

# A CONCEPTUAL FRAMEWORK FOR THE ANTECEDENT AND CONSEQUENT OF SUCCESS IN MARKETING OF COMMUNITY-BASED TOURISM ENTERPRISE.

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## ABSTRACT

This paper aims to construct the antecedent and consequent of success in marketing of community-based tourism enterprise conceptual framework. The conceptual framework is conducted by doing literature review and document analysis. The results indicates that the antecedents, which are market orientation, organizational factors, and modern marketing management have an influence on success in marketing of community-based tourism enterprise. Therefore, the conceptual framework can be tested for the development of marketing efficiency guideline within the community-based tourism enterprise in order to display an empirical evidence. Finally, the results of this study would contribute to enhance the sustainable competitive advantage in community-based tourism enterprise.

**Keywords:** Community-Based Tourism Enterprise, Marketing Management, the Antecedent and Consequent

## INTRODUCTION

Community-Based Tourism (CBT) is a tourism that considers the sustainability of the environment, society and culture and is determined and managed by the direction of the community itself. The community takes an owner role and management right in order to provide learning to visitors. The National Tourism Policy Committee has approved the implementation of the Sustainable Community Tourism Strategic Plan (CBT Thailand) for year 2016-2020. It is considered the first tourism strategy in Thailand that focuses on development at community-level and it aims to truly distribute the benefits from the tourism to the foundation economy. The vision of the above-mentioned strategic plan is "the CBT by Thai community that develops to an international level with unity and emphasizes on preserving and managing sustainable community resources in order to build a happiness in the community". While, the goal of the plan is to increase the potential of human resources in the community to have knowledge as well as to increase skills and abilities in sustainable tourism management by the community according to the concept of CBT management based on sufficiency economy. Furthermore, it purposes to increase the value and price of tourism and community resources which results in raising the importance of community and to increase the number of the managed CBTs that have quality standards under the carrying capacity of the community as well as to increase the number of networks and the strengths of the CBT networks (Designated Areas for Sustainable Tourism Administration Public Organization, 2017). This strategic plan has 5 important strategies, one of which is the marketing strategy that is appropriate for a community and builds the ability to meet the needs of tourists without losing the identity of the community. The strategy also aims to connect the tour operators and lets them present appropriate tourism activity of community to help increasing the value of tourism routes. As a result, the provinces with tourist attractions,

therefore, turn their attentions towards CBT because it is well-known and widely used in many ways and can lead to sustainable tourism.

However, from the related research, it found out that one of the failure factors of the tourism management is the deficiency of marketing plan (Therdchai Choibamroong, 2010). Thus, the researchers realize an importance of the role of marketing in creating added value for tourism products and services, since marketing is the main factor that can drive revenue generation to circulate within the community. Also, marketing is an important component of building a happy community based on sustainability. It also helps promoting and creating a learning process to produce more value for CBT products and services and is able to compete in the national and global markets.

## **OBJECTIVE**

To develop the antecedent and consequent of success in marketing of community-based tourism enterprise conceptual framework.

## **REVIEW LITERATURE**

This research studies related literature to the antecedent and consequent of success in marketing of community-based tourism enterprise conceptual framework as follows;

### **1. Market Orientation**

Market orientation (Narver and Slater, 1990) refers to an organization culture that focusing on continuously creating a superior value for customers or refers to an organization culture that valuing on tracking the market closely in order to be able to offer the greater value to customers. The market orientation is divided into 3 factors which are 1) customer orientation 2) competitor orientation and 3) inter-functional coordination.

1) Customer orientation refers to that every business department works together in providing customer service by focusing on creating valuable services for customers. Therefore, business should have a good understanding of customer needs which it can be derived from the assessment of customer satisfaction both before, during and after the customers receive the service.

2) Competitor orientation refers to that the executives focus on competitor's strategy and collect competitors' data for use in the organization or let the employees use those information including the searching for competitive opportunities to create competitive advantage and allow business to respond quickly to the change of the competitor

3) Inter-functional Coordination refers to business operations to achieve targeted goals according to the needs of customers by which every internal departments communicate, exchange customer information, plan a strategy together, share resources, and cooperate among employees to serve customers to meet their needs.

### **2. Organizational Factors**

Organization refers to the center of a group of people or business that make up to a department and carry out the business for the purposes specified by law or established instrument which can be the government agencies such as government organizations or private agencies such as limited companies, associations or international organizations such as the United Nations. According to the related study, the organizational factors can be divided to 3 factors which are 1) organizational culture 2) organizational learning and 3) quality system (Samorn Deesomlert and Sudaporn Sawmong, 2015)

1. Organizational culture refers to values, beliefs, and the expression of a group of people happened systematically in the organization and is developed until it has influence in determining directions, behavior, way of thinking, communicative method, and practices of

people in organization (Surachart Chuenchoksan, Somdech rungsrisawat, and Bundit Pungnirund, 2018).

2. Organizational learning refers to a strategic tool that aims enhance employee's knowledge and skills as well as develop and growth of the organization and build flexible dynamic learning organization. It is considered a tool deployed for gaining competitive advantage and stabilizing organizational success (Saadat and Saadatb, 2016).

3. Quality system refers to an obligation to provide quality products or services to meet customer requirements and to generate profits to satisfy stockholders. The quality system is capable of sustaining the environment and means by which superior products and services are profitably designed, developed, and delivered to customers on time and defect free (Ma, 1996).

### **3. Modern Marketing Management**

Modern marketing management is a modern business management effort by trying to connect with consumers using various methods including marketing management, operation and modern technology in production and service. MMM study the true needs of consumers in order to obtain information to improve products and services by considering 2 factors which are 1) Marketing Management and 2) Operation and Technology (Supatra Khumhaeng, Siwarat Na Pathum, and Prin Laksitamas, 2018)

1) Marketing Management has adopted the behavioral model which is a study of incentives that lead to the purchase of products. Firstly, a stimulus needs to pass through the minds of buyer which the seller cannot make predictions. The buyer's thoughts are influenced by the characteristics of the buyer and then they response using marketing mix tools (Kotler, 2003). MM refers to a marketing variable to management which can be used together as an ongoing process to provide satisfaction to target group of buyers (Shang et al.,2009)

2) Operation and Technology is an effort to ensure that the transformation process is implemented and managed efficiently and the output from the use of technology in production has increased value and minimized cost (Burke and Denise, 2004).

According to related study, it found that the successful in marketing of community-based tourism enterprise has different perspectives. Therefore, it can be concluded the antecedent lead to successful in marketing of community-based tourism enterprise can be explained as follows:

**Proposition 1 (P1):** Market Orientation positively influence Modern Marketing Management

**Proposition 2 (P2):** Organizational Factors positively influence Modern Marketing Management

### **4. Success in Marketing of Community-Based Tourism Enterprise**

The success in marketing of community-based tourism enterprise that comes from modern marketing management. It is an indicator whether business achieves its goals in marketing management.

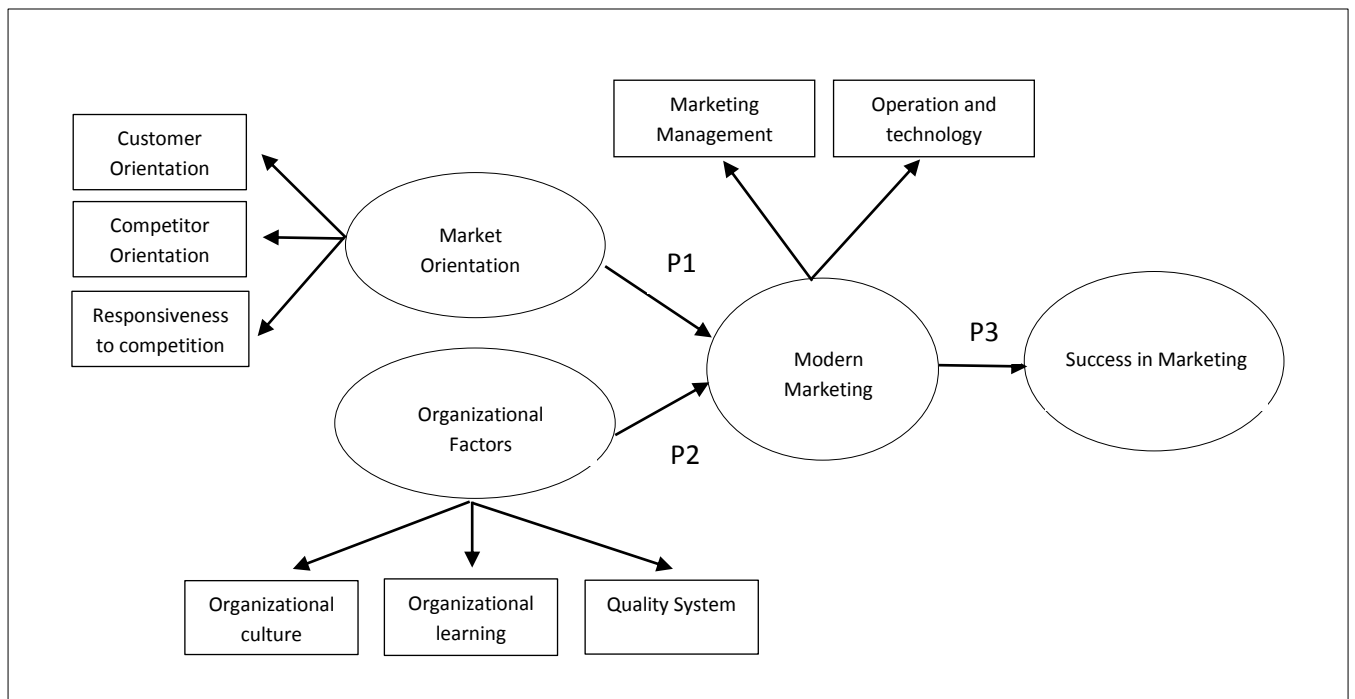
**Proposition 3 (P3):** Modern Marketing Management positively influence success in marketing of community-based tourism enterprise.

## **METHODOLOGY**

This study is a development of variables in order to understand the antecedent and consequent of the success in marketing of community-based tourism enterprise. The researchers review literature from related documents and researches through documentary research method and then form the variables to explain the connection between related factors which are market orientation, organizational factors, modern marketing management and success in marketing of community-based tourism enterprise.

## CONCEPTUAL FRAMEWORK

Figure 1. Conceptual framework



## EXPECTED RESULTS

The research presents an integration of concepts and theories related to marketing management to the construction of the conceptual framework for studying the antecedent and consequent of the success in marketing of community-based tourism enterprise.

1. This study shows the antecedent and consequent of the success in marketing of community-based tourism enterprise. The theoretical integration of concepts and theories creating a framework for the study of the success in marketing of community-based tourism enterprise which can be further studied on related issues.

2. This study focuses on the modern marketing management concept which composes of marketing management and operation and technology.

## MANAGERIALS RESULTS

The study of the relationship of the antecedents of the success in marketing of community-based tourism enterprise which are market orientation, organizational factors, and modern marketing management would have the following benefits;

1. The community could realize and focus on market orientation and organizational factors which are the effective issues on creating long term competitive advantage.

2. The community could aware about the importance of modern marketing management which effects to the success in marketing of community-based tourism enterprise.

3. The community could collect useful data and develop marketing efficiency guideline within the community-based tourism enterprise in order to display an empirical evidence.

## RECOMMENDATIONS FOR FUTURE STUDY

The future study could conduct a further research by applying the conceptual framework of the antecedent and consequent of the success in marketing of community-based tourism enterprise in quantitative research methods based on causal research that describes the relationship between antecedent and consequent from community that is experiencing severe changes. Therefore, the analytical unit is used at the organizational level and use questionnaires as tools for data collection. Data is analyzed using by Structural Equation Modeling (SEM) to test the causal relationship and consequent and the consistency of the model with empirical data. In order to obtain knowledge that is appropriate for the situation in that period of time and then take all the data that is analyzed, interpret and discuss the results.

## CONCLUSION

This study shows the antecedent and consequent of the success in marketing of community-based tourism enterprise. The variables in conceptual framework including 1) Market orientation which consists of 3 factors which are customer orientation, competitor orientation, and inter-functional coordination 2) organizational factors can be divided to 3 factors which are organizational culture, organizational learning, and quality system. Therefore, both variables influence the modern marketing management in 2 aspects which are marketing management and operation and technology. As a result, the consequent of the modern marketing management is the success in marketing of community-based tourism enterprise. The empirical data would contribute to enhance the sustainable competitive advantage in community-based tourism enterprise.

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