

**GUIDELINE FOR INTEGRATED MARKETING STRATEGY DEVELOPMENT
FOR THE IMAGE-BUILDING OF ECOTOURISM BY BAN PAMBOK COMMUNITY
THUNG YAO SUB-DISTRICT, PAI DISTRICT, MAE HONG SON PROVINCE**

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Abstract

This research aimed to study the development of sustainable integrated marketing strategy for the image-building of Ecotourism. Population and sample were stakeholders in the Ban Pambok community. The samples were selected by purposive sampling from 20 people who interested in ecotourism management grouping. Data were collected from the interview. The results of the research showed that the suitable strategy for sustainable ecotourism by Ban Pambok community is the growth acceleration strategy to expand the organization. The strategies that correct and appropriate to use to integrate the community are: 1. Product development which includes: 1.1) new market development 1.2) the development of the variety of ecotourism to attract more attention 1.3) the development of the identity of the brand that represents the meaning of ecotourism. 2. Market penetration strategy which includes; 2.1) raise the awareness of tourism and service identities by using marketing communications strategy via lifestyle, traditions and beliefs 2.2) unify the communication of the organization by giving the information 2.3) increase online marketing channels. 3. Emphasize the market development which includes: 3.1) market research for ecotourism development 3.2) use the product/ design strategy of the tourism from upstream to downstream.

Keywords: Potential Development, Identity, Ecotourism, Sustainability

Introduction

Tourism is the industry that plays the important role in the development of the economies of many countries all over the world, the government of each country emphasizes to enhance and develop the potential to increase the competency of competitiveness in order to compete for the world tourism market share, especially, the countries in Asia and ASEAN that have established the marketing strategies to attract more tourists around the world to visit them (Department of Tourism, 2015). In 2015, ASEAN Economic Community (AEC) was formed, (Office of Internal Audit of the Royal Thai Police), then there are the links of the international transportation routes between the member countries, which lead to the convenience of travel, telecommunications, modern information technology, freedom of labor migration, increasing number of consumers and the demand for the markets is increasing. Therefore, the direction of tourism in ASEAN countries has increased significantly and it is expected that more than 80 million tourists will travel to ASEAN countries. As the results of the liberalization of tourism services, which includes travel agencies and related services under the ASEAN framework, there is a high possibility that the future competition trends will increase more intensively, respectively from both the existing and the new competitors who would like to enter the tourism industry to compete for a larger share of the tourism service market in accordance with the economic trends of the ASEAN region. For Thailand, the tourism service sector has a high potential in term of the availability of services to foreign tourists and the improvement of the facilities. Tourism sector liberalization is a factor that will help promote tourism organizations to have more incomes from the increase number of foreign tourists traveling in Thailand, which will lead to the income distribution to various activities related to tourism. From the observations of the tourism situation of Thailand in 2019, there were 39,797,406 tourists, with a growth rate of 4.24 percent when comparing the statistics of the same period of the previous year and the number of Chinese tourists grew about 4.36 percent, the income was 1,933,368.23 million Thai Baht, which increased 3.05 percent. Even if tourism generates the income and cause the economic growth to the community, on the other hand, tourism has affected the sustainability of the ecological environment, society, culture, and the way of life in the community as well, for example, many tourists have visited the area more than the environment able to support, then there is the problem about waste, waste water, and the invasion that cause the environmental degradation. Sometimes, it also causes the conflicts with the people in the community, such as insufficient water supply for

consumption, forest encroachment, affect the way of life or the culture of the community has changed. The popularity of the Community-Based Tourism (CBT) is one tool or strategy that can strengthen the community in resource management of the nature and culture by the process of the community member participatory which allows the community to participate in the direction of development and benefit from tourism. From the vision “The center of tourism, trade, and investment to the world, the outstanding Lanna culture and livable society” of the the Upper Northern Provincial Cluster 1, which consists of Chiang Mai, Lamphun, Lampang, and Mae Hong Son, has reviewed the strategic plan for the development of the Upper Northern Provincial Cluster 1 of year 2014-2017 to make the provincial group development plan by focusing on economic and social development to increase the competency in the competition and lead to the stimulation of the investment of the private sector and generate income for the provinces. The strategic issues were identified as follows: The first strategic issue is to promote the holistic restoration and conservation to create a beautiful and charming atmosphere, the second strategic issue is to promote the creation of products and services that are outstanding and valuable by focus on health products, craft creative arts, and culture tourism, and the third strategic issue is to enhance the development of the trade and investment by focusing on the health industry, meetings, incentives, conferences and exhibitions (MICE) industry, education service industry, and processed agricultural industry to support the tourism and the entry into the ASEAN Economic Community (AEC) (The Office of Strategy Management: Upper Northern Provincial Cluster 1, online). Mae Hong Son is the province with the highest natural based tourism growth in the northern region, especially Pai, which is the historical city. The population of Pai that settled in this city was originally Pai or Pi people, which was an ethnic group. There are the evidences of the remains of the temple and the pagoda that are scattered throughout the mountains, the foot of the hill, Pai’s alluvial plain. Some of the buildings are built with stones, such as in the forest near the waterfall, which is the source of water of Mae Ping Noi River, some places have ditches as the deep trenches on the steep mountains and the pagoda on the hilltop. There is a historical background that Pai was a city that settled since prehistoric times, the city of Pai was an important city of Lanna during the Mangrai dynasty that had Chiang Mai as the center and later on Pai city was abandoned along with the city of Chiang Mai. During the year 1775-1795, there was the evidence that the first ruler was “Khun Sang Pai”. In the reign of King Mahotarapraphet, the ruler of Chang Mai, prince Kaew Muang was sent to explore the

border and found that the terrain was interesting, he advised Khun Sang Pai to move the city to the west side of the Pai River because it was a wide plain, then they called the new city “Wiang Tai” while the old city was called “Wiang Nuea”. Later, Pai city was restored to the village and developed into a Pai district with many members of the immigrant ethnic group, including Thai Yuan (Khon Muang) and Paganyaw (Karen) who settled in Pai. The ancient city of Muang Noi is a community that found the archaeological evidence, legend, and stone inscription reflects that Muang Noi was an important city in the history of the Mangrai dynasty, which located in Wiang Nuea sub-district, as Pai city was located in a fertile area, has many rivers flowing through, which suitable for agricultural occupation. Now, Pai is one of the important junction cities on the route between Chiang Mai and Mae Hong Son (Thai Tambon, 2015). Therefore, the team of the researcher would like to study on the guideline for integrated marketing strategy development for the image-building of ecotourism by Ban Pambok community, Thung Yao sub-district, Pai district, Mae Hong Son for sustainability. It is also another strategy that encourages the local community to develop their own community by develop the marketing strategies, create the effectiveness of the integrated marketing promotion activities strategy to be able to meet the needs of consumers and able to generate the income and security for the community and or the entrepreneurs in order to strengthen the foundation of the economy together with the stability of the society to stimulate the quality tourism market, develop the product and service to meet the market and community needs as well as promote the foundation of the development and promote the tourism of Thailand as the quality balanced and sustainable tourism destination by aiming to raise the quality of life, well-being, income generation and distribution to people in local communities while strengthening the community in the same direction as the development of a sustainable and balance the environment.

Objectives

To study on the guideline for integrated marketing strategy development for the image-building of ecotourism by Ban Pambok community, Thung Yao sub-district, Pai district, Mae Hong Son, for the sustainability.

Methods

The research aims to study the components of the general environment of the tourism industry, the situation assessment and formulation of a proactive marketing strategy plan, which consisting of the elements of concepts and theories. The research is a qualitative research and focuses on the characteristics of multi-site case study research, which conduct the 4 steps of area context research as follows: **Step 1.** Analysis of all five impacts of doing business using the Five Forces Model that has five key elements of a competitive environment that have the impact on the business management, which are 1.) Rivalry among existing competitors. 2.) Threat of new entrances. 3.) Bargaining power of buyers. 4.) Bargaining power of suppliers. And 5.) Threat of substitute of products or services (Porter, 1990, pp. 25-28). **Step 2.** Research the basic information on the development and study the general environment of the tourism industry by using SWOT analysis as a tool to assess the situation which helps to analyze various factors that can be controlled and uncontrollable, including strengths and weaknesses from the internal environment, opportunities, and obstacles from the external environment, as well as the impact of the operations on these factors (Sprott, David, 2003, pp. 34-46). **Step 3.** Formulate the strategic plan and the situation assessment by using internal factor evaluation matrix (IFE) and external factor evaluation matrix (EFE), assessment of points and weighted values on 9 external and internal factors to apply the results of the analysis to be the guideline for determining the appropriate strategies. **Step 4.** Determining the strategic plan from the analysis by using Strategy-Formulation Analytical Framework: The Internal and External Matrix to consider the strategy to be able to decide the best alternative strategy for the organization with the alternative strategy that applies the analytical results and integrates appropriate strategies (Kotler, 1997). Development is the marketing strategy that focuses on the confrontation with the competitors to increase the market share ratio. This strategy is suitable for the entrepreneurs or business unit that are not the market leaders that have the highest market share in that industry and must act by focusing on the weaknesses of the competitors (Wongsunopparat, 2012). Population and sample in this study consists of the government officers, local administrative organization, developers, and local teachers, scholars, villagers, key person, community leaders, youth leaders, and stakeholders who are the members of the Ban Pambok community, Thung Yao sub-district, Pai district, Mae Hong Son, who are involved or interested in grouping to manage ecotourism or community-based tourism. The sample was selected by random sampling using purposive sampling method

from the populations interested in grouping to manage the ecotourism or community-based tourism without knowing the exact population. The researcher's team used a method of nonprobability sampling in determining the quota of 20 cases.

Qualitative research using data collection by in-depth interview as a structured interview form, check list, and focus group discussion to get the information about the strengths, weaknesses, problems, obstacles, guidelines for potential development and network development to analyze the data from the members of the Ban Pambok community, Thung Yao sub-district, Pai district, Mae Hong Son, who are involved or interested in grouping to manage ecotourism or community-based tourism. For the reliability, the researcher tested the tools by experimenting with the questionnaires using the structured interview that designed to bring the suggestion to improve the questionnaire by relying on dependability. The researcher verified the information, literature review, made the research tools that consistent with the objectives of the research, and conformability. The researcher confirmed the accuracy of the data by collected, summarized and sent back to the data providers to confirm if the data was accurate and complete by presenting the interview form to check the face validity and the language used. As well as presented to the experts to verify the accuracy and clarity of the communication by using the index of item-objective congruence of the interview of 0.33-1.00 (Pongwiritthon, R., 2017, pp. 79-92), therefore, it can be believed that the reliability of the interview can be used to conduct the research in order to achieve the research objectives.

Data analysis, data collection of the interviews, non-participant observation, discussions of small group meetings were used as the content analysis in order to meet the objectives according to the conceptual framework of the research determined by considering the comprehensive details of the purpose, which has been applied from related concepts and theories.

Results

Researched on the ecotourism basic information for development found that the community had a history, village legend, tribal legend, society, occupation and community economy, arts, culture, tradition, rules, way of life, including the information related to the ecotourism management by analyzing the data using SWOT analysis to evaluate the situation, situation assessment results from the analysis of competition in the industry in internal and

external factors using Porter's Five Forces Model to know the trends and directions of the needs of the target market (Porter, 1997, pp. 25-38) as can be summarized in Table 1 and Table 2.

Table 1 Results of the situation assessment from the analysis of competition in the industry

Five Forces Framework	Impact Level	Analysis Results
Rivalry among current competitors in the same industry	High	<p>The intensity of competition within the industry has a high level of pressure or competition due to the following:</p> <ol style="list-style-type: none"> 1) The high number of the competitors in the tourism industry and there is also a high level of competition, which affecting the market share. 2) The tourism industry has a high growth rate that attracts the competitors in the industry resulting in increased rates and levels of competition. 3) High market value and the increasing demand rate in the market are related in the same direction, which is the proportion between supply and demand is consistent. 4) The competition structure in the industry is in a perfect competitive market, therefore, the number of the competitor is very large.
Bargaining Power of Suppliers	Medium	<p>The intensity of bargaining power of supplier within the industry has a medium level of pressure or competition due to the following:</p> <ol style="list-style-type: none"> 1) The supplier can put the pressure on the business operators to increase the price level, which will cause the entrepreneurs to lose profits from carrying higher costs. 2) There are a large number of suppliers, but due to the characteristic of the service, they need people with the special skills, therefore, the entrepreneurs face with the increase of labour cost continuously.

Five Forces Framework	Impact Level	Analysis Results
		3) Some necessary raw materials causing the entrepreneurs face the changes in the cost of finding raw materials from the other sources and there is no dimension of analysing the factors that affect the Backward Integration competition.
Bargaining Power of Customers	High	<p>The bargaining power of service consumers or the tourists are at a high level of pressure or competition due to the following:</p> <ol style="list-style-type: none"> 1) Travel behaviour of the service users or tourists change all the time. 2) The management on the satisfaction levels of the tourists is difficult to predict. 3) Consumer's the knowledge, understanding and awareness on the value of service quality at a high level. 4) Grown groups or clubs that established because of the new passion for tourism that increase every year.
Threat of Substitute Products of Service	High	<p>The threats or risks from the product replacement have the high level of pressure or competition due to the following:</p> <ol style="list-style-type: none"> 1) The factors that encourage the search of the characteristics or service patterns, new tourism programs, which include the expected profit rates, lower product cost price, higher service quality, and can provide higher returns or can respond to the needs of consumers that may vary from the traditional needs. Therefore, it causes the cut-price competition. 2) The competition in improving service quality and create the different tourism forms in order to be superior to the competitors to meet the needs of consumers and tourists regularly and continuously. 3) The adjusting and increasing distribution channels and access to service users or target tourists.

Five Forces Framework	Impact Level	Analysis Results
Threat of New Entrance	High	<p>The threat of the new competitors of the industry has a high level of the pressure or competition due to the following:</p> <ol style="list-style-type: none"> 1) The government sector's a policy to promote and support the tourism industry, which is considered as the main income of the country, such as funding to support the establishment of community enterprises to promote the trade and economic overview of the country. 2) The restrictions on skills and expertise of service providers that enter the industry at a low level, which causing many new competitors enter into this industry. 3) The studies on the approaches of cost-saving, control and improve service standard, new service model and create the service innovation in order to create the ability to compete with the same competitors that have the advantage in providing the services including research, system management, marketing and distribution channels. 4) The investment capital requirement for the new entrepreneurs are at an acceptable risk level, and cost disadvantages are at the same level as the existing operators.

Table 2 Results of assessment and analysis of the internal and external factors

Internal factors	External factors
Weaknesses	Threats
<p>1) There should have the development, set the standard, and control the service process to have the proper standard.</p> <p>2) There are the limited support for service users or tourists.</p>	<p>1) The consumer behavior is constantly changing, which is still preferred to travel abroad rather than domestic.</p> <p>2) There are many competitors in the market, which are outstanding, have unique identity and attractive.</p>

<p>3.) Lack of branding to let the target customers to remember and realize about the brand. Also lack of the tools in planning and marketing communication to the target customers.</p> <p>4) The financial liquidity, short-term and long-term funding capabilities from the internal and outside the community sources are at the medium level.</p> <p>5) Systematic knowledge management and knowledge structure are required to prepare for the future systematic knowledge collection. In the case of the explicit knowledge, it can be made into document, knowledge base, and information technology. In the case of tacit knowledge, it may be created as the cross-functional team system, quality group activities, learning community innovations, mentor system, switching jobs, borrowing team member, knowledge exchange platform, and so on.</p> <p>6) The member of the community should get the support to develop, gain more knowledge and skills of the modern information technology.</p>	<p>3) There is the obstacle to hold the sustainable market share.</p> <p>4) The uncertainty, lack of stability, and the unstable politics and government are directly affecting the economy and tourism of the country.</p> <p>5) There is the resistance from the stakeholders or the conservative groups, who see that tourism has the negative impact on the community, traditional lifestyle, and result in higher living expenses of the people in the community.</p>
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Strengths	Opportunities
<p>1) Natural resources are rich and beautiful.</p> <p>2) The natural capital of ecotourism and cultural capital on ethnic tribes and groups that are varied.</p> <p>3) The local wisdom elites as the human resources who ready to be the importance force to extend the wisdom, conserve the knowledge with the strength within the community by creating the knowledge exchange center to develop the skills and inherit the knowledge from generation to generation.</p> <p>4) The level of participation of the community member is high as the youth leaders and young groups of people are strong.</p> <p>5) Travel products are outstanding and represent the local identity.</p> <p>6) The production processes of the community products are eco-friendly, the dying and embroidery works are made of the natural woven and local materials.</p> <p>7) There is the potential to establish as the community enterprises and promote the textile handicrafts as OVOP and OTOP products.</p> <p>8) Have a good relationship and receive the cooperation from the</p>	<p>1) The start of the AEC in 2015 caused a large and potential market that gives the opportunity to enter the international tourism market.</p> <p>2) Mae Hong Son has tourism potential and is outstanding in terms of culture, community lifestyle and products that create from the unique local wisdom, including the OTOP village for tourism, which has a distinctive in terms of lifestyle, culture and wisdom.</p> <p>3) There are the utilities and transportation systems that links to the foreign countries, especially the AEC countries.</p> <p>4) The Royal Thai Government, by the National Tourism Policy Committee, announced the year 2018 to be “Amazing Thailand Tourism Year 2018”.</p> <p>5) The urgent policy to implement the community management to have the potential by promoting the distribution center and OTOP product showcase in each region and tourism cities to promote the tourism links and export links that associate with AEC. It is important to promote the development of integrated community enterprises and SMEs operation, and promote the production capacity, increase the market competitiveness for inside and outside the country.</p> <p>6) The government agencies and financial institutions are ready to support both short-term and long-term funding sources.</p>

government agencies, such as the district administrative organization, local government at the district level and the provincial level, as well as the educational institutions.	7) New conservative trends in tourism, such as natural ecotourism, experiential tourism, and so on, causing most of the consumers to realize and choose to consume the products that are eco-friendly.
9) Develop the public utilities continuously and can access and travel throughout the year.	8) The progress of the information technology and borderless communications enhance the channels and increase the business opportunities in the efficiency and effective ways.

From the analysis of the external factors, by analyzing the SWOT, in Table 2, the researcher analyzed the factors by using internal factor evaluation matrix (IFE) and external factor evaluation matrix (EFE) together with Strategy-Formulation Analytical Framework: The Internal and External Matrix to use as the guideline and help determine the direction, synthesize the integration and decision making process using the appropriate marketing strategies or plans (Porter, 1990, pp. 25-38) as shown in Table 3.

Table 3 The results of the assessment of the Internal Factors and the External Factors Evaluation Matrix

Key Internal Factors and Key External Factors			Weight (a)	Rating (b)	Wtd Score (a)(b)
จุดแข็ง (Strengths)	1.	Natural resources are rich and beautiful.	0.100	4	0.400
	2.	There are the natural capital of ecotourism and cultural capital on ethnic tribes and groups that are varied.	0.050	4	0.200
	3.	The local wisdom elites as the human resources who ready to be the importance force to extend the wisdom, conserve the knowledge with the strength	0.050	4	0.200

Key Internal Factors and Key External Factors			Weight (a)	Rating (b)	Wtd Score (a)(b)
		within the community by creating the knowledge exchange center to develop the skills and inherit the knowledge from generation to generation.			
	4.	The level of participation of the community member is high as the youth leaders and young groups of people are strong.	0.050	4	0.200
	5.	Travel products are outstanding and represent the local identity.	0.050	3	0.150
	6.	The production processes of the community products are eco-friendly, the dying and embroidery works are made of the natural woven and local materials.	0.050	3	0.150
	7.	There is the potential to establish as the community enterprises and promote the textile handicrafts as OVOP and OTOP products.	0.050	4	0.200
	8.	Have a good relationship and receive the cooperation from the government agencies, such as the district administrative organization, local government at the district level and the provincial level, as well as the educational institution.	0.100	4	0.400
	9.	Develop the public utilities continuously and can access and travel throughout the year.	0.050	4	0.200
จุดอ่อน (Weaknesses)	10.	There should have the development, set the standard, and control the service process to have the proper standard.	0.100	2	0.200
	11.	There are the limited support for service users or tourists.	0.100	2	0.200

Key Internal Factors and Key External Factors			Weight (a)	Rating (b)	Wtd Score (a)(b)
	12.	Lack of branding to let the target customers to remember and realize about the brand. Also lack of the tools in even planning and marketing communication to the target customers.	0.100	2	0.200
	13.	The financial liquidity, short-term and long-term funding capabilities from the internal and outside the community sources are at the medium level.	0.050	2	0.100
	14.	Systematic knowledge management and knowledge structure are required to prepare for the future systematic knowledge collection. In the case of the explicit knowledge, it can be made into document, knowledge base, and information technology. In the case of tacit knowledge, it may be created as the cross-functional team system, quality group activities, learning community innovations, mentor system, switching jobs, borrowing team member, knowledge exchange platform, and so on.	0.050	2	0.100
	15.	There should provide the member of the community to develop, gain more knowledge and skills of the modern information technology.	0.050	2	0.100
Total Key Internal Factors			1.000	-	3.000
	1.	The start of the AEC in 2015 caused a large and potential market which also gives the opportunity to enter the international tourism market.	0.100	4	0.400
	2.	Mae Hong Son has tourism potential and is outstanding in terms of culture, community lifestyle and products from the local wisdom that create from the unique local wisdom, including the OTOP village	0.050	4	0.200

Key Internal Factors and Key External Factors			Weight (a)	Rating (b)	Wtd Score (a)(b)
		for tourism, which has a distinctive in terms of lifestyle, culture and wisdom.			
3.		There are the utilities and transportation systems that links to foreign countries, especially the AEC countries.	0.100	4	0.400
4.		The Royal Thai Government, by the National Tourism Policy Committee, announced the year 2018 to be “Amazing Thailand Tourism Year 2018”.	0.100	4	0.400
5.		The urgent policy to implement the community management to have the potential by promoting the distribution center and OTOP product showcase in each region and tourism cities to promote the tourism links and export links that associate with AEC. It is important to promote the development of integrated community enterprises and SMEs operation, and promote the production capacity, increase the market competitiveness for inside and outside the country.	0.100	4	0.400
6.		The government agencies and financial institutions are ready to support both short-term and long-term funding sources.	0.100	4	0.400
7.		New conservative trends in tourism, such as natural ecotourism, experiential tourism, and so on, causing most of the consumers to realize and choose to consume the products that are eco-friendly.	0.050	4	0.200

Key Internal Factors and Key External Factors			Weight (a)	Rating (b)	Wtd Score (a)(b)
	8.	The progress of the information technology and borderless communications enhance the channels and increase the business opportunities in the efficiency and effective ways.	0.100	4	0.400
อุปสรรค (Threats)	9.	The consumer behavior is constantly changing, which is still preferred to travel abroad rather than domestic.	0.100	2	0.200
	10.	There are many competitors in the market, which are outstanding, have unique identity and attractive.	0.050	2	0.100
	11.	There is the obstacle to hold the sustainable market share.	0.050	2	0.100
	12.	The uncertainty, lack of stability, and the unstable politics and government are directly affecting the economy and tourism of the country.	0.050	2	0.100
	13.	There is the resistance from the stakeholders or the conservative groups, who see that tourism has the negative impact on the community, traditional lifestyle, and result in higher living expenses of the people in the community	0.050	2	0.100
Total Key External Factors			1.000	--	3.400

Remarks 1. The weighting score in each factor for both strengths and weaknesses of the community ranges from 0.00 (not important) to 1.00 (most important) and the sum of all weighted value is 1.00.

2. The scoring criteria are 1-4 points as follows: the important strength is 4 points, the unimportant strength is 3 points, the important weakness is 2 points and the unimportant weakness is 1 point.

3. The standard score to evaluate the factors will demonstrate the ability to respond the use of resources within the community to create a holistic benefit for the community is in a good strategic position and have a potential with the score of 2.50.

The assessment results and weighted values of the internal and the external factors, by analyzing the strengths, weaknesses, opportunities and threats by using internal factor evaluation matrix (IFE) and external factor evaluation matrix (EFE) together with Strategy-Formulation Analytical Framework: The Internal and External Matrix to use as the guideline and help determine the direction, synthesize the integration and decision making process using the appropriate marketing strategies or plans for the development of integrated marketing strategies to create the ecotourism image by Ban Pambok community, Thung Yao sub-district, Pai district, Mae Hong Son for sustainability to get the evaluation value more than the standard value.

1) The internal factor evaluation value is 3.000 and 2) The external factor evaluation value is 3.400, which is the value in determining the relevant guidelines and strategies for enhancing the competitiveness of ecotourism by Ban Pambok community. It is also the value in determining the guidelines and strategies involved in enhancing the competitiveness by using Strategy-Formulation Analytical Framework: The Internal and External Matrix. The appropriate strategy is an intensive development strategy that can be chosen to be applied and brought to market advantage, including market development, market penetration, product development, forward integration, backward integration by using SWOT analysis. The detailed analysis and identification of strategic options in the analysis results and guidelines for applying the results of the analysis and the appropriate strategy for ecotourism by Ban Pambok community as shown in Table 4.

Table 4 Analytical results and appropriate strategic guidelines for ecotourism by Ban Pambok community.

Strategy	Strategies that are integrated correctly and appropriately
Strategy to accelerate the growth of the organization's expansion.	Intensive Strategy and Integrative Strategy include 1. Product Development 2. Marketing Penetration 3. Marketing Development

Therefore, the tourism marketing strategy should have the marketing objective to develop the concrete tourism industry in the local area, which this marketing plan has the objectives that divided into 2 parts as follows: 1. Marketing objectives for developing the tourism product image, and 2. Economic objectives to have a progressive growth rate by focusing on the excellence in service quality, which the strategy development can be analyzed and identified the strategic options to get the results of the analysis and identifying factors to determine the aggressive strategy (Matching Key Factor: Strategy) as shown in Table 5.

Table 5 Matching Key Factor: Strategy

Key Internal Factor		Key External Factor		Resultant Strategy
Strengths		Opportunities		SO Strategy
S1.	Natural resources are rich and beautiful.	O5.	The urgent policy to implement the community management to have the potential by promoting the distribution center and	<i>Market Penetration and Product Development</i> 1. Develop the new markets by focusing and promoting the development of quality
S2.	There are the natural capital of ecotourism and cultural capital on ethnic tribes and groups that are varied.			

Key Internal Factor		Key External Factor		Resultant Strategy
Strengths		Opportunities		SO Strategy
S3.	The local wisdom elites as the human resources who ready to be the importance force to extend the wisdom, conserve the knowledge with the strength within the community by creating the knowledge exchange center to develop the skills and inherit the knowledge from generation to generation.		OTOP product showcase in each region and tourism cities in order to promote the tourism links and export links that associate with AEC. It is important to promote the development of integrated community enterprises and SMEs operation, and promote the production capacity, increase the market competitiveness for inside and outside the country.	standards of service patterns. 2. Develop the variety of activities to enhance tourism to attract the attention of new market groups that are working group/ new generation. 3. Use the corporate communication strategies to provide the press releases and/ or CSR as another factor that promotes activities in strategic marketing plans and creates awareness from the target groups.
S7.	There is the potential to establish as the community enterprises and promote the textile handicrafts as OVOP and OTOP products.	O8.	The progress of the information technology and borderless communications enhance the channels and increase the business opportunities in the efficiency and effective ways.	1. Create the awareness in value by marketing communication strategies by storytelling about the living, lifestyle, traditions, beliefs, myths, tips, legends of local tribes. 2. Integrated corporate communication, providing information, philosophy and a way of life of the tribe to

Key Internal Factor		Key External Factor		Resultant Strategy
Strengths		Opportunities		SO Strategy
				<p>create a better understanding of the culture and the way of life of the community.</p> <p>3. Increase online marketing channels or marketing via social media or arrange e-commerce marketing or mobile application, including the marketing and public relations to create demand as well as increase the channels to reach new target groups/ new generation such as Gen Y, Gen Me, Gen Z or the main target on occupation group.</p>

Discussion and Conclusion

Guidelines for the development of the integrated marketing strategies to create the ecotourism image by Ban Pambok community, Thung Yao sub-district, Pai district, Mae Hong Son for sustainability in determining the relevant guidelines and strategies to enhance the competitiveness of ecotourism by the community, therefore, the appropriate strategy is to accelerate the growth of the organization, which consists of the elements as follows: 1. Product development, The community should create a new product group to present to the tourists who trust the brand of the community. 2. Marketing penetration strategies, The community should provide the ecotourism products for tourists to get the value and the satisfaction from using the service and recognizing the identity of the local culture, lifestyle, tradition and create the value of the ecotourism of the community to use more services. 3. Marketing development is the creation and use of opportunities from the ecotourism

products of the existing communities, which will be able to be sold more to the new target group of tourists or keep the original group of tourists and increase the new group of tourists. This corresponds to the concept of Leu, (2000, pp. 20-22) who stated that creating a network of cooperation between various organizations and groups are related to decisions, policy formulation, planning, and marketing. Local organizations and groups involved with all stakeholders in the community that is an ecotourism need to create a network of marketing cooperation with the government agencies and private sectors to develop ecotourism products to be in line with the needs, interests and benefits of local community, the readiness of the natural environment and the needs of tourists. Marketing is not just for attract or meet the needs of tourists, but also considers all factors that affect the ecotourism. It also corresponds to the research of Yeshin, (1998), who mentioned that the marketing strategy under the “product” mainly focuses on the management of relationships and experiences between tourists and local people, which local people should have a positive attitude, realize the value and present the identity of the community as well as able to manage the service with the quality. The development of souvenirs that relevant and reflect the local cultural identity, which enhance the quality of experience for tourists and also increase the income of local people. Marketing strategy on “Distribution”, the community or ecotourism attraction needs to have a network of cooperation with private agencies to penetrate tourists or target customers to have the variety of distribution channels and increase the sales opportunities. Marketing strategy on “Marketing promotion”, the integrated marketing communication for ecotourism requires the variety of tools, including websites, travel guide book, brochures of tourist attractions, information and press kit, tour arrangements for intermediaries and media (Familiarization Trip: FAM Trip) and cultural exhibitions. Summary of analysis and identify strategic options, guidelines for the development of integrated marketing strategies for creating tourism image should focus on 3 ways as follows: 1.) Product Development includes 1.1) Develop new markets by focusing and promoting the development of products and service to ensure the satisfaction and the standard of tourism that has been defined. 1.2) Develop various forms of ecotourism to attract the attention of the existing market groups and new markets for working age and adventurous tourists by emphasizing the lifestyle, tradition and culture of the community members. 1.3) Develop the design of the brand identity that means the meaning of ecotourism that will affect the factors that promote the activities of the strategic marketing plan and create awareness of the target tourists (Pongwiritthon, 78-92).

2.) Market Penetration includes 2.1) Raise the awareness of tourism identity and services or value of tourism benefits by marketing communication strategies by the method of storytelling about the living, lifestyle, tradition, beliefs, tips, tales or legends. 2.2) Holistic corporate communication, provide information, philosophy, and way of life of community members to create the understanding of culture, livelihoods and ways of life. 2.3) Increase online marketing channels, social marketing or marketing E-commerce through their own website. Marketing and public relations of handwoven products to create demand, including increasing the access to the target customers. 3.) Product Development includes 3.1) Survey the market research to be a guideline for the development of ecotourism products of the community members and cooperate with the educational institutions and government agencies in marketing development planning, production, management, and creating tourism standards to meet the international standards. 3.2) The use of product strategy/design of the upstream and downstream tourism patterns in 3 parts, which are primary pattern, secondary pattern, and logistic pattern, in order to create the motivation, the interest in ecotourism that is complete with the elements and the needs of tourists.

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