

APPROACHES FOR DEVELOPING COMMUNITY BASED SUSTAINABLE TOURISM PRODUCTS ; RESEARCH FOR DEVELOPMENT APPROACH.

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ABSTRACT

The research was used SWOT analysis, it was revealed that all of five communities had a strong point (strength) on its unique, tradition culture, and way of life; particularly on their costumes and language. However, the following were found to be a weak point (weakness) of all five communities; product price, unclean standard of products and also the absence of community band or logo. The connection of neighboring tourist spots was identified to draw tourists to visit their communities (opportunity). Problems or threats encountered were politics, economy, and uncertainty of tour service charge.

It was found that two of five communities (Sobwin and Phanokkok communities) had the aggressive position. Both of them had strong point on unique way of life, interesting tourism activities, and well-known neighboring tourist spots. On the other hand, increased competition on tourism activities, political instability, economical uncertainty, and uncertainty of tour service charge were problems encountered. Thus, members of community based tourism business management club had plans for their project implementation using the process of market approach and service adding for customers.

Furthermore, this research also found that members of all five communities based tourism business management club had participated in determination of appropriate marketing strategies; 1) marketing promotion; 2) establishment of alliance networks and coordination among entrepreneur and concerned organizations; 3) potential development of the community for strong tourism business management, and 4) development of form of tourism activities. Local communities also participated in project planning and implement on the determination of vision, mission, and goal. Thus this was a part of the factors affecting the success of tourism business management with local as well as for local community.

Keywords Management Strategy, Community Based Tourism Management
Background and justification

Management of marketing of highland community based tourism in Chiang Mai is not systematic due to lack of human resources that have the knowledge, skills and experience in strategic marketing to handle the increasing number of tourists. When the number of tourists decreased during the high season there is a corresponding decrease in income from tourism as well. Thus, in order to maintain the number of tourists and their interest in the highlands continually it is necessary to use strategic marketing for tourism by relying on the cooperation of the local people in the community and various agencies for the benefits of the local community and also conform to the government policy since 1999 on tourism management in the highlands that achieve the following goals: 1) to improve the quality of life of the

people in the highlands by acquiring income from tourism activities, 2) to develop the tourism in the highlands through community participation, 3) to conserve the natural resources and environment, preserve local culture (Research Institute for the Hill tribes, 2004). The local citizens in the highland lack the knowledge and understanding on tourism marketing systems and management of tourism activities in the local community or there is no procedure that rely on knowledge, skills, and experience or the experts on management of income that can be distributed to all levels of the community. Besides this, the market is not stable making the local people worry about the activities for the tourists.

This research was conducted to study the guidelines for a systematic management of highland community based tourism that is suitable to the needs of the tourists and the locals in the community. Benefits from this research would be important towards the development and promotion of the understanding on the process and guidelines but not affecting the way of life, culture, and values of the local community. Furthermore, the study would be beneficial to the agency involved with tourism in their policy making and planning schemes for tourism.

Theories /Ideas

This research study used the theory on the role of management of community tourism that entails participation of the local people as the owners of the tourism resources that could be profit or a liability for the locals. Because the various resources in the local area including the natural resources, historical, cultural traditions, way of life and way of production by the community will be used as capital or investment factors in the appropriate management of tourism. This also include human resource development in the local community by giving knowledge, capabilities in the implementation starting from internal and external environmental analysis, principles of SWOT analysis, in order to dictate the position of the strategy for management using the method of The Strategic Position and Action Evaluation – SPACE matrix. The work plan and project is done using the strategy for successful tourism within the principles appropriate for each community in a sustainable way.

Goals of the research

1. To conduct internal and external environmental analysis that would lead to the success of highland community based tourism in Chiang Mai
2. To indicate the position of the market for the highland community based tourism in Chiang Mai
3. To compare the positions of the markets for highland community based tourism in five communities as follows: 1) Ban Panok-kok, 2) Ban Mae Samai, 3) Ban Sree Dongyen, 4) Ban Pang Dang Nai, and 5) Ban Sobwin.
4. To make a strategic plan for the management suitable for highland community based tourism in Chiang Mai

Research Hypothesis

The strategic positions of the market for the management of the highland community based tourism in the five villages vary which could affect the strategic plan for the highland community based tourism.

Research Methodology

In this research the data were collected from community tourism under the Project Promoting the Highland Economy of Social Development Center Unit 13 in Chiang Mai totaling five (5) target communities as follows:

- 1) Ban Panok-kok, Moo 9, T. Pongyang, A. Mae Rim, Chiang Mai composed of Mong hill tribe with a population of 218 individuals aged 15 years and above.
- 2) Ban Mae Samai, Moo 6, T. Pongyang, A. Mae Rim, Chiang Mai composed of Mong hill tribe with a population of 971 individuals aged 15 years and above.
- 3) Ban Sree Dongyen (Ban Ton Loong), Moo 5, T. Banchang, A. Mae Taeng, Chiang Mai composed of Mong hill tribe with a population of 384 individuals aged 15 years and above.
- 4) Ban Pang Dang Nai, Moo 9, T. Chiang Dao, A. Chiang Dao, Chiang Mai composed of Palong hill tribe with a population of 160 individuals aged 15 years and above.
- 5) Ban Sobwin, Moo 9, T. Mae Win, A. Mae Wang, Chiang Mai composed of Thai citizens with a population of 530 individuals aged 15 years and above.

Fig. 1 Data collection from the five villages, namely, Ban Panok-kok, Ban Mae Samai, Ban Sree Dongyen, Ban Pang Dang Nai, and Ban Sobwin

Since the populations are large, samples were drawn with a sample size of 338 individuals following the method of Yamane (Boontham Kitpreedaborisut, 2000:13) indicating degree of variance of 0.05 and calculate the group size (sample) per community following Nagtalon (Weerapon Thongma, 2002:40) as shown in Table 1.

Table 1 Number of individuals and sample size in the research

Community	Number of individuals	Number of sample groups
1, Ban Panok-kok	218	33
2. Ban Mae Samai	971	145
3. Ban Sree Dongyen	384	57
4. Ban Pang Dang Nai	160	24
5. Ban Sobwin	530	79
Total	2,263	338

Based from this sampling, data were collected from the samples using simple random sampling, by drawing lots by the individuals aged 15 years and above from the five villages. Research instrumentation used in data collection was interview method using close-ended questions made by the researcher with the steps as follows:

Step1. Researcher went to see the individuals from each sample/village to conduct internal and external environmental analyses for the management of highland community tourism including four steps as follows:

Step 1.1 Evaluate the strengths on the management of highland community based tourism in Chiang Mai province in five (5) villages/communities.

Step 1.2 Evaluate the weaknesses on the management of highland community based tourism in Chiang Mai in the five (5) villages/communities.

Step 1.3 Evaluate the opportunities on the management of highland community based tourism in Chiang Mai in the five (5) villages/communities.

Step 1.4 Evaluate the threats on the management of highland community based tourism in Chiang Mai in the five (5) villages/communities.

Step 2. Researcher collected data from Step 1 and present the data in the meeting of the members of the Tourism Association/Club to analyze each aspect by indicating weighted score per item forming a SPACE matrix in order to know the position of the market trends of the highland community tourism in the five (5) villages/communities.

Step 3. Researcher calls for a meeting with community leaders and members of the Tourism Association/Club and community sets up a stage for the community in order to mobilize opinions and exchange ideas whereby the Tourism Association/Club indicates the strategic plan for the management of highland community tourism in the five (5) villages concluding with an agreement.

Apart from this researcher implements data collection as follows:

1. Set a tool and test the validity and reliability of the tool by testing the content validity. In testing the reliability, use the instrumentation for collecting data from the individuals which did not come from the samples drawn from the five villages of 1) Ban Panok-kok, 2) Ban Mae Samai, 3) Ban Sree Dongyen, 4) Ban Pang Dang Nai, and 5) Ban Sobwin as six (6) individuals per village totaling 30 individuals and analyze the data to obtain the reliability of the research instrumentation.
2. Stage Community Meeting is by engaging in a dialogue between members of the sample village and researcher in order to obtain data on strengths, weaknesses, problems/difficulties using AIC method as follows:
 - 2.1 **Appreciation:** Make the individual who attended the meeting accept and delight wherein the population are committee members and individuals interested in tourism introduce themselves to get to know each other and feel good towards one another both from the village and the researchers. Divide the population into four (4) groups to analyze the strengths, weaknesses, opportunities, and threats of the tourism business in the village/community. In this case, undergraduate and graduate students of the School of Tourism Development, Maejo University will analyze as well.

2.2 **Influence:** Mobilization of Opinions/Ideas by:

- 2.2.1 Survey the data from the people / group samples totaling 338 individuals from five villages by interviewing and observing which are delegated to the five assistant researchers. Interview is done using semi-structure interview which composed of questions on the evaluated strengths, weaknesses, opportunities and threats on the highland community based tourism management in each community/village.
- 2.2.2 Bring the data from the interview of the population of 338 individuals for analyses, interpretations and summarize by comparisons of data from stage community meeting. Present the data before the Tourism Association from the five villages for them to know the strengths, weaknesses, opportunities and threats which serve as information for the tourism activities in the community and make comparisons in the various villages.
- 2.2.3 Open/Give opportunities to each member of the village by having a role in considering, deciding, and indicating the guidelines towards solving the problems in the implementations of their cooperatives.

2.3 **Control:** Bringing the evidence / principles on strategy formulation and use them in the job implementation. There was a meeting of the committee (board) and some members of the Tourism Association who are responsible in dictating the guidelines on the management of community tourism wherein researchers and assistant researchers will make the work plan and the urgent programs for five years (2009-2013) conforming to strategic positions that were analyzed by SPACE matrix method.

After these data were collected from the interview and the researcher present the data that passed validity and reliability and arranged into groups for analyses as follows:

Step1: Researcher applies statistical analyses as frequency, percentages for internal and external environmental analyses of tourism business by the five villages.

Step 2: Know the market positions of tourism business of highland communities in Chiang Mai province in five villages wherein the members of the Tourism Association/Club analyze each aspect and determine the weighted score in each aspect wherein in each aspect the weighted score is equal to 1. From all the weighted scores obtained, the average in each aspect is determined to form a SPACE matrix to know the market positions.

Step 3: Analysis of SPACE matrix for the management of highland community tourism in Chiang Mai. Researchers and individuals that provide the data will jointly make the strategy using SPACE matrix in the following steps:

- 3.1. Make a matrix table: For each aspect, using the strength and weakness (internal factor) that arranged according to scores arranged them in horizontal way. On the other hand, opportunities

- and difficulties (external factor) arranged according to scores arranged them in vertical way following SPACE matrix.
- 3.2. Choose only the strength and weakness, opportunity, and threat with scores at high and middle levels (scores between 1.67-3.00) which are factors that are important in the strength, weakness, opportunity, and threat with scores at low levels (scores 1.00-1.66) which will not be considered but reconsidered factors with scores between middle and low levels.
 - 3.3. SWOT matching: In each aspect, which is a technique in making a strategy by matching
 - 3.4. In making a strategy for management of highland community tourism in Chiang Mai in 5 villages, the researcher and individuals as source of data bring the weighted scores in each aspect be considered for analysis for SPACE matrix in order to come up with an appropriate strategy and make a work plan following the strategy. Members of the Tourism Association will determine work plan and project for success of the highland community tourism business.

Results and Discussion

Strategic management is one way in running tourism business in achieving goals and in this research strategic marketing is used wherein the people in the local community can control or develop by analyzing / conducting internal environmental analysis. The community in the highland of Chiang Mai will together know and analyze strengths, weaknesses in an organization composing of eight items as follows: 1) product, 2) price, 3) place, 4) promotion, 5) personnel or people, 6) procedure in giving services/ process, 7) physical evidence, and 8) partnership. While for external environmental analysis, analyzing external environment is by knowing the opportunities and threats composing of macro and micro environments that affect the tourism business. The highland community based tourism in the five villages get the cooperation in establishing the Tourism Club and setting tourism activities by the people in the village which are income-generating by providing additional or side jobs besides their regular jobs which conformed to Sin Sarobon *et. al.* (2003:237) citing that in economic dimension, renovation of tourism with people participation brings income to the community by using resources or public property as tourism investment. Income is distributed equally and justly or appropriately. And most important is majority of the people in the village unanimously agree using the tourism resources that already exist such as the nature, art and culture, tradition, historical places and should also be developed as source of tourism in the community. By conducting meetings, discussion or mobilizing opinion and ideas that give satisfaction on local community development for sources of tourism is the true need of the majority in the village and the villagers also understand that tourism is just one way of generating income in the village and not the main source of income.

Results of the study show that the strengths of the highland community tourism in the five villages include cultural unity, tradition, and the hill tribe way of life. In having convenience, tourism activities of the villagers have variety, and the effect is satisfaction of the tourists in coming or visiting the village and experiencing

the culture in the village. Also, the villagers received by-product both directly and indirectly as emphasized in Weerapon Thongma (2008:188-189) citing that people in Sobwin village, Mae Wang district, Chiang Mai province have satisfaction from the tourism activities in their village because they brought income to all levels in the village. Apart from this, the villagers learn cultures of other peoples and places from the exchange of know how making the villagers realize the importance of tourism resources both the natural resources and cultural resources. These are factors that help or trigger the people in the village to have the consciousness in the conservation of the said resources conforming to the study by Weerapon Thongma and Prajate Amnat (2004:87) citing that tourism activities have positive effect to the local people in the village in Mae Raem sub-district, Mae Rim district, Chiang Mai province wherein the tourists have a role in giving opportunities to the local people to see and learn the culture of other peoples and places that give value to the nature and culture resources in the local village, Furthermore, Weerapon Thongma (2008:94) add that tourism activities that are conducted in Sobwin village, Mae Win sub-district, Mae Wang district, Chiang Mai province make positive impact on the economy, social and cultural aspects of the community which are also the factors that trigger the community leaders to be interested in developing the community and have the enthusiasm in promoting tourism more which conforms to Potchana Suansree (2003:187) citing that community leaders and community nucleus can analyze external circumstances and problem situation of the village at all time until they can solve these problems clearly. Tourism activities can be one type of activity or activities connecting to the solutions of the problems of the community as a whole. These can be considered as goals of tourism activities until the community can offer tourism activities each whole day. Security in the community is also done by having security guards and conservation of natural resources is also done which conforms to Wanna Wongwanich (2003:36) citing that security of the tourists is important in maintaining the number of tourists. Garbage or waste management and nature conservation are important factors.

Community based tourism is a type of service business that rely on principles of marketing mix in developing the mode of service which conforms to Chatyaporn Samerjai (2005:53) citing that there are eight components of business which include the following: product, price, place, promotion, people, physical evidence, and procedure in giving service process and partnership should conform to suitable form of the product including the potentials of the business and guidelines in considering. Therefore, marketing management does not depend on considering or choosing the ways or methods or best guidelines but on choosing a way or strategy suitable to the type of needs/demand and behavior of the market/clientele always until suitable with the product and presentation of the business.

As to increasing competitiveness in the tourism business is a threat to community tourism especially the political situation of the country that is unstable. Demonstrations opposing the present government and conflicts within or between the political parties have affected the economic situation and tendency towards the decrease in the number of tourists are seen clearly. These led to low spending of the consumers and are problems to the tourism business.

Although tourism business can improve the economy of the country there are also accompanying problems especially economic systems wherein everything is

considered in terms of its economic value that leads to competition and competitiveness, taking advantage of others, and lack of generosity towards others conforming to Wana Wongwanich (2003:19) citing that tourism is involved with service business at all times up to the point of using many ways to get the attention of the tourists and it is also involved with the politics and economy of the country. Thus, a stable politics will support tourism business to grow and progress and increase the income of the country. Correspondingly, if the politics is unstable, number of tourists coming will decrease and the economy will be low, inflation and deflation of the currency will affect tourism business.

The media and advanced technology that affect the way of life of the hill tribe people in a way that the traditions are forgotten as cited by Yos Santasombat (1997) in Tipwanna Thiangtham (2005:19) stating that culture is dynamic and changes which are due to diffusion of culture or advanced technology including determining the price of the competitor that is unstable. There is price cutting of competitor within or outside the community. These lead to weakness and threat in the management of community tourism as well which conforms to Thirakitti Navarat N Ayuthaya (2004:95) citing that procedure in services and determining the price of the competitor have effect on the price of the business. Since the price of the competitor has an effect on the decision making of buying by the clientele/consumer. Also the community does not have the rules and regulations for the tourists coming to the village. Tour companies or tourism entrepreneurs that prepare various tour programs are taken advantage of by the tourists. Lack of know-how and understanding of community based tourism by the tourists can affect the price of tourism product.

Strategy and work plan on management of highland community based tourism is considered from investment on tourism resources and human resources in the community conforming to the results of the analyses of position strategy and evaluation of implementation (SPACE matrix) by management of community tourism in Ban Sobwin and Ban Panok-kok that should use aggressive strategy while for Ban Sree Dongyen competitive strategy should be applied. Members and people in the community should all together determine work plan and projects as an agreement of the community in the true sense conforming to Nutnarot Rattana Suwangchai (2003:40-42) cited in Weerapon Thongma, (2005:126) stating that government and private sectors should have the visions, policies and rules on tourism marketing clearly to set up a marketing system that promote sustainable tourism resources. Policies and rules should be suitable to various changes and have flexibility that can adjust to circumstances because if various offices/agencies have many conditions they will make the marketing system a failure and has an effect on the economy and social aspects of the local community and the country as well. Thus, the various offices should cooperate with each other to have a sustainable marketing system for tourism. Highland community tourism in Chiang Mai province in the five villages: 1) Sobwin village, 2) Panok-kok village, 3) Sree Dongyen village, 4) Mae Samai village, and 5) Pang Dang nai village should rely on the cooperation including on the community organization, tourism organization, and private organizations all the time until the tourism entrepreneurs involved in the management of tourism conforms to Sin Sarobon et.al. (2003:235) citing that some in the private sector have the roles of monopolizing the tourism business that emphasize on income and progress growth of tourism business only and sometimes have an effect on destroying the local culture and the environment. Since the local community does not have the power in the

management of their own tourism. Thus, it is necessary to determine the roles of the local government such as the Sub-district Administrative Organization (SAO) having the role of cooperating with the people in the management and looking for a model for community tourism that change the economic structure and society, policies, and environmental management and more and more.

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