

## A Proposed Ratchaburi's Tourism Strategic Execution Model to Strengthen Cultural Tourism Development: A Case of Ratchaburi Province, Thailand

การนำเสนอรูปแบบการดำเนินการเชิงกลยุทธ์ด้านการท่องเที่ยวของจังหวัดราชบุรี เพื่อเสริมสร้างการพัฒนาการท่องเที่ยวเชิงวัฒนธรรม: กรณีศึกษาในจังหวัดราชบุรี ประเทศไทย

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### Abstract

This mixed-methods research has three objectives, which are 1) to examine the current situations of factors that influence destination loyalty from the perspective of Ratchaburi's cultural tourism development and deployment, 2) to explore the common perspectives of key informants on the strategic execution of Ratchaburi's cultural tourism development and deployment, and 3) to propose the strategic execution model for cultural tourism to strengthen the overall tourism potential and attractiveness. The target population is Thai people who have domestic traveling experience to the central province of Ratchaburi. The researcher utilized structured questionnaires for quantitative sections and in-depth interviews for qualitative sections. Key findings illustrate that the factors influencing destination loyalty that are most significant are authentic experiences, meaningfulness, local culture, destination image, and a memorable tourism experience, followed by involvement and lastly knowledge. Derived themes from the qualitative section are also ranked based on their repeating frequency. Both results were juxtaposed to form a proposed strategic execution model. Additionally, the proposed model is validated by three experts through

the Delphi technique utilization for two rounds. Recommendations for strengthening destination loyalty towards cultural tourism development are accessibility of cultural knowledge, capability-building initiatives, creative tourism activities, innovative and smart promotion, and coordinative local engagement.

**Keywords :** cultural tourism, strategic model, tourism development, cultural sustainability, community resilience

### บทคัดย่อ

งานวิจัยแบบผสมผสานนี้ มีสามวัตถุประสงค์คือ 1) เพื่อศึกษาสถานการณ์ปัจจุบันของปัจจัยที่มีอิทธิพลต่อความภักดีต่อสถานที่ท่องเที่ยวจากมุมมองของการพัฒนาและปรับใช้การท่องเที่ยวเชิงวัฒนธรรมของจังหวัดราชบุรี 2) เพื่อสำรวจมุมมองที่มีร่วมกันของผู้ให้ข้อมูลหลักเกี่ยวกับการดำเนินการเชิงกลยุทธ์ของการท่องเที่ยวเชิงวัฒนธรรมของราชบุรี การพัฒนาและการนำไปใช้กลยุทธ์นั้น ๆ และ 3) เพื่อนำเสนอรูปแบบการดำเนินงานเชิงกลยุทธ์สำหรับการท่องเที่ยวเชิงวัฒนธรรมเพื่อเสริมสร้างศักยภาพและความน่าสนใจด้านการท่องเที่ยวของจังหวัดราชบุรีในภาพรวม โดยกลุ่มประชากรเป้าหมายคือคนไทยที่เคยท่องเที่ยวในจังหวัดราชบุรี ผู้วิจัยใช้แบบสอบถามแบบมีโครงสร้างในการเก็บข้อมูลเชิงปริมาณ และการสัมภาษณ์เชิงลึกสำหรับข้อมูลเชิงคุณภาพ ผลการวิจัยแสดงให้เห็นว่าปัจจัยที่มีอิทธิพลมากที่สุดคือ ประสบการณ์ที่แท้จริง ความหมาย วัฒนธรรมท้องถิ่น ภาพลักษณ์ของสถานที่ท่องเที่ยว ประสบการณ์การท่องเที่ยวที่น่าจดจำ รองลงมาคือการมีส่วนร่วม และปัจจัยที่มีผลน้อยที่สุดคือความรู้ โดยปัจจัยเหล่านี้ถูกจัดลำดับความสำคัญและนำไปเปรียบเทียบกับประเด็นสำคัญที่ถูกพูดถึงของผู้ให้ข้อมูลเพื่อในไปพัฒนารูปแบบเชิงกลยุทธ์ ซึ่งได้ผ่านการตรวจสอบโดยผู้เชี่ยวชาญ 3 ท่าน ผ่านการใช้เทคนิคเดลฟาย 2 ครั้ง คำแนะนำสำหรับการเสริมสร้างความภักดีของจุดหมายปลายทางที่มีต่อการพัฒนาการท่องเที่ยวเชิงวัฒนธรรม ได้แก่ การเข้าถึงความรู้ด้านวัฒนธรรม การฝึกอบรมที่สามารถปรับแต่งได้และออกแบบเฉพาะเจาะจงเฉพาะกลุ่ม กิจกรรมการท่องเที่ยวเชิงสร้างสรรค์ การส่งเสริมนวัตกรรมและการท่องเที่ยวที่เป็นระบบ และการประสานงานในท้องถิ่น

**คำสำคัญ :** การท่องเที่ยวเชิงวัฒนธรรม รูปแบบยุทธศาสตร์ การพัฒนาการท่องเที่ยว ความยั่งยืนทางวัฒนธรรม ความยืดหยุ่นของชุมชน

### Introduction

The tourism and hospitality industries factor significantly as one of the economic factors that drive a country's income for both developed and developing countries. Incidentally, each country carries out their own unique characteristics in terms of history, cultures, natural resources, etc. Tourism in Thailand is such a critical element that it drives the economy of the nation. Thus, Thailand has issued its tourism vision for the year 2036 and several tourism promotional campaigns, such as second-tier cities, to encourage the industry in the less popular provinces to develop currently unpopular cities in terms of 1) in-depth

travel experience through each location's uniqueness and destination connectivity, 2) having responsible and well-planned economic foundations and raising local income, and 3) destination connectivity to connect the major cities of a nation with nearby countries and smaller cities (Thailand Insider, 2017). Ratchaburi was put on the list. The researcher selected Ratchaburi because of the richness of its unique and diverse culture and its strategic location that is close to Bangkok and as a passing province to Hua Hin and Cha-am as a tourism link. There have been eight different ethnic groups living in the province since then, exercising their cultural tourism and practices. According to Mousavi et al. (2016), cultural tourism is a phenomenon that visitors partake in various cultural manifestations like heritage, art, and folklore.

Furthermore, Smith (1992) also mentioned that cultural tourism can be described as a collision of social systems and cultures that causes both to change. The province's one of the planned strategies is concentrating on tourism development by developing and adding value to tourism and services in a fresh, everyday context and better-quality standards that can be attained based on the originality and sense of place of the community. The tourism campaigns are also highlighted to sustainably develop tourism and inclusively distribute income to not solely the popular travel destinations through nourishment of the environment, cultures, and economic benefits for the nation. Therefore, the researcher completely concurred that cultural tourism of Ratchaburi has high potential in a development as one of the top cultural cities within an alignment of the current governmental vision and campaigns assisting the industry to gradually develop and reach the planned country's vision on the national stage.

### Research Objectives

1. To examine the current situations of factors that influence destination loyalty from the perspective of Ratchaburi's cultural tourism development and deployment.
2. To explore the common perspectives of key informants on the strategic execution of Ratchaburi's cultural tourism development and deployment.
3. To propose the strategic execution model for cultural tourism to strengthen Ratchaburi's tourism potentiality and attractiveness overall.

### Literature Review

For **Authentic Experience (AE)**, MacCannell (1973) stated that authenticity in tourism was defined as tourists' judgments and relationships to things visited, locations, cultural components, and personalities. Referring to Ram et al. (2016), this refers to the tourist's subjective, experiential, and meaningful sense of experiences with a place, a culture,

customs, activities, or other phenomena based on traditional culture or customs. Therefore, the execution of authenticity leads to an increase in destination loyalty between tourists and hosts (Kolar & Zabkar, 2010).

**Destination Image (DI)**, Lawson & Bond-Bovy (1977) defined the destination image as an individual's or a group's entire representation of information, impressions, biases, fantasies, and attitudes about a given area. Tasci & Gartner (2007) stated that destination image is the sum of a tourist's information, beliefs, thoughts, and general views about a place. In addition, the destination must endeavor to maintain a positive image and provide value to visitors because high levels of tourist experience may lead to higher levels of tourist loyalty, which can be transferred to other places (Prougestaporn & Batra, 2018).

**Meaningfulness (MF)** refers to a sense of tremendous worth or significance in doing such activities, for instance, achieving something worthwhile (Wilson & Harris, 2006). Therefore, the meaningfulness of an experience makes the travel experience unforgettable (Chandralal & Valenzuela, 2013). In addition, meaningful travel experiences persisted longer in human memory, with some of these encounters being the most remembered of a lifetime and impacting a decision-making process (Kim & Ritchie, 2014). Furthermore, strengthening the meaningfulness elements can boost people's cultural identification and tourism satisfaction, according to Meng & Liu (2021).

**Memorable Tourism Experience (MTE)**, Sharma & Nayak (2019) mentioned that a memorable tourism experience is designed to strengthen and cement the remembrance of happy recollections of experiences. Chandralal & Valenzuela (2013) stated that providing tourists with unique, excellent, and unforgettable experiences is the key to gaining sustainable competitiveness for tourism businesses. Tourists are more likely to return to a destination if they have a remarkable experience there (Zhang et al., 2018).

**Involvement (IV)** is one of the fundamentals that influence people's attitudes and behaviors (Slama & Tashchian, 1985). During the on-site phase of tourism experiences, tourists recall an experience directly tied to their interests and create involvement through active participation in tourism activities (Kim & Ritchie, 2014). Shen et al. (2012) also mentioned that involvement in cultural tourism was the tourists' level of importance, interest, or enjoyment in a certain trip or leisure activity. Pine & Gilmore (1999) mentioned that individuals are more likely to have a memorable experience when engaged in an activity.

**Knowledge (KL):** Many people travel to learn and understand more about the locations they visit, especially in terms of geography, history, language, and culture (Kim & Ritchie, 2014). Knowledge also contributes to intellectual growth, expertise, and awareness by providing visitors with fresh geographical, cultural, and historical information (Pearce, 1987). Self-education, or improving one's knowledge and skills, is a major motivator for visiting historical and cultural sites (Loncaric et al., 2021).

**Local Culture (LC):** The social connection between visitors and community hosts (local culture) is recognized as an important aspect of the tourist experience (Carmichael, 2005). Kim et al. (2012) mentioned that local culture had two indicators: local people's friendliness and good impression, and local culture. Tung & Ritchie (2011) also mentioned that the tourism experience is significantly improved by learning local culture, residents' way of life, and the destination language. Panich et al. (2014) stated that local communities should be active in cultural tourism so that the tourists can learn about traditions and folklore, which will help them have more authentic experiences without jeopardizing natural resources.

**Destination Loyalty (DL):** This also refers to the consumer's commitment to repurchase or recommend a good or service (Shafei & Tabaa, 2016). There is a sizeable portion of the research mentioned that there are two perspectives on loyalty, which are behavioral and attitudinal loyalty (Stavrianea & Kamenidou, 2021). Behavioral loyalty refers to repeat purchasing, while Oliver (1997), restated by Russell-Bennett & Rundle-Thiele (2005), and mentioned that attitudinal loyalty refers to the psychological commitment consumers make that promptly buy a product again or recommend it without necessarily considering the consumer's propensity for repeat purchases. Numerous studies have proven the intention to return as an indicator of tourists' loyalty (Qu et al., 2011).

## Hypotheses

For this study, there are eight hypotheses which are Ho1: Authentic experience has no significant influence on destination image, Ha1: Authentic experience has significant influence on destination image, Ho2: Meaningfulness has no significant influence on memorable tourism experience, Ha2: Meaningfulness has significant influence on memorable tourism experience, Ho3: Involvement has no significant influence on memorable tourism experience, Ha3: Involvement has significant influence on memorable tourism experience, Ho4: Knowledge has no significant influence on memorable tourism experience, Ha4: Knowledge has a significant influence on memorable tourism experiences, Ho5: Local culture has no significant influence on memorable tourism experiences, Ha5: Local culture has a significant influence on memorable tourism experiences, Ho6: Destination image has no significant influence on memorable tourism experience, Ha6: Destination image has a significant influence on memorable tourism experience, Ho7: Destination image has no significant influence on destination loyalty, Ha7: Destination image has a significant influence on destination loyalty, Ho8: Memorable tourism experience has no significant influence on destination loyalty, and Ha8: Memorable tourism experience has a significant influence on destination loyalty.

### **Benefits of the Research**

1. Governmental agencies could use the study in planning and implementing the future cultural tourism strategy to raise the potentiality and attractiveness.
2. Business sectors could learn and adapt the concept of developing their services and products to be more compatible with the cultural tourism activities.
3. The traveling public can reach brief information on key highlights of cultural heritage tourism promotions that the province attempts to promote.
4. Educational institutions can benefit by utilizing this study as a case study to comprehend more about cultural tourism in Ratchaburi to advocate and emphasize the importance of awareness and be proud of collective local wisdom correctly, meaningfully, and sustainably.

### **Research Methodology**

The study is mixed-methods research. The quantitative research was utilized to examine the current situations of factors that influence the destination loyalty from the perspective of Ratchaburi's cultural tourism development and deployment, and the qualitative research was employed to explore the common perspectives of key informants on the strategic execution of cultural tourism development and deployment. Consequently, the researcher utilized juxtaposed results to propose the strategic execution model to strengthen Ratchaburi's cultural tourism potentiality and its attractiveness.

#### **Population and Sample**

For the quantitative section, the targeted population comprises all Thai people who have experience traveling to the cultural and heritage-related tourism destinations in Ratchaburi province, which accounted for 66,171,439 people in 2021 based on NSO (n.d.). The sample size was determined based on the Yamane (1973) formula to effectively find the recommended sample size at a reliability level of 95%, resulting in 399.996, which was rounded up to 400 persons. The researcher deployed a multi-stage sampling to grant better data collection, which was firstly, purposive sampling; secondly, quota sampling; and thirdly, convenience and snowball sampling. For the qualitative section, the key informants who work and live in the province in several types of operations were selected for data triangulation. The sample size determination for the qualitative study was based on the rule of thumb of Nastasi & Schensul (2005) and a technique of data saturation in interviews. Additionally, the researcher selected the key informants by utilizing mixed purposeful sampling based on Miles & Huberman (1994).

### Instruments

For the quantitative section, the researcher utilized online questionnaires to gain data for research objective.

1. The structured questionnaire consisted of three main sections: 1) two screening questions, 2) the measurement of variables with the five-point Likert scale as well as questionnaire instruction, and lastly, 3) demographic profile questions. The instruments passed the content validity and reliability test from the item-objective congruence (IOC) evaluated by 5 experts and Cronbach's coefficient alpha and the rules of thumb of Hair et al. (2003) with a pilot test (n=30). For the qualitative section, the researcher launched in-depth interviews for the data collection to answer research question number.

2. Six open-ended questions were used to examine the perspectives and information on the current strategic execution of cultural tourism development and deployment in Ratchaburi from eight key informants (n=8). To uphold participants' anonymity, the researcher did not share identifying information regarding the informants, and the data was encrypted and accessible solely by the researcher. All answers related to the respondents will remain confidential and be identifiable by codes that are solely known by the researcher and used for academic purposes solely. The recordings of visually or audio were at the discretion of the interviewees.

### Data Analysis

For the quantitative section, the researcher applied the Statistical Package for the Social Sciences (SPSS) program for descriptive and inferential statistics, Simple Linear Regression (SLR), and Multiple Linear Regression (MLR) to investigate the significant level of relationship of the independent and dependent variables to test the research hypotheses.

For the qualitative section, the researcher applied the triangulation of data to validate the information by gathering data from different sources. The researcher also performed coding and data analysis. There are ten derived themes from thematic development. The results were juxtaposed from quantitative and qualitative sections to form a proposed strategic execution model as detailed in Table 1.

**Table 1 Comparative Table of Quantitative and Qualitative Results**

| Quantitative Results |                      |         |         | Qualitative Results                                  |               |
|----------------------|----------------------|---------|---------|------------------------------------------------------|---------------|
| Rank                 | Factors              | $\beta$ | P-value | Themes                                               | Frequency (%) |
| 1                    | Authentic experience | .725    | .000    | Authentic and diverse cultures                       | 100%          |
| 2                    | Meaningfulness       | .250    | .000    | Relevant industry training                           | 87.5%         |
| 3                    | Local culture        | .311    | .000    | Coordinative support, budget, network, and promotion | 87.5%         |

Table 1 Comparative Table of Quantitative and Qualitative Results (continue)

| Quantitative Results |                              |         |         | Qualitative Results                                    |               |
|----------------------|------------------------------|---------|---------|--------------------------------------------------------|---------------|
| Rank                 | Factors                      | $\beta$ | P-value | Themes                                                 | Frequency (%) |
| 4                    | Destination Image            | .181    | .000    | Cultural localities development and showcasing         | 62.5%         |
| 5                    | Memorable Tourism Experience | .626    | .000    | Cultural expertise, knowledge learning, and profession | 50%           |
| 6                    | Involvement                  | .208    | .001    | Memorable experience and future visit                  | 50%           |
| 7                    | Knowledge                    | -.009   | .898    | Recognizable destination image                         | 37.5%         |
|                      |                              |         |         | Community identity, value, and sense of place          | 37.5%         |
|                      |                              |         |         | Unbalanced cultural development and its challenges     | 37.5%         |
|                      |                              |         |         | New generations, trends, and media                     | 25%           |

**Source:** Developed by the researcher for this study

After performing the juxtaposition, the proposed strategic model was validated by three experiential experts in business administration, tourism management, and hotel business using the 2-round Delphi technique under 1) applicability, 2) tourism development and deployment, 3) cultural tourism perception, and 4) stakeholder coverage spectrums. Additionally, the expert panel size was based on Boon-on (1979), and the rule of thumb of importance level was based on Altarez et al. (2020), which were negligible (mean range = 1.00–1.74), minor (mean range = 1.75–2.40), moderate (mean range = 2.41–3.24), and major (mean range = 3.25–4.00).

In order to acquire the data, the researcher applied a mixed-method study and deployed a structured questionnaire and in-depth interviews with eight key informants. The results indicate that authentic experience (p-value = .000), destination image (p-value = .000), local culture (p-value = .000), meaningfulness (p-value = .000), memorable tourism experience (p-value = .000), and involvement (p-value = .001) significantly play essential roles, while knowledge (p-value = .898) is not significant amongst adolescents, even though learning the local traditions, cultures, and ways of living of local communities is essential to prolong the cultures in this current age. Additionally, key informants expressed that recognizable destination image (37.5%), community identity, value, and sense of place (37.5%), unbalanced cultural development and its challenges (37.5%), and new generations, trends, and media (25%) are highlighted.

## Discussion

For research question 1, the results suggest that authentic experience has a significant influence on the destinations seeking to attract and maintain cultural tourists. Cultural tourists are often seeking authentic experiences that are linked to the history, traditions, and values of the host community. Therefore, excessive commercialization and overdevelopment of cultural heritage sites can lead to a loss of authenticity and a decline in tourist interest. The result of this study is in accordance with Lin & Lee (2020)'s findings, which noted that under the impact of a very authentic experience, the tourist destination image intensifies the effects on satisfaction via a special sensation of worth and consequently builds tourism destination identity.

In addition, destination image has a significant influence on memorable tourism experiences, which is in agreement with Dagustani et al. (2018), who mentioned that travel motivation and memorable tourist experiences have an impact on a destination's image. Additionally, Kim (2018) also pinpointed that the significance of a memorable travel experience served as a basic component of the image of the destination and the satisfaction of the tourists. Furthermore, destination image has a significant influence on destination loyalty, which is familiar with the studies of Artuger et al. (2013), which resulted in the finding that participants' overall perceptions of a destination's image and loyalty are highly correlated. In addition, Zhang et al. (2014) also found that tourist destination loyalty is significantly impacted by destination image.

Thirdly, the results depict that involvement has a significant influence on memorable tourism experiences. Tourists who actively participate in the touristic cultural activities at the destination archive memorable tourism experiences similar to previous studies. Blodgett & Granbois (1992) mentioned that participation in vacation activities is the most important factor in tourists' memory. As well as a traveler's active participation in tourism fostering connection and a sense of belonging, resulting in positive impressions and memories (Nugraha et al., 2021). Hence, travelers who are engaged in leisure activities are more likely to have a memorable experience (Yu et al., 2019). The findings also explain that knowledge has no significant influence on memorable tourism experiences, which do not share common similarity to the previous studies. Kim & Ritchie (2014) discovered that traveling can also result in learning new things and developing new skills in the age ranges of 30–64 years old. Additionally, Boukas (2013) demonstrated that despite the obvious presence of young people in cultural heritage tourism, not all young cultural tourists contribute the same. Furthermore, a greater degree of pleasure will be produced if the cultural destination satisfies their unique demands and desires (Boukas, 2008). The effects of youth tourism

on cultural tourism depend on their existing status and the capacity of the destination to welcome young tourists as well (Blomgren & Ljungström, 2018). Therefore, the degrees of learning culture in youth are individually different and do not depend on the tourists themselves; the destination capabilities are also considered.

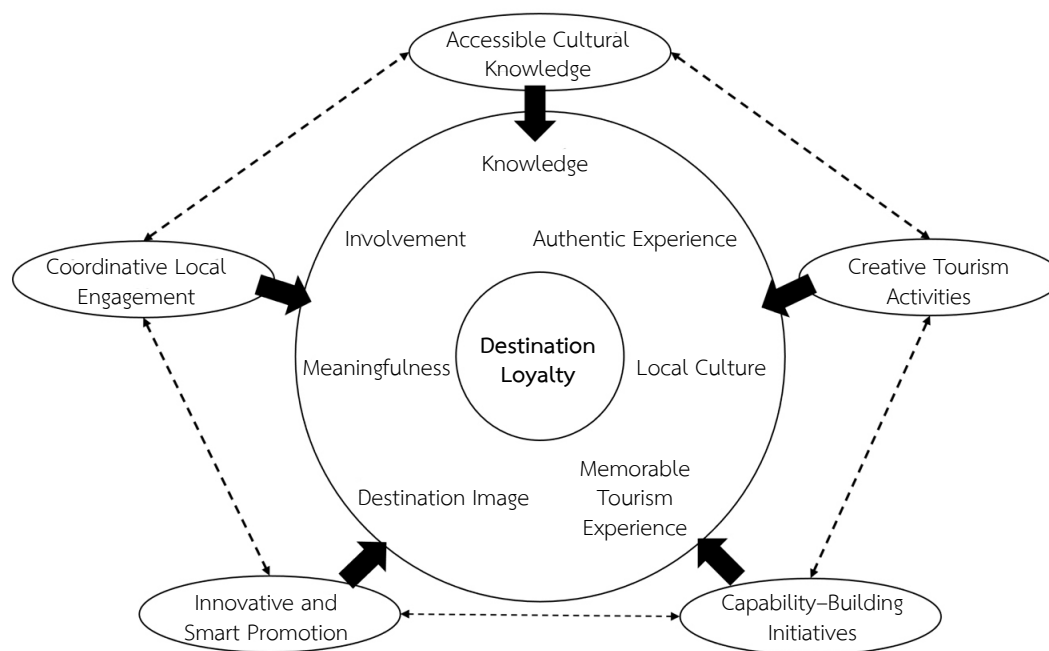
Another important finding is the role of community involvement in promoting cultural tourism. Cultural sites are often located in or near local communities, who may have a significant stake in the management and preservation of these venues. The results explain that local culture has a significant influence on memorable tourism experiences, which is in accordance with previous research. Interacting with the culture while on vacation makes it special and memorable, and the travelers are more likely to behave ethically (Morgan & Xu, 2009; Kim et al., 2010). Travel becomes more meaningful and unforgettable when tourists engage with the local culture (Yu et al., 2019). In addition, the inclusion of a local cultural element might be created as an additional source of inspiration for creating a distinctive travel experience (Tran, 2019). Thus, the study found that involving local communities in tourism activities as well as management of cultural sites can lead to greater visitor satisfaction and engagement of local communities.

The findings reveal that the factor of meaningfulness similarly has significant influence on memorable tourism experiences. This is in arrangement with Kim (2018), who mentioned that marketers have invested a lot of money into providing tourists with useful and meaningful hospitality services to leave them with positive and memorable experiences. Additionally, certain local specialties that are deeply meaningful to the local culture have an impact on tourists' memorable travel experiences. For instance, Thai street food, which offers tourists authentic and meaningful experiences, represents the way of life and culture of the country (Jeaheng & Han, 2020), as well as drinking tea that has a significant cultural impact on the area and has been commercialized, adding to the destination's substantial cultural value. These factors all contribute to the experience of tourists (Cheung et al., 2021).

The result of this study shows that the memorable tourism experience has a significant influence on destination loyalty, which is equivalent to the previous studies of several researchers. Favorable factors that increase destination loyalty include relationships with places and memorable travel experiences (Ardyan & Wibisono, 2019); similarly, Thayarnsin (2020) remarked that the level of the tourists' experience has a significant impact on revisitation of business, and Wu (2015) also asserted that the primary variables impacting destination loyalty are consumer travel experience, destination satisfaction, and destination image.

**For research question 2**, the results show that locals are very well-known for their diversity and authentic ethnicities, cultural practices, and ways of living, as well as cultural expertise that are highly exquisite and beneficial to cultural tourism of the province. However, the study also identified several challenges and limitations to promoting cultural tourism in the province. Initially, lacking the adolescent presences and technological and media adaptation, as they are sources of future manpower, and disruptive trends to sustainably preserve cultural tourism practices effectively. Culture is not one of the topics of interest for the youth, and the use of media to massively promote and be reachable to the public is not well utilized. Secondly, uneven cultural promotion and poorly planned strategies hinder the development of cultural identity and image. Repeatedly promoting popular cultural destinations neglects communities with expertise in their cultures in other destinations. Unless cultural promotion and budget allocation are managed wisely, community identities have not been promoted equally, because elevating less popular cultural venues and communities can enhance a destination's value, fostering a sense of place and tourists' interaction with hospitable locals, ultimately strengthening the province's cultural identity and image. Thirdly, the tourism of the province faces a challenge of improving communication and collaboration among stakeholders such as local communities, tourism businesses, and administrative agencies. Successful cultural tourism management demands a coordinated approach that addresses everyone's concerns and needs, particularly in budget allocation, emphasizing the importance of effective communication and collaboration.

**For research objective 3**, the proposed model focuses on promoting cooperation and integrated administration among local communities, administrative units, and stakeholders. It emphasizes collaboration in decision-making, destination management, and idea sharing to enhance mutual understanding and provide clear direction for tourism promotion and cultural sustainability. Additionally, the model enables communities to adapt to changing circumstances and societal demands from both tourists and locals. Referring to the juxtaposed results, the researcher developed a strategic execution model to assist in leveraging cultural tourism potentiality and attractiveness in Ratchaburi, Thailand, by proposing five core components to successfully leverage the potentiality, attractiveness, cultural sustainability, and community resilience of the province, which are 1) accessible cultural knowledge, 2) capability-building initiatives, 3) creative tourism activities, 4) innovative and smart promotion, and 5) coordinative local engagement with responsible organizations and stakeholders of local administration, business sectors, and local citizenry in Figure 1.



**Figure 1** Proposed strategic execution model

**Source:** Developed by the researcher for this study.

The experts firmly believe that the proposed model is applicable for other cultural tourism destinations for further studies (mean = 4.00), and in relation to tourism development and deployment (mean = 3.67), which is the purpose of the study aimed at developing cultural tourism in Ratchaburi at a major level of importance. The experts also agree that the proposed model delves into the perception of cultural tourism (mean = 3.50). Ultimately, the proposed strategic model covers overall stakeholders herein the cultural-related destinations concerning local communities, local authorities, and private sectors (mean = 3.50). Consequently, this proposed model has a major impact on cultural tourism and covers the dimensions of cultural perception, stakeholder coverage, tourism development and deployment, and its applicability towards other cultural ventures to elongate cultural sustainability development and promote local community resilience to the changes of generations and technological disruptions.

## Implications

### Theoretical Implications

Young people view travel as a sort of education, meeting new people and experiencing different cultures, a necessary component of daily life, and a momentary getaway from the mundane. Unfortunately, knowledge is not a consideration in this context. Therefore, tourism and service-centric organizations need to focus on the ways to introduce the gist of culture to the adolescents, as well as the local administrative organizations that lack unfamiliar

technological advancements to engage with youths and attract youths to local cultures, including social media platforms and new ideas of cultural interpretation, because they are too sensitive towards local cultures. Thus, organizations that deal with cultural tourism need to be open-minded and adaptable to the changes of technology, trends, and new styles of ideas from the younger generations.

In addition, financial support is also recommended to be revised to maintain the volume of cultural activities for balanced cultural promotions to distribute cultural exposure of the eight ethnicities to the tourists. A sufficient budget can assist ethnic groups in conducting cultural activities to promote their cultures and community's identity and hospitality, cultural values, and sense of place. Governmental organizations and local communities are suggested to openly discuss the budget together prior to closing the province's total budget proposal. Then, the potentiality and attractiveness of the province will be increased, and it will become a recognizable province in terms of authentic and diverse cultures.

#### **Managerial Implications**

This findings regarding the managerial implications are that developments in advancing technology, creativity, open-minded mindset, adolescences, and cooperated teamwork are required to sustainably manage the cultural tourism destinations as follows:

1. Conducting meetings for local communities and local administrative offices several times to create a good relationship and agreeable advanced settlements of budget for cultural tourism activities throughout the entire year.
2. Using technology and digital media to expand the audience and improve cultural tourist experiences.
3. Including interpretation and the new forms of story in cultural tourism experiences through creative activities to improve tourists' direct comprehension and enjoyment of culture and ethnic identities in new ways. Also, to enhance the travel experience, the tourism manager should provide engaging and distinctive cultural tourism packages and events at the destination. This encourages the alteration of eWOM behaviors and destination perceptions (Nanggong & Mohammad, 2020).
4. Allowing local teenagers to express new modes of thought and engage in critical analysis in order to help them understand and immerse themselves in their community's culture.
5. Offering local communities training and educational programs to help them become better at managing cultural tourism and gaining economic benefits from it.
6. Promoting public-private partnerships that contribute funds to the creation and marketing of cultural tourism places and experiences.

7. Regularly assessing, in collaboration with all stakeholders, the effects of cultural tourism on regional economies and communities and devising strategies to enhance its positive effects while limiting its unfavorable ones.

8. Researching the most recent drivers and tastes of cultural tourists to enhance the innovation, conception, and execution of cultural tourism experiences and activities.

9. Predicting upcoming issues and trends in cultural tourism and creating plans to adjust to shifting conditions and received feedback.

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