Marketing Communication Strategy for Enhance Chiangrai Tourism

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Abstract

This research article aims to study (1) the processes of Chiangrai brand communication (2) stakeholders' perceptions of Chiangrai brand and (3) the marketing communication strategies for enhancing Chiangrai tourism quality. This research employs qualitative research including documentary, observations, interviews, and group discussions with 27 participants who either had or had not participated in the tourism branding process of Chiangrai province. The collated data were analyzed using a thematic analysis based on the city branding concept.

Findings are as follows: Chiangrai branding focused on utilizing the brand as a functional benefit to develop the province's tourism through Chaingrai brand DNA: STYLE-C. In terms of brand engagement strategy, it is more concerned about external communication than internal communication. Moreover, there are blurred key driving sections and brand communication policies. This may lead to the lack of brand awareness of both the tourism government and the private sector in the province. Therefore, this paper contributes the 4Cs' marketing communication strategies for Chaingrai tourism enhancement including Construction, Communication, Compliments, and Contributors.

Keywords: City Brand; Branding; Marketing Communications; Chaingrai Tourism

Type of Article: Research Article

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กลยุทธ์การสื่อสารการตลาดเพื่อยกระดับการท่องเที่ยวจังหวัดเชียงราย

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บทคัดย่อ

บทความวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา (1) กระบวนการสร้างและสื่อสารแบรนด์การท่องเที่ยวจังหวัด เชียงราย (2) การรับรู้ต่อแบรนด์การท่องเที่ยวจังหวัดเชียงรายของผู้มีส่วนได้ส่วนเสีย และ (3) กลยุทธ์ การสื่อสารการตลาดเพื่อยกระดับการท่องเที่ยวจังหวัดเชียงราย การวิจัยนี้เป็นงานวิจัยเชิงคุณภาพ เก็บข้อมูล จากการศึกษาเอกสาร การใช้เทคนิคทางสังเกตการณ์ การสัมภาษณ์และการระดมความคิดเห็นจากตัวแทนหน่วย งานภาครัฐ และเอกชนที่เคยและไม่เคยมีส่วนร่วมในกระบวนการสร้างแบรนด์การท่องเที่ยวของจังหวัดเชียงราย จำนวน 27 คน และนำข้อมูลมาวิเคราะห์เนื้อหา ภายใต้แนวคิดการสร้างแบรนด์เมือง

ผลการวิจัยพบว่า จังหวัดเชียงรายมีการกำหนดคุณค่าของแบรนด์ที่เน้นประโยชน์ทางด้านการนำไปใช้งาน เพื่อเป็นทิศทางในการพัฒนาการท่องเที่ยวของจังหวัดผ่านแบรนด์ดีเอ็นเอ: STYLE-C ด้านการสร้างความผูกพัน ต่อแบรนด์ พบว่า จังหวัดเชียงรายเน้นการสื่อสารไปยังนักท่องเที่ยวภายนอกมากกว่าผู้มีส่วนเกี่ยวข้องกับการ พัฒนาการท่องเที่ยวในจังหวัด อีกยังความไม่ชัดเจนของโครงสร้างการทำงานและนโยบายสนับสนุนการสื่อสาร แบรนด์ของจังหวัด ซึ่งส่งผลต่อการขาดการรับรู้และความผูกพันต่อแบรนด์ของหน่วยงานทั้งภาครัฐและเอกชนที่ เกี่ยวข้องกับการท่องเที่ยวของจังหวัด งานวิจัยนี้ได้เสนอกลยุทธ์การสื่อสารการตลาดแบรนด์เพื่อยกระดับการ ท่องเที่ยวของจังหวัดเชียงราย คือ 4Cs ได้แก่ การวางโครงสร้างแบรนด์ (construction) การสื่อสารอย่างครบ ถ้วนและต่อเนื่อง (communication) การวางระบบส่งเสริมการนำแบรนด์ไปใช้ (compliment) และ รูปแบบ องค์กรการสื่อสารแบรนด์ (contributors)

คำสำคัญ: แบรนด์เมือง; การสร้างแบรนด์; การสื่อสารการตลาด; ท่องเที่ยวจังหวัดเชียงราย

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Background and Significance of the Problems

It is recognized that brand strategy has been used and has benefited the market of consumer goods for more than 40 years (Pereira, Correia, & Schutz, 2009). Branding can provide an advantage over competitors because brands can make products unique, differentiate themselves from competitors, and make consumers more confident in the quality of their products (Kotler, 2003). Currently, branding has expanded not only to products, services, and business organizations, besides branding can manipulate and encourage various influenced forms including event brands, personal brands, geographic brands, and place brands (Coomber, 2007). Some scholars introduce destination brands (Srisutto, 2012; Pung-nga, Jongshitthipol, Wongmontha, & Thechakana, 2017; Pereira et al., 2009) to help restrict the position of tourism marketing and to emphasize the identity of the tourist city (Cai, 2002; Pereira et al., 2009). Destination branding allows tourists to perceive information on the positive side of their qualifications and benefits tourist attractions. This creates a higher appreciation among tourists than other tourist attractions. Therefore, destination branding allows tourists to pay attention to the communication of the tourist attraction, remember the tourist information thoughtfully, and proceed positively to the communication of the tourist attraction (Keller, 2013; Morgan, Pritchard, & Piggott, 2003)

In Thailand, the city brand or destination brand was created and communicated using mascots in 23 provinces (Wattanarak, 2020). Chiangrai is one of the 23 provinces creating its city branding and it is one of the 55 secondary cities with the highest revenue of 28,548 million baht (growth of 9.57%) (Economics Tourism and Sports Division, 2020). In October 2015, Chiangrai Province started the process of creating an engaging tourism brand for tourism stakeholders such as Government sectors of tourism and culture, tourism associations, private entrepreneurs, tourism communities, Chiangrai artists, and the public who are interested in participating in the branding procedure. The Governor of Chiangrai presided over and was the director of the Chulalongkorn University Brand Management Center. The aim is to determine the direction of developing Chiangrai tourism into high-value tourism with unity. It is used as a compass to create activities, and projects for the development and promotion of tourism, and local community products, to develop the right form of development. However, there is the challenge of implementing and using a city brand for promoting Chiangrai tourism to high-value tourism. The challenge lies in communicating with stakeholders, both the public and private sectors, as well as the local communities, to foster understanding,

acceptance, and participation in marketing and communicating the city's tourism brand in a unified direction.

The study of tourism brand marketing strategies to enhance tourism in Thailand is limited. The existing literature on city and tourism branding in Thailand is mainly focused on the identification and design of the city brand which aims to emblem and promote tourism. For example, the creation of tourist emblems in Bangrak, Bangkok (Srisutto, 2012), Buriram City branding (Harachai, 2018), cultural tourism branding in Lamphun (Chumphuvilad & Santawee, 2022), the guidelines and creation process of tourism city brands for competitive advantage in Pattaya city (Pung-nga et al., 2017). Therefore, there is a lack of knowledge and information on tourism brand marketing strategies to promote high-value tourism to reference for Chaingrai province. These are the main issues affecting the real ability to face the challenge of implementing and using a city brand for promoting Chiangrai tourism to high-value tourism. Therefore, research contributing to the marketing communication strategies for enhancing Chiangrai tourism is significantly required.

Research Objectives

1. To explore the processes of Chiangrai brand communication

2. To examine stakeholders' perceptions of the Chiangrai brand

3. To propose the marketing communication strategies for enhancing Chiangrai tourism quality

Scope of the Research

This research covers the processes of Chiangrai brand communication, stakeholders' perceptions of the Chiangrai brand, and marketing communication strategy to promote Chiang Rai tourism to be a high-value tourism destination. This research identifies high-value tourism as Chiangrai DNA, which is considered a factor of Chiangrai tourism enhancement. This research is conducted in Chiangrai and employs qualitative research methods to collect data with 10 government officers and 17 private agencies who either had or had not participated in the tourism branding process of Chiangrai Province during 2021-2022.

Research benefits

This paper contributes new knowledge on brand building and communication strategy, in particular internal communication to tourism stakeholders for brand engagement and implementation in other second-tier cities in Thailand. We introduce 4Cs marketing communication strategies for Chaingrai tourism enhancement including Contributors, Construction, Communication and Channel, and Compliment of Receivers.

Concepts, Theories, and Related Literature
City Branding for Tourism

Destination branding is a concept that

enhances the efficiency of investment in the tourism industry. The definition of destination branding is diverse and varied from the past. Ritchie and Ritchie (1998) define a destination brand as a name, symbol, logo, or graphic image that represents the identity of a place or shows its differences from other places. The brand is one of the mechanisms that motivate tourists to visit a particular place and create a good memory from the experience that the brand has promoted (Blain, Levy, & Ritchie, 2005). Creating branding for a place should focus on providing visitors with good memories, attractiveness, uniqueness of the place, and quality of the place to make the brand sustainable and communicate the brand to the global market to notice the place.

The processes of brand building and communication management

In the field of tourist city branding, it is the selection of tourist elements to present the best aiming to create the best image (Cai, 2002). It can be defined that tourist city branding is the process of collecting identity and tourist elements nominated through names, symbols, and logos, under the purpose of differentiation for creating recognition, which is a combination of tourism management concepts and modern marketing concepts leading to the creation of competitive advantage (Morgan et al.,2003). The review of the literature on brand building and communication management reveals 3 steps of brand building and communication

management as follows.

Brand Identity

City branding involves defining the essence of the brand or establishing brand values in one or more aspects, such as functional benefits, emotional benefits, or self-expressive benefits Cai, 2002). The process of value determination for brand creation should involve brand creation experts as consultants and a committee comprised of representatives from various sectors, including government, the private sector, and the public (Pung-nga et al., 2017). In this regard, city branding should have a goal to reflect the city's identity and character, create distinctiveness, or cater to the needs of the target group. This is achieved through content related to traditions/beliefs, historical sites/artifacts, cuisine/craftsmanship, tourist attractions, clothing, or arts/perfor-mance (Wattanarak, 2020). Additionally, city branding involves the creation of a brand identity to effectively communicate and connect with target audiences, ultimately contributing to the city's image and reputation. However, the diversity of tourism in a particular city makes it difficult to present a slogan that can cover important tourist issues and be able to fit into the minds of all tourists (Morgan et al.,2003).

Brand design

In terms of brand development and designing, it's important to emphasize the

involvement of stakeholders from across the city or province, ensuring the participation of both beneficiaries and those who might be impacted. This collaborative approach should be combined with the expertise of brand consultants and a brand committee (Pung-nga et al., 2017). The development and design of the tourism brand should encompass elements such as naming, symbols, slogans, images, logos, and mascots. Mascots, often depicted as cartoon characters, are popular choices as they help imbue the brand with meaning and life. They aid in creating memorability and fostering a relationship between consumers and the brand, enhancing understanding of the values and significance shared between the brand and the city's identity (Wattanarak, 2020).

Brand engagement and communication

Brand engagement through marketing communication includes four components: the sender, the message, the channel, and the receivers. According to Rodríguez-Molina, Frías-Jamilena, Del Barrio-García, and Castañeda-García, (2019) and Pereira et al. (2009), there are two target audiences for building engagement. First is the receiver within the province. This involves a communica-tion approach that addresses both government and private sector entities, as well as the local community. The primary message senders should be government tourism agencies, and the communication aims to achieve brand awareness, foster a sense of ownership of the

brand, and encourage acceptance and utilization. This approach emphasizes commu-nicating the brand's values, usage instructions, and benefits. It also focuses on showcasing examples of how tourism components have been developed to align with the city's brand, integrating marketing communication and ensuring continuity. The strategy aims to establish a connection and relationship between the brand and its stakeholders while involving various entities in aligning their efforts with the brand's essence. (Pereira et al., 2009; Rodriguez-Molina et al, 2019; Pung-nga et al., 2017)

Second is the external target groups or receivers, specifically tourists, this involves a communication approach centered on private sector entities that take the tourism brand to develop their products and services in alignment with the brand's values. The primary message senders in this strategy are private sector organizations that integrate the tourism brand into the development of their tourism products and services. This communication aims to raise tourists' awareness of the brand's values, thereby conveying the identity of Chiang Rai. By integrating the brand into their offerings, private sector entities can ensure that tourists perceive and experience the essence of the city through their products and services, fostering a stronger connection between the brand and the visitors. This approach reinforces the brand's identity while enhancing the tourists' understanding and

appreciation of the brand's significance (Rodriguez-Molina et al., 2019; Pung-nga et al., 2017)

Nonetheless, Morgan et al. (2003) noted that the challenge of city branding is a complex process involving policy activities in which every sector in a city or province must participate in the creation and communication of the brand. Therefore, it requires understanding and participation in tourist city branding to determine the direction of the tourist city brand and the role of stakeholders in such activities.
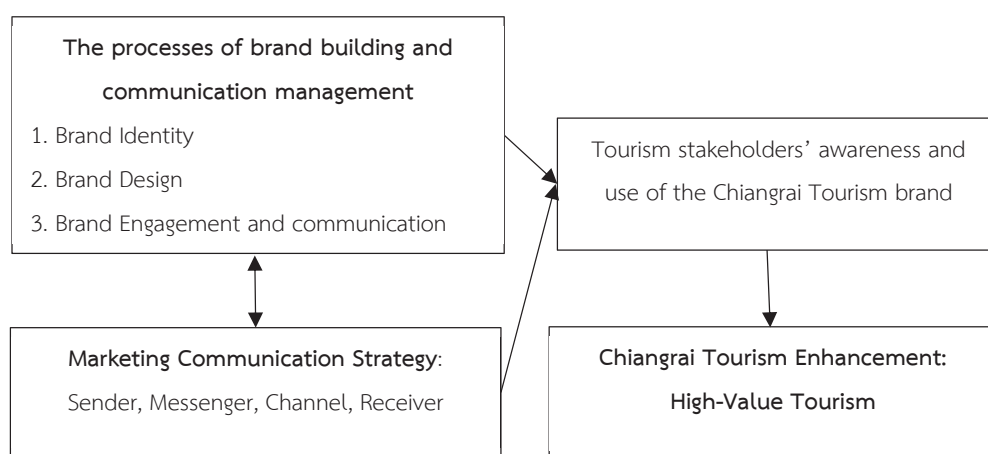
Conceptual Framework

Figure 1 Conceptual Framework

Research Methodology

This research is qualitative. The population and samples are divided into two groups.

1. Ten informants who were involved in the planning of the tourism development of Chiangrai Province include five government officers and five tourism-related businesses namely tour operators, souvenir shops, accommodation, café and restaurants, and event organizers. The face-to-face interview with these samples is to explore the processes of Chiangrai brand communication as well as examine stakeholders' perceptions of the Chiangrai brand.

2. Seventeen informants who had not been involved in the planning of tourism development of Chiangrai province include five government officers and twelve tourism-related businesses. The small group interview with these samples aims to examine stakeholders' perceptions of the Chiangrai brand.

For data collection, qualitative methods including documentaries, site observations, and

small group interviews were employed. Two semi-structured interview schedules were developed for (1) exploring the processes of Chiangrai brand communication and (2) examining stakeholders' perceptions of Chiangrai brand as follows;

1. A semi-structured interview schedule for exploring the processes of Chiangrai brand communication was developed based on the review of previous studies on city brand building and communication (Aaker,1991; Kotler, 2003; Knapp and Woodhouse, 2003; Keller, 2013; Pung-nga et al., 2017). It consists of 3 main questions. The first main interview question is: "Why and how does Chiangrai province identify its brand?" Additional questions relate to the purposes, processes, and stakeholders' participation in brand identifications. The second question is: "How does Chiangrai province design and develop its brand?" Additional questions relate to the symbols, logo, design, mascot, and creators. The final question is: How and in what way does Chiangrai province promote its brands?" Additional questions related to marketing communication strategy and elements.

2. A semi-structured interview schedule for examining stakeholders' perceptions of the Chiangrai brand was developed based on the review of previous studies on brand awareness. It consists of 3 main questions. The first main interview question is: *Do you know about the Chiangrai brand and in which way?* Additional questions relate to the perceptions and feelings of the Chaingrai brand. The second question is: "Do you consider implementing brand DNA with your businesses, why and how?" The final question is the suggestions.

Two interview schedules were reviewed by 3 academics, 1 tourism government officer, and 1 tourism-related business to satisfy the content validity requirements and determine each question's index of item-objective congruence (IOC). The result of all items is at more than 0.80, which Turner and Carlson (2003) suggest that five experts are used to assess the validity and the IOC value is approximately 0.80 to be regarded as statically significant.

To increase the validity of the findings, the collated data were triangulated (Denzin, 1970) and analyzed using a thematic analysis (Braun & Clarke,2012). The analysis is based on the processes of brand building and communication and tourism stakeholders' perceptions and awareness of the Chiangrai brand.

Results

1. The processes of Chiangrai province tourism brand building

There are three steps in the Chiangrai province tourism brand-building process as discussed below.

1.1 Chiangrai Brand Identity

The original purpose of creating a brand in Chiangrai for private purposes would like to present the identity of the province and use the brand as a guide to the development of

tourism in Chiangrai province. All sectors participate in branding under the concept of Inside Out branding. The Deputy Director of the Tourism Authority of Thailand, Chiangrai Office (2020) said: "When tourism entrepreneurs have proposed to create a brand, the Governor of Chiangrai Province appointed the Chiangrai Brand Building Operation Committee with both government and private sectors to participate in the joint conference which fully support and provide consultation "Chiangrai branding" by academic from the Chulalongkorn University director, Brand Management Center.

The research found that Chiangrai brand personality represents the last-long history, culture, beautiful nature, and diversity of people in Chiangrai. Brand DNA is STYLE-C, which stands for Sustainability, Taste, your

service, Liveliness, Elegance, and Connecting. This identity is presented through the message of "Hug Chiangrai". Moreover, Chiangrai's brand positioning is Hug Chiangrai.

1.2 Chiangrai Brand Identity Design

The evidence shows that the brand committee is responsible for defining brand positioning as Hug Chiangrai and its accompanying motifs. The brand logo design has the concept of Brand DNA: STYLE-C as the starting point in the design, bringing the charm of Chiangrai in 3 parts including valuable culture, beautiful nature, and friendly people. In addition, typography is used in the form of handwritten letters in the word "hug" and selects lowercase letters, indicating delicacy and taste, linking travel, trade, connecting people and time, as shown in Figure 2.

Figure 2 Chiangrai Brand Identity Design

The paper also found that Chiangrai introduces warm hugs as a brand Mascot that represents mountains and clouds of fog with

abundance, fresh, bright, and cheerful, as Figure 3

Figure 3 Chiangrai brand mascot

1.3 Brand engagement and communication

This paper reveals that Chiangrai has hired designer and branding experts to carry out media production and public relations planning by working with the Chiangrai Provincial Tourism and Sports Office, the Tourism Authority of Thailand, the Chiangrai Office, and other local government agencies. The design, creation, and production of media to convey the story of the brand "Hug Chiangrai" and the design, creation, and production of media must be consistent with the content of the framework and can transmit brand DNA.

The target audience is the groups involved in Chiangrai both public and private sectors, the group of tourism operators, and community-based tourism companies which also raise awareness and encourage potential tourists to travel from the main tourist cities to travel to Chiangrai Province through integrated communication including printing media, on-line and viral media, special activities, and goods using raw materials of Chiangrai. Each media will be used to add different objectives and target groups. Therefore, conducting communication activities for both internal and external target groups, government agencies and entrepreneurs have participated in the process of developing the Chiangrai Tourism Brand to bring this brand identity to develop their products and services.

2. Tourism stakeholders' perceptions and opinions of the Chiangrai tourism brand

In interviews with informants; both the government and private sectors, it is evident that many of them lack an understanding of the meaning and significance of the Chiang Rai brand as noted *"I don't know what the province is trying to communicate. 'Hug'—what is it? Does it represent a company or something?"* (Tourism entrepreneur 1) and *"Why did a cer-*

tain group join and what's the purpose? Is there a continuation or a vision for tourism, culture, or something?" (Tourism entrepreneur 2).

The findings revealed that business owners' lack of comprehension regarding the intended message and content of brand communication results in an inadequate link between tourism brand creation and the local people. The study further showed that the lack of clear linkage hinders private sector entities from utilizing the brand to elevate their tourism offerings. This is exemplified in the statement: *"It is as if they have not really interacted with us or understood our process. If they do not know where the process comes from or what these words mean, will it really encompass them, or do they not know how to use it?"* (Tourism government 3).

Furthermore, the study found that both the public and private sectors shared the opinion that they have not used and implemented the brand DNA because they have not perceived the benefits of doing so. This is evident in statements like: *"We've used it, but we haven't seen any improvement. It hasn't come back to help us"* (Tourism entrepreneur 2) and *"Why do we have to invest in using this mascot? If we use it, do we need something extra compared to others?"* Tourism entrepreneur4).

On the other hand, there is evidence that certain private sector entities participating in the tourism brand creation process have successfully utilized the brand because they understand its value and see the benefits. For instance, one participant who employed the Brand DNA framework for creative projects within their community said, *"We joined the process of creating the Chiang Rai tourism brand. We recognize the advantages of using the brand as a guideline for our development work, so we tried implementing it."* (Tourism entrepreneur 8).

In sum, it is evident that the recent tourism brand communication has focused on communicating with external audiences but the lack of connection with people in the province, in turn, affected the recognition of tourism brands in the province. Most tourism-related entrepreneurs lack awareness and understanding of the brand which causes the inefficiency of brand use for tourism development. Also. entrepreneurs do not perceive the benefits of using and implementing the brand, which affects the adoption and deployment of tourism.

3. The marketing communication strategies for enhancing Chiangrai tourism.

Based on the weaknesses and limitations of Chiangrai brand marketing communication as discussed in section 2, which cause the lack of awareness and understanding of the brand of most entrepreneurs. This results in the inefficiency of brand implementation for tourism development.

Therefore, this paper introduces the primary integrated communication strategy that aims to communicate the value and image

of a city through the development of physical or landscape, infrastructure, architecture, and behavior of urban people following the DNA

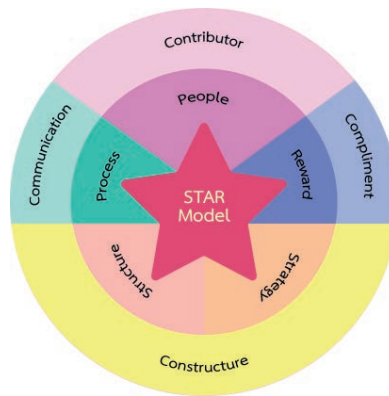brand. There are 4 marketing communication strategies as shown in Figure 4.

Figure 4 Model of marketing communication strategy for Chiangrai Tourism introduced by researchers (2023)

1.1 Contributors/Senders are brand communication organizations, creating organizations that are responsible for brand management. They are responsible for promoting the complete usage of brands to entrepreneurs through business development management, marketing, and creative development to promote and help encourage the creation of products, services, and tourism services for tourists aiming to gain experience with the brand, as well as the responsibility for establishing the continuity of brand communication systematically and also the sectors related as consultants.

1.2 Construction/Messengers refers to and emphasizes the brand structure (Brand DNA) and Brand Essence, as well as the utilization of brand identity to connect culture, belief, faith, people, and aimed targets through

communication, building a system of operational organization with a complete and effective management system through various commitments, creating brand communities, creating a broad and multi-sectoral engagement, creating brand adoption as the direction of tourism development throughout the city's top management, organization and also crafted responsible operator and tourists.

1.3 Communication/Channel to create a comprehensive and continuous marketing communication (continuous) through the communication process from responsible organizations to the responsiveness targets and the tourism operators to create continuous communication and brand touch points throughout tourism products and services related to tourists in another angle which creates brand experience and confidence in

the brand, and positioning to reduce the budget constraints of the government to communicate brands to the aimed targets.

1.4 Compliment of Receivers is a brand adoption promotion system, which is a system of brand promotion to serves as a direction for the development of goods and services for the entrepreneur by providing benefits from the organization responsible for the brand, promoting sales marketing, creating brand cooperation for entrepreneurs, and providing comprehensive management, creativity, and marketing services to entrepreneurs.

Discussion

This study has four key findings. First, awareness and recognition of brand use affect brand acceptance and use for the development and enhancement of products, services, and tourist attractions of stakeholders, both private and community in Chiangrai. The findings support Rogers (1959)'s concept of acceptance of innovation.

Second, Chiangrai Tourism Branding has focused on utilizing the brand to develop the province's tourism (Functional benefit) and communicate with external tourists to recognize the identity of Chiangrai. Unlike Chumpradit and Khunsri's (2006) research on participatory communication to preserve the Lanna identity of the community of Wiang Chai Municipality, Chiangrai Province, stated that the brand design and presentation of communication content that will help convey the

Lanna identity must be content that represents the Lanna identity which has been passed down from the past to the present, and even if it is applied according to the ages, it is still necessary.

Third, the tourism brand of Chiangrai province has focused on utilizing the brand to develop the province's tourism (Functional benefit) by bringing a variety of identities to tourists through its genetic brand, STYLE-C, to serve as a way to develop and communicate the tourism identity of Chiangrai, as well as a brand mascot, is created representing mountains and clouds of fog, with abundance, fresh, bright, cheerful. This is different from Buriram's branding which focuses on building brand ties through the process of bonding with the local area (Placement Attachment) process by Harachai (2018) according to the local identities that were used to create the brand of Buriram City are the archaeological group, antiquities and sports city groups, as well as the research of Wattanarak (2020)'s research on communicating provincial identity with mascots to promote Thai tourism, and found that the provincial identity found from mascots has 7 aspects (1) traditions and beliefs of the province, (2) ancient sites and antiquities, (3) food and handicrafts of the province, (4) tourist attractions (5) costumes (6) Visual Arts and Culture and Performance (7) Provincial Symbols enthusiast by Identity that most mascots use for communication, provincial identity which is the identity of famous

sightseeing of province.

Moreover, it was found that the Chiangrai brand design focuses on communicating with external tourists to recognize the identity of Chiangrai, which may have a positive impact on Chiangrai province in terms of attracting tourists, which Rodriguez-Molina et al. (2019), tourists will choose a tourist that meets their needs and identities. Tourists will perceive the attraction through the brand image. However, the city's brand design of Chiangrai also lacks linkage with people in the province, especially beliefs, and faith, failing to recognize and use the brand to develop and enhance tourism. Rodriguez-Molina et al. (2019) propose that, although tourist cities have a variety of strengths and identities, they should position their brands that offer unique and distinct identities from other cities only to reduce confusion among tourists.

Lastly, according to the study, limitations and barriers affect tourism brand marketing communications, especially the continuity of marketing communications, resulting in the lack of understanding of brand value (confusion the conveys of Hug Chiangrai brand), resulting in a lack of commitment to the brand, which is consistent to the study by Rodriguez-Molina et al. (2019) conducted a study on the positioning of a city brand with the type of tourism and the continuity of communication and found that if a city has a location of a city brand based on a variety of tourist attractions and city identities, continuous communication will lead to understanding and lead to successful branding of the city.

Recommendation

This research has planned to collect data from multiple case studies. However, due to the COVID-19 pandemic, Thailand has announced that the travel has not been able to travel to collect the data. However, researchers cannot collect information or interview online because of the in-depth interview. If it was collected data online, it would be less effective. Therefore, researchers can only collect insights in Chiangrai province, which is the area where the researchers live, even if the study results can create new knowledge of the establishment and communicate brand marketing, especially internal communication to stakeholders in tourism to achieve brand acceptance and deployment to enhance tourism for Chiangrai province. However, the knowledge may not be applied to other tourist cities because data collection takes place in Chiangrai. Therefore, further research should be collected from several provinces to compare and identify patterns or differences to understand the process of marketing tourist city brands by using many case studies for efficiency assurance.

The study of the urban brand marketing communication strategy should collect the awareness of the city from the audience both internally and externally to be used in the presentation of appropriate communication

strategies. However, due to the COVID-19 pandemic, Thailand has announced the abstinence of travel, resulting in no tourists coming to Chiangrai. Therefore, we recommend employing a quantitative method to collect data from a wider population for further study.

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