impacts on explicit and implicit user experience, brand perceptions and behavioral intention. *Internet Research*, 32(7), 228-259. DOI:10.1108/intr-09-2019-0377
- Kemp, K., Porter, M., Nwamaka, A., & Jun Min, D. (2021). The impact of storytelling in creating firm and customer connections in online environments. *Journal of Research in Interactive Marketing*, 15(1), 104-124. DOI: <https://doi.org/10.1108/JRIM-06-2020-0136>
- Koomsalud, K., & Kwaipun, N. (2020). Community identity factors affect cultural tourism decisions in Baan Rim Klong homestay community enterprise. *TNI Journal of Business Administration and Languages*, 8(1), 17-27. <https://so06.tci-thaijo.org/index.php/TNIJournalBA/article/view/239914> (In Thai)
- Lieven, T. (2018). *Brand Gender*. Switzerland: Springer Nature.
- Logobee. (2020). *What is a logo.?* Retrieved from <https://www.logobee>. (In Thai)
- Maneroj, N. (2017). Community Based Tourism Management. *Journal of International and Thai Tourism*, 13(2), 25-46. <https://so02.tci-thaijo.org/index.php/jitt/article/view/113060> (In Thai)
- Manowan, D. (2017). How to design a successful business model. *Christian University Journal*, 23(4), 655-667. <https://he01.tci-thaijo.org/index.php/CUTJ/article/view/240743> (In Thai)
- Mansfield, T.(2019). *Alex Osterwalder's Business Model Canvas Template: Why Use It and How*. Retrieved from <https://interaction.net.au/articles/business-model-canvas-template/>
- Mikulic', J., Milic'evic', K., & Krešic, D. (2016). The relationship between brand strength and tourism intensity: empirical evidence from the EU capital cities. *International Journal of Culture, Tourism and Hospitality Research*, 10(1), 14-23. DOI: <http://dx.doi.org/10.1108/IJCTHR-06-2015-0054>
- Moro, S., & Rita, P. (2018). Brand strategies in social media in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 30(1), 343-364. DOI:10.1108/IJCHM-07-2016-0340
- Moreno, L. D. R. (2020). Sustainable city storytelling: cultural heritage as a resource for a greener and fairer urban development. *Journal of Cultural Heritage Management and Sustainable Development*, 10(4), 399-412. DOI:10.1108/JCHMSD-05-2019-0043
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation*. NJ: John Wiley & Sons.
- Phondee, S., & Chesamae, A. (2021). Brand design and development "Nam Prik Mae Lek", a product of the Puranawat community enterprise, Thawi Watthana district, Bangkok. *Liberal Arts Review*, 16(1), 163-177. <https://so04.tci-thaijo.org/index.php/larhcu/article/view/251135> (In Thai)
- Rhed Publishers. (2016). *Brand Build: Branding Buildings & The Builders*. Hong Kong: Tan Yang International.

- Ries, A., & Trout, J. (2003). *Positioning: the battle for your mind*. Bangkok: SE-Education.
- Santi, S. (2018). *Building Your Company Brand*. The Veterinary Entrepreneur, Peer Review, 15-18. (In Thai)
- Sawatsaringkarn., P. (2017). *Brand Personality*. Retrieved from <http://drpiyanan.com/2017/06/13/article3-3/> (In Thai)
- Sermchayut, R. (2021). Promotion strategy for community based tourism. *Journal of Multidisciplinary Academic Research and Development*, 2(4), 51-61. <https://he02.tci-thaijo.org/index.php/JMARD/article/view/248052> (In Thai)
- Sriratna, W., Koomsalud, S., Kwaipun, N., Timdang, P., & Soparattanakul, N. (2021). Local Identity Communication to Increase Business Potential of Baanrimklong Homestay Community Enterprise Samut Songkhram Province. *Journal of Srivanalai Vijai*, 11(2), 27-37. https://journalrdi.ubru.ac.th/article_files/1643006086.pdf (In Thai)
- Srivastava, R.K., & Thomas, G.M. (2016). *The Future of Branding*. New Delhi: Sage Publication.
- Teeroovengadum., V. (2019). Environmental identity and ecotourism behaviours: examination of the direct and indirect effects. *Tourism Review*, 74(2), 280-292, <https://www.emerald.com/insight/content/doi/10.1108/TR-11-2017-0190/full/pdf?title=environmental-identity-and-ecotourism-behaviours-examination-of-the-direct-and-indirect-effects>
- Thanongkit, M., Chanprasert, t., & Aekakulanan, S. (2018). Determinants of success in creative tourism case study of Ban Nam Chieo Tourism Community Enterprise. *Journal of International and Thai Tourism*, 14(1), 77-109. <https://so02.tci-thaijo.org/index.php/jitt/article/view/163054> (In Thai)
- Twichasri, V. (2017). Identity of Community: Concept and Management for Sustainable Tourism by Buddhist Peaceful Means of Chiangkhan Municipality, Lei Province. *Journal of Arts Management*, 1(2), 63-74. <https://so02.tci-thaijo.org/index.php/jam/article/view/138092> (In Thai)
- Woraphitayut., K. (2016). *Brand Identity*. Retrieved from <http://mpe-tu-pattaya.forumotion.com>. (In Thai)
- Yamane, T. (1967). *Statistics: An Introductory Analysis*. (2nd ed.). New York: Harper & Row.