



# CBT

## THAILAND

Community Based Tourism



Japan International Cooperation Agency (JICA)

Survey on Community-based Tourism Market in Thailand

Presented by Local Alike Co., Ltd.





## INTRODUCTION

Thailand has been known for its enriched culture, traditions and the beauty of nature, which marks itself as a global top listed destination among travelers around the world. According to the fact that one of the main sources of Thailand's revenue is tourism, this fact can be used as a statement for an outlook on the opportunity for Thailand to put the importance of economy to rely on tourism as a priority.

However, it has been recorded that most of Thailand's tourism revenue is distributed only among the big cities, for example, Bangkok, Chiangmai, Phuket, and Pattaya where the whole nation is sharing the tourism resource. According to Thailand's tourism strategies announced in the year 2015 together with Thailand's national tourism policy published in the year 2020, it is clear that one of the focus areas will be in the second-tier provinces which are located throughout the country.

The tourism model that helps develop and prepare the readiness for the communities to welcome tourists is called "community-based tourism".

As mentioned in the ASEAN Community Based Tourism Standard, the community-based tourism is defined as "tourism activity, community-owned and operated, and managed or coordinated at the community level that contributes to the well-being of communities through supporting sustainable livelihoods and protecting valued socio-cultural traditions and natural and cultural heritage resources".

With this principle, Local Alike Co., Ltd - a Thai social enterprise that aims to elevate the livelihood for people in the community through capacity building for sustainable tourism, has created a model in accordance to support Thailand's tourism strategy to build up community-based tourism villages throughout Thailand and create the opportunity to gain income from tourism and improve the quality of life.

After 8 years for Local Alike Co., Ltd to have ventured into this industry, this research is written to provide insight into the community-based tourism market in Thailand which will help readers find feasibility on tourism investment and for future marketing purposes.

This survey was conducted at the request by Japan International Cooperation Agency (JICA) in order to find out the key points to promote the CBT by the Community based Entrepreneurs on "Project for Community-based Entrepreneurship Promotion (The D-HOPE Project)" in Thailand.



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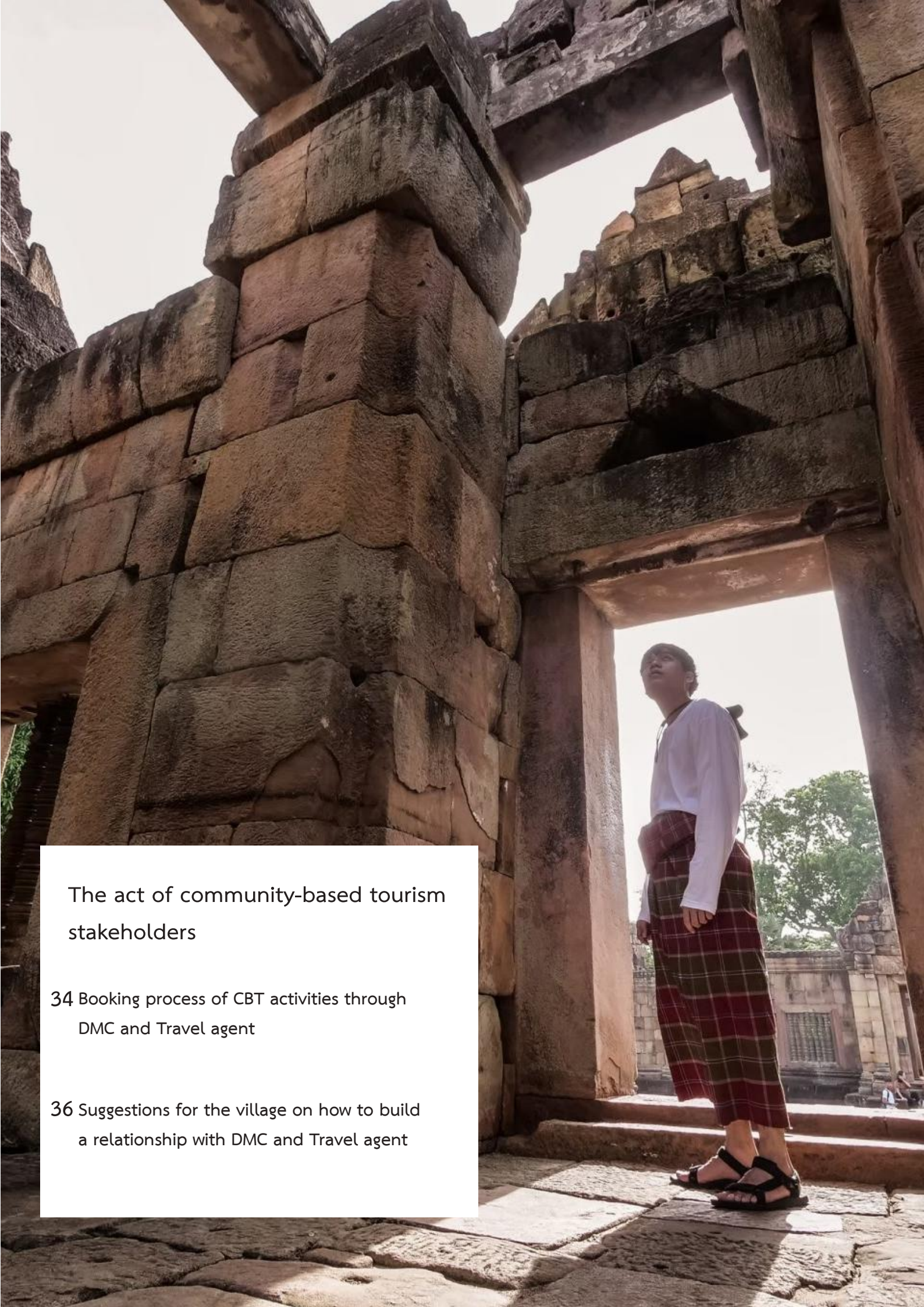
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A woman with a backpack, wearing a white long-sleeved shirt and a red and green plaid sarong, stands in a stone doorway of an ancient temple. She is looking up at the sky. The temple is made of large, weathered stone blocks. The scene is brightly lit, suggesting a sunny day.

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# OVERVIEW CBT THAILAND



Tourism has been the significant revenue source of Thailand for a long period of time. Referred to Ministry of Tourism and Sports of Thailand, it has specified that since 2013 Thailand received revenue from tourism industry more than one trillion Baht from both Thai and foreign tourists. It can be ranked as the forth rank of the highest revenue generated by international tourism. Furthermore, Thailand is recognized as competitiveness development country in Tourism, reference from Travel and Tourism Competitiveness Report 2019 under conduction of World Economic Forum, published on 4 September 2019. It has been stated that Thailand is the thirty-first rank of the World and the third rank of ASEAN (respectively from Singapore and Malaysia). Thailand's tourism competitiveness moved up from 2015 and 2017, which was the thirty-fifth and the thirty-fourth rank respectively.

For growth of revenue and competitiveness rank from tourism, it shows the consecutive growth of Thailand tourism industry, which is the main industry driving economy of Thailand. It results in employment and income distribution to another industries and businesses directly and indirectly.

The important point is the differences between revenue and competitiveness. Thailand's revenue from tourism is between top ten rank comparing to other country. While, our competitiveness in tourism management is still far from top ten. That is why Thailand has to improve the competitiveness capacity on tourism, which can mainly focus on tourism standard including in safety, hygiene in tourist attraction, environmental conservation and cultural conservation.





Even if tourism industry is quite successful in Thailand territory, inequality in income distribution is the controversial topics among stakeholders. Therefore, the tool for this problem is Community-based tourism (CBT), which gives opportunity for local people owning their local resources and managing it by their own. This model can really reduce the gap of inequality and can distribute the income among all areas of community. The community-based tourism is progressively developing due to the support from government, private sectors and civil society. The integration and collaboration between stakeholders will actually develop and enhance community-based tourism. Currently, there are more than 3,000 communities in Thailand starting to do community-based tourism.

For national policy and strategic plan, it aims to develop local economy to diminish inequality problem and distribute the income widely. From 20-year National Strategy (Year 2018 to 2037), it clearly states that “Thailand is stable, wealthy and sustainable. Thailand becomes a developed country which applies the Sufficiency Economy Philosophy’. The quote of nation is ‘Stable, Wealthy and Sustainable’ One example is the goal of Thailand Tourism Development Plan (Second Issue) (Year 2018 to 2021) which takes action from the goals of 20-year Tourism Vision. In year 2036 vision, it is stated “Thailand will become the leading country, which economy grows in equilibrium way with authentic Thai preservation. The income has been distributed to all with sustainability.” From the policy, it can be recognized that Community-based tourism can be the key tool to make the plan reaching its goal, especially, in inequality and income distribution.

To develop and support local tourism, it needs the collaboration from many organizations such as government, private sectors or civil society. There is one example of organization which plays the important role of local tourism development. This organization is the intermediary to connect all stakeholders to let them see the whole picture and understand the community-based tourism. This organization also applies the government policy for support local economy and income distribution to locals in the concrete way.





## This organization is known as DASTA or Designated Areas for Sustainable Tourism Administration (Public Organization).

DASTA plays an important role on designating policy and local sustainable tourism plan as well as co-ordinate with all stakeholders to get collaboration between them for tourism designated areas for which they take responsible. DASTA also takes responsible for developing knowledge and skills for local people to prepare themselves on community-based tourism.

Moreover, they help locals to gain publicity in order to gain more income and increase dignity. From 2019 to 2022, DASTA launches the four -year plan which is compatible with 20-Year National Development Strategy and Thailand Tourism Development Plan (Second Issue).

Their objectives which have to reached are as followings;

1. Prototype Area of Community-based tourism
2. Tourism Management Strategy by Locals
3. Support Creative Tourism
4. Collaboration with all stakeholders to increase capacity in tourism management

DASTA also prefers to expand the responsible areas to Ayutthaya Archaeological site, Andaman Seas and groups of island in Southern part of Thailand, and Eastern Economic Corridor.

From the vision of DASTA, they can help enhance not only the local tourism in many regions of Thailand, but also the local quality of life. This can increase the choices for tourists to explore to particular style of travel in Thailand too.

## Tourism Authority of Thailand (TAT)

Tourism Authority of Thailand (TAT) is the organization which has mission to do promotional activities and publicity for Thailand tourism's core value. For last 3-4 years, TAT pays attention on the community-based tourism more. They also encourage less-visited areas , where consist of 55 provinces of Thailand. This strategy is to reduce inequality and distribute income around country. It is because tourism is quite popular in the well-known tourist destination, which later creating degraded environmental resources, economic concentration in partial areas and over capacity of citizen.

Therefore, TAT continues to boost up the less-visited areas and community-based tourism through various advertising campaigns along with integration across organizations and stakeholders, which can be known from followings;





## ENJOY LOCAL

In 2017, TAT took action on launching the “Thai Chic and Core Value Style Travel” which can urge the cultural and local tourism of Thailand in specific areas.

In 2018, TAT launched the campaign of “Amazing Cool Travel in Thailand’ under the concept of “Thailand Everywhere is amazing and every time is so chic” This also revamped the image of chic style from travel in Thailand. It led to the new exploration in less-visited areas too.

In 2018, TAT continued to support the less-visited areas from the concept of “Amazing Thailand Go Local, Locals Grow, Thailand Grows” in order to increase the number of tourists in less-visited areas up to 10 million visitors. This could supplement the plan of governmental policy and distribute revenue to locals.

It also made less-visited area and community-based tourism grow since tourists tried to explore new unique style of travel. Amazing Thailand Go Local consists of 7 key goals.

Collective point strategy is one incentive of travelers. This occurs from collaboration of partnerships, who can use technology information such as Google Local Guide to facilitate the trip planner by individuals.

It also provides incentive to spend money during travel time, particularly, in less-visited areas by providing e-coupon to get discount after buying products or services along the travel route to community and less-visited areas including in Pracha Rath Sook Jai Shop (Joint venture between locals and government souvenir shop), gas station, restaurants, and local shops.

It allows to collect the points through Trippointz to get discount for buying products and services, reimburse rewards, sweepstakes for free travel or mile earning. The information is real time operation from big data. It can access the past information to improve the effectiveness of management and adaptation to new trend of the market for sustainability in the future





## LOCAL LINK

The collaboration between Travel Agent and some dealers to provide some privileges such as food expense support when sale offer of the tour services in less-visited area or double tour plan of both main tourist destination and less-visited areas. The itinerary has to be collected and filtered to choose the ready one.

Besides, the statistic information has to be analyzed to increase the ratio of tourist numbers between in main-visited area and less-visited areas in the percentage of 70 and 30 respectively which is adapted from the old one (the ratio of 65:35). This includes the multiple travel routes in less-visited areas to target many tourist personality and lifestyle such as Green Tourism or Environment-concerned tourists, bicycle-route, border country trails. The routes have to be re-designed to meet with tourist lifestyle. For example, art and craft routes, agricultural routes, adventure, nature therapy, local and food travel routes and meaningful traveling are required to be in travel service offers from Travel Agent. In addition, individual travel customization (ABC) is vital.

A Addition (Corridor of Travel routes between main-visited areas and less-visited area)

B Brand New (Travel in 55 Provinces in less-visited areas)

C Combination (Combination between main-visited areas and less-visited area)



## SET IN THE LOCAL

This is to stimulate the MICE (Meeting, Incentive, Convention, Exhibition) market to hold meeting, seminar or CSR activities in community and less-visited areas. The suggestion time is during the week day. TAT has been surveyed the need of local people to help strengthen their community-based tourism in term of marketing strategy and collaborations to partnerships which have need to take action in the areas such as SET (The Stock Exchange of Thailand), IEAT (Industrial Estate Authority of Thailand) and SME Bank (Small and Medium Enterprise Development Bank of Thailand), targeting the groups of enterprises and young generations.



## EAT LOCAL

'Localicious' is the way of public relationship campaign to serve the dishes from local and seasonal ingredients with tasty and authentic taste. In all regions, they will hold Eat Local Week events accompanied with partnerships which provide Local Food Tour program. Travel Agent would bring customers to visit local food source. From this activity, they also provide point collection to get privilege from Michelin Star restaurants.





## OUR LOCAL

This is to support Community Events in the concept of culture and identity of community. They try to hold the events in many areas consecutively so as to attract more tourists visiting less-visited areas or community. This also includes annual local festive event.





## **LOCAL HEROES – TOWARDS GSTC**

**(Global Sustainable Tourism Council)  
& B2D (Business to Digital)**

Mobile Clinic activity is to develop people, community strength from various knowledge to prepare local people catch the trend of both visual of landscape and digital age. They also bring lecturers, specialists, artists, and well-known people to create the remarkable design as well as suggest the funding source.





## LOCAL STRENGTH

The collaboration between government and private sectors will build the strength in supply chain, finished products, creative tourism development. They encourage new entrepreneurs in Travel Tech and Start-up Business in Services to create revenue in less-visited areas.

In 2019, TAT still focused on supporting less-visited areas and community-based tourism. They keep launching advertising campaigns in both domestic and international levels.

Amazing Thailand: Open to the New Shades to target the foreign tourists for visiting Thailand in the sense of Thai Unique Local Experience, which lets tourists really absorb the authentic Thai culture. This will activate all senses of tourists for both mind and spiritual aspect, under the concept of The Millions of Hidden Shades.

Amazing Thai Tay (Thai Chic Traveling Style) Campaign which had been launching since 2018 to make Thai people interest in Thai tourism more. The campaign tried to give the new message of Thai traveling image which could be chic lifestyle. The destination was marvelous which could be visited all year round.

Due to its local tourism style, it needed local people to take action on this tourism, who was willing to preserve the local way of living, culture and local wisdom as well as create the value in their identity to inspire and make new understanding towards local tourism. That was why 'Local Hero' occurred in the community, who had dignity, understood and loved their community truly.

In 2020 TAT continues to launch the advertising campaign for less-visited areas and community-based tourism in both domestic and international tourists.

For international tourists, TAT targets "5 Go", consisting of Go High (Targeted customers who interest in value more than price.

Go New Customer (Targeted First Visit customers in old areas or purchased customer In new areas)

Go Local ( Local tourism in both main tourist attraction and less-visited areas)

Go Low Season ( Marketing campaign to bring out Thai agricultural country, where the rain and river are quite necessary for sustaining a living in order to link with the main product, Gastronomy, properly.

Go Digital (To adapt information technology as a tool to access consumer insight intensively and extensively.)





Revenue from Tourism Statistics of Less-Visited Areas      Tourist Numbers Statistics of Less-Visited Areas



Source: Economic Tourism and Sports Division

For Thai tourists, TAT still continues success of Amazing Thai Tay campaign to provide various types of traveling styles more than consumer segmentation based on their gender, or age.

In 2020, TAT will hold the celebration of 60-Year-Old Anniversary which will launch “The 60 Projects of Happiness Routes at Muang Thai the Series” to stimulate three seasonal traveling in Thailand which integrates both main tourist destination and less-visited areas together. Transportation routes have been well designed for local vehicles and facilitated tourist activities.

TAT strategies can assure the positive tendency of marketing campaign of less-visited areas and community-based tourism. It is resulted from supportive campaign of less-visited areas and community-based tourism. It increases more number of tourists continually.

The report from Ministry of Tourism and Sports showed that the number of tourists in less-visited areas from 2011 become high up from 50 to 90 Million people in 2019. The less-visited areas which generate the highest revenue from tourism are Chiang Rai, Trat, Nakhon Si Thammarat, Trang and Satun respectively. For the highest number of tourists in less-visited areas are Nakhon Si Thammarat, Udon Thani, Chiang Rai, Phitsanulok, and Nakhon Nayok respectively. This can be obviously shown that there is wide revenue distribution from tourism across Thailand.



## Thailand Convention and Exhibition Bureau (TCEB)

TCEB is the organization who supports service for tourists who attend to meeting, seminar or gain rewards of prize from all around the world. Seminar and exhibition participants, is known as MICE travelers (Meeting, Incentive, Convention, Exhibition)





MICE industry is also one key factor to generate revenue to many countries, especially, in urban areas or exhibition and convention venues. It also becomes beneficial to country directly and indirectly including in entrepreneurs who sell products, services and souvenirs. It is also recognized as publicity channel to bring tourists to country. TCEB also procrastinates that there will be 37,781,00 MICE travelers in Thailand, which can generate revenue up to 232,700 Million Baht. It can segment as 1,376,00 foreign MICE travelers, with 105,600 Million Baht revenue and 36,395,000 Thai MICE travelers with the revenue of 127,100 Million Baht.

From the growth of MICE, it is consonant to government policy to distribute revenue to locals. It leads TCEB to collaborate with Cooperative Promotion Department to launch the project of “MICE for Locals”. This project aims to develop local capacity to serve business of MICE. It is because trend of meeting and seminar is now changing. They prefer outdoor activities more or field trip. It can be good opportunity for community to provide services for this targeted group. In the first stage, TCEB along with Cooperative Promotion Department selects effective 35 cooperatives around Thailand to be prototype to publish to targeted market. The advertising campaigns are launched in both offline and online platforms in the form of Mice Event Holding Manual. The manual consists of important information such as Cooperative’s strengths, activities, facilities, useful information, and contact information. Furthermore, TCEB does test tour or travel inspection for government and private representatives at Ban Lad Agricultural Cooperatives, Phetchaburi and Muaklek Cow Diary Cooperatives, Saraburi.





In 2019 TCEB continued to distribute income to locals by doing the MICE project (Second Year) with 50 Cooperatives' collaboration. They also made new manual for community and test the tour routes more such as Kampangsaen Beef Cooperative at Nakhon Pratom, Nikom Wang Sai Cooperative at Rayong and Nikom Chum Sang Chan Cooperative at Rayong. Currently, there are 85 cooperatives joining this project.

TCEB also organized “MICE Showcase” to be the medium between cooperatives under the project of government and private sectors. The community has chance to offer seminar holding services for those organizations. And in the same year, TCEB collaborated with partnerships to initiate projects increasing income for locals.

MICE Innovation - the collaboration of TCEB, the Community Development Department (CDD) (Ministry of Interior), Faculty of Economics, Chiang Mai University and Thailand Incentive and Convention Association (TICA). They help enhance the community-based tourism, OTOP and innovation for MICE travelers. They choose 8 communities from Chiang Mai, Lamphoon, Lampang and Mae Hong Son to be prototype communities.

- Local Outing - the presentation of travel routes in Thailand which give chance for visitors to subtly learn identity and local way of living while attending to seminar holding at that local area. The goals of seminar are to develop individuals, or practice new skills. This not only let staffs learn new experiences but also generate income to locals. It consists of 4 routes which are Digital Detox at Prachinburi, Do Act Share at Samut Songkram, Creative Thinking at Chiang Mai and Empower Teamwork at Krabi. For more information, it can be searched from <http://localouting.bussinesseventsthailand.com/>



From TCEB strategies in 2018 and 2019, it could be one channel for locals to have opportunity to welcome MICE travelers which continued to grow. In 2020, TCEB still supports government policy to hold MICE events around the country, especially, in regions of Thailand. They also maximize MICE community through MICE projects in the third consecutive year with collaboration from Cooperative Promotion Department. The MICE OTOP Innovation becomes the partnership with Department of Community Development. And MICE for Health works with Ministry of Public Health.

### Pacific Asia Travel Association (PATA)

PATA is the organization for supporting Pacific Asia Tourism. Their members are many stakeholders such as government, airlines, travel agent, hotels, restaurants, and travel-related business around the world.





PATA can be key intermediary organization to connect all organizations in tourism industry. On 26 November 2019, PATA held Community-based tourism (CBT) Working Meeting as the first time in Bangkok of Thailand. Participants are invited from many organizations such as DASTA, TAT, Travel Agent and Civil Society in tourism. The aim is to share method of tourism product development along with marketing strategy.

But local identity is still conserved and poverty is reduced too. They also would like to protect culture of minority and conserve local natural resources. PATA recognized this meeting as an initiative step to work among partnerships. The forum is made from many sectors to reach the goals.

DASTA is the representative from government organization which provides information of mission and working process of tourism development by community with the challenge of sustainability.

Local Alike is the business model information provider as the social enterprise in tourism. Local Alike always assesses the impact on community when processing in local area. That is the good point of social enterprise.

DISCOVA tries to give working process in balancing way of profit making and local benefits. DISCOVA becomes the consultant for Tour Operators.

Fair Tourism begins to share experiences for tourism management. For example, they help develop Huai Poo Keng, at Mae Hong Son to over challenges for tourism product marketing strategy. They try to turn community-based tourism as a tool for building community strength.

Participants also suggest the methods to build strength in community. They recommend locals to practice skills in tourism and be able to transfer the community story. Government has to play an important role on experiential travel for travelers. The alliance creation of DMC (Destination Management Company), Tour Operators and community has to be conducted.

From the seminar, it quite opens the floor for idea exchanging between relating groups of people. Moreover, it is the big step of encouragement on Community-based tourism of PATA in the future.





To enhance the community-based tourism and tourism products to meet with consumer need, it is required the integration and collaboration from all relating groups of people. Currently, the collaborations from government, private sectors and civil society become intense.

It can be concluded that the community-based tourism grows continually because it can be the tool reducing inequality and distributing income in the long term among local people, who really impact on local economy of country. It can also supplement the National Development Strategies and help set the method to support the local consecutively. In addition, the growth local style traveling impacts on the growth of community-based tourism as well.

. Community-based tourism Sub-Committee (Committee of National Tourism Plan) launches the action plan for sustainable Community-based tourism under collaboration of partnerships between 2020 and 2022. This action plan will be the guidelines to mobilize community-based tourism in such an effective, efficient and consecutive way in the future.





## Holistic Perspectives for Sustainable Development

Community-based tourism has related and impacted widely on many stakeholders. So, it leads to study SWOT analysis (Strength, Weakness, Opportunity and Threat) of Community-based tourism. It can be good starting point between community and stakeholders for tourism sustainability and growth.

### STRENGTH

S1 Location and geography of each community is distinguished and unique in their own characteristics. For instance, Eastern part of Thailand is located nearby shores and seas. While, Northeast part is located in highland. Some provinces are located along Mekong River, which becomes outstanding in highland way of living.



S2 Local wisdom and way of living differentiate for each community. For example, Northern part of Thailand has various groups of tribes which have unique way of living such as Hmong, Akha, and Lahu. And Muslim tradition widely spreads in Southern part of Thailand.

S3 Sincerity and willingness in services with warmth and homely feeling. How to make tourists (both Thais and foreigners) feel comfortable is one strong point to make them impressed, It creates friendliness in services which they can sense too.





## WEAKNESS

W1 Hygiene is the vital weak point for local community to be developed because it can reduce trust from tourists. For instance, they normally cook and place kitchenware on ground. But thinking as visitors, they are not familiar with this cooking style. It may not be proper enough for this cooking method.

W2 Safety includes the safety from household animals (dogs and cats). For instance, when riding bicycle, the barking of dogs may create some fear and unsafe feeling in tourists' mind. The other safety is food cooking style. The cooked food is good in term of prevention of diarrhea symptom while half-done food (recommended dish in some areas) has to be assured in term of cleanliness and freshness. Some Europeans may not be familiar with this kind of food or spicy taste.

W3 Lateness of responses of the questions from tourists can be weakness as well. The delayed decision making from complicated working process of community can cause the unclear messages and hesitation to reply the tourists in short period of time. This makes community lose the chance to provide service for the tourists.

W4 The management does not meet the tourist's expectation. For instance, tourists prefer to stay at local Homestay, which has the local owners who really live there but they move out and let the tourists stay by their own. The tourists miss the chance to absorb authentic way of living. While, the locals think that it would be more comfortable for the tourists if they let the tourists stay privately.

W5 Costly product and service price from community is happened due to revenue distribution among community creating high production cost and high selling price. This can be obstacle for niche travelers avoiding to visit those areas.

## OPPORTUNITY

O1 Travel Agent tries to find the authentic way of living traveling style to create the new sense of travel and target more niche market of travelers.

O2 The niche targeted travelers who loves to see and experience the locals becomes the potential targeted market (mainly from foreign travelers) for Community-based tourism. It can increase sales in locals.

O3 Government and private sectors support Community-based tourism observing from budget allocation in landscape development, quality of life enhancement, providing career opportunity and returns of native habitats. The private sectors pay attention a lot on Corporate Social Responsibility (CSR) activities in local community as well as hold travel program with community too. For instance, Thai Namthip Company donates some necessary things to locals and holds company outings at that community as well.





## THREAT

T1 Lack of market reaches of both Thai and foreign travelers.

T2 Lack of online marketing such as Facebook page, which needs responsible Admin who can really responses to the consumers.

T3 Many of community cannot serve the walk-in tourists so they keep losing the revenue from them.

T4 Community sees the community-based tourism owned by government. When end of government support, community stops to operate by their own and lacks of understanding in community-based tourism.

T5 Community-based tourism needs long term of operation and funding from relating organizations. Without supports, it can stop the development.

T6 Lack of effective and efficient publicity or advertising campaign can create disadvantages in Community-based tourism. The publicity needs to be steadily announced through various channels such as magazine, TV programs, Travel online fan pages.

T7 Disease can impact on Community-based tourism's brand images of both community itself and country. When plague occurs, it can cause cancellation of booked travel program or changing in destination preference.



## Summary of Key Points

S Distinguished style and identity of each community + Friendliness of service

W Hygiene, Safety, Inactive response, failure of Agreement and Costly price for niche target.

O Support and subsidization from government and private sectors + Travel Agent and New taste of traveling style.

T Failure of market targeting, refusal to walk-in tourists, intermittent subsidization and ineffective publicity strategies.





- ▶ Location and geography of each community is distinguished and unique in their own characteristics. For instance, Eastern part of Thailand is located nearby shores and seas.
- ▶ Local wisdom and way of living differentiate for each community. For example, Northern part of Thailand has various groups of tribes which have unique way of living
- ▶ Sincerity and willingness in services with warmth and homely feeling



- ▶ Hygiene is the vital weak point for local community to be developed because it can reduce trust from tourists.
- ▶ Safety includes the safety from household animals (dogs and cats).
- ▶ Lateness of responses of the questions from tourists can be weakness as well. The delayed decision making from complicated working process of community can cause the unclear messages and hesitation to reply the tourists in short period of time.
- ▶ The management does not meet the tourists' expectation
- ▶ Costly product and service price from community is happened due to revenue distribution among community creating high production cost and high selling price.



- ▶ Travel Agent tries to find the authentic way of living traveling style to create the new sense of travel and target more niche market of travelers.
- ▶ The niche targeted travelers who loves to see and experience the locals becomes the potential targeted market (mainly from foreign travelers) for Community-based tourism.
- ▶ Government and private sectors support Community-based tourism observing from budget allocation in landscape development, quality of life enhancement, providing career opportunity and returns of native habitats.



- ▶ Lack of market reaches of both Thai and foreign travelers.
- ▶ Lack of online marketing such as Facebook page, which needs responsible Admin who can really responses to the consumers.
- ▶ Many of community cannot serve the walk-in tourists so they keep losing the revenue from them.
- ▶ Community sees the community-based tourism owned by government. When end of government support, community stops to operate by their own and lacks of understanding in community-based tourism.
- ▶ Community-based tourism needs long term of operation and funding from relating organizations. Without supports, it can stop the development.
- ▶ Lack of effective and efficient publicity or advertising campaign can create disadvantages in Community-based tourism.





## TOWN Matrix: Analysis of Strategies for Community-based Tourism

### Aggressive Strategy (SO Strategy)

SO1 Differentiate and standardize product and service for each community to create key selling point.

SO2 Create the product and service which really target and attract various groups of travelers such as MICE travelers, CSR Making companies and F.I.T (Foreign Independent Tour).

SO3 Become partnerships with Travel Agent or organizations which support community-based tourism to create the new unique travel program in order to expand the market.

### Turnaround Strategy (WO Strategy)

WO1 Create the alliances or partnerships with government, private sectors and community to develop and solve the problems of the community-based tourism such as lack of knowledge, lack of budget and unsatisfied products and services.

WO2 Data collecting for feedback from tourists, and relating organizations can become crucial tool to develop and improve products and services.

### Defensive Strategy (ST Strategy)

ST1 Enhance identity and uniqueness of community's key visual to present to tourists through various channels with steady frequency. The key visuals of community consist of travel programs, local products, festivals and local culture.

### Retrenchment Strategy (WT Strategy)

WT1 Study and analyze consumer behaviors in order to catch the trend of tourism. The understanding of consumer insight in both potential consumers and loyalty consumers can be used in product and service improvement and increase in visitors.



# TOWN METRIX

## Aggressive Strategy (SO Strategy)

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- ▶ SO3 Become partnerships with Travel Agent or organizations which support community-based tourism to create the new unique travel program in order to expand



## Turnaround Strategy (WO Strategy)

- ▶ WO1 Create the alliances or partnerships with government, private sectors and community to develop and solve the problems of the community-based tourism such as lack of knowledge, lack of budget and unsatisfied products and services.
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## Retrenchment Strategy (WT Strategy)

- ▶ WT1 Study and analyze consumer behaviors in order to catch the trend of tourism. The understanding of consumer insight in both potential consumers and loyalty consumers can be used in product and service improvement and increase in visitors.







## Key Ideas of Sustainable Community

The conclusion of representatives' interview from three communities shows that community leaders understand in tourism principles which encourage the management by locals in order to create knowledge exchange between locals and tourists naturally. The community identities can be presented on products and services from locals, including in travel activities, local products and food. Three communities all agree that the successful Community-based tourism will happen because of individual income increases, quality of life improvement, equally revenue distribution, awareness of community dignity. The Community-based tourism keeps growing due to the collaboration from government and private sectors. For example, many marketing and advertising campaigns on Community-based tourism are launched because of TAT support. Another example is Corporate Social Responsibility activities of SET (The Stock Exchange of Thailand) in local community. Moreover, the trend of local tourism among the tourists becomes more attractive and unique so they travel in local community more and buy local products and services too.

Communities also give the information further on problems and obstacles in community-based tourism. There are multiple points for community to improve to enhance the tourism standard in their own community.

### 1 Tourism Standard

- ▶ Hygiene, Readiness and standardized services need to be improved. For instance, they have to find the proper local food menus for each tourist group. It is because currently local food does not satisfy the tourists much.
- ▶ Booking travel program process needs to be improved due to taking long time. The working process of community needs time to response so they miss the chance to serve the tourists.
- ▶ Misunderstanding of degree of service providing. Locals will become overact in term of services. This can cause the change of way of living.
- ▶ The friendliness service can create some weakness. It is because the tourists afraid to give actual and constructive feedback for them.





## 2. The Lack of Knowledge and Important Skills

- ▶ Lack of marketing strategy
- ▶ Lack of English competency and confidence to communicate with foreigners
- ▶ Lack of meaning interpretation design or local storytelling
- ▶ Lack of service providing principles
- ▶ Misunderstanding of proper service providing degree
- ▶ Lack of traveling route design for tourism experience.
- ▶ Different opinions among locals people which sometimes create obstacles for development.

## 3. Community-based Tourism Continuation

- ▶ New generation does not interest in Community-based tourism therefore the development takes long time and the knowledge has not be reinvented to adapt to new trend.

## 4. Financial Support Problems

- ▶ The numbers of tourists in each area is fluctuated and it cannot remain the same all year long. That is why the budget allocation for landscape improvement to the areas has to be reconsidered wisely. It can show that local community has little budget for doing any project by their own.

## 5. Problems of Marketing and Public Relation

- ▶ Few numbers of marketing and publicity channels in both online and offline platforms along with less number of partnerships leads to ineffective marketing strategies.





From the interviews of three communities, its results are compatible with SWOT Analysis from Destination Management Company (DMC), Travel Agent and travel guides, especially, in weakness and threat. So, TOWNS Matrix, consisting of 4 strategies, can be adapted to solve the problems of local communities. The tourism development will become successful if all stakeholders understand each opinion. The harmony and understanding of stakeholders can be used to design the strategy and action plan for solving local problems. The action plan can be performed well if all stakeholders work collaboratively.



## Local Alike's Analysis on Current Community-based Tourism Market

Currently, Community-based tourism of Thailand grows continually resulting from government policy which prioritizes revenue distribution to local as urgent policy. This leads the relating organizations supplement the policy in order to create the concrete outputs which can be obviously seen from Community-based tourism project development, publicity and marketing campaigns.

From Local Alike experiences, the identification of successful Community-based tourism is the public attention on local tourism.

For 8-year operation, Local Alike gets chances to share company experiences on local tourism through the public forum, lecture, and public interview. These events have tendency to be held more in every year. It is resulted from public attention on Community-based tourism. The trend of sustainability, environmental protection and responsible tourism are also factors to create interest among public.

To have many media channels of Community-based tourism will lead people understand more on local tourism and aware that this kind of tourism can be key tool for quality of life enhancement and sustainable society which will create constructive changes to all relating sectors.



Local Alike also observes the higher numbers of communities which interest in Community-based tourism. They usually ask for advices and suggestions to develop their tourism as well as collaboration in the future.

Governmental organizations are also the key parts to support and subsidize the Community-based tourism. Local Alike does become partnership with various groups of governmental organizations including in DASTA, TAT and CDD (Community Development Department). The collaboration becomes intense and effective more and more. Local Alike together with those organizations conduct the projects to develop capacity of locals to provide services, launch marketing and public relation campaigns and participate in activities held by government organizations.





Local Alike has opportunities to work with private sectors from many industries such as airlines, financial institution, and food industry. They see Community-based tourism as important. It is because many companies have to proceed under the mission of Sustainable Development Goals (SDGs) by United Nations. The Community-based tourism can be a tool to create sustainable community. The private organizations decide to collaborate with Local Alike. They use our service at least one time and prefer multiple types of service such as developing local tourism in community relating to company working process, extended project of marketing campaigns for community, field trip, CSR, and company outing.

Moreover, Local Alike provides the trip for educational institutes (both governmental and private one). The rate of both domestic institutes and international institutes which interest in local learning trip has become grow. Students and local people have chance to interact with each other and share the knowledge leading in more understanding in community's way of living, tradition and culture. Many institutes use our services more than one time. Moreover, there is increasing frequency of trip and numbers of participants.

For F.I.T (Foreign Independent Tour), they have use our services more. The company tries to collect the big data of booking on [www.localalike.com](http://www.localalike.com), the online platform for both Thai and foreigners who interest in local tourism and book travel program from that website. In addition, Local Alike launched Joined Tour at Khlong Toei in 2019 which gained positive feedback from tourists later.

The growth of Community-based tourism is resulted from various factors such as government, private sectors and civil society. Local Alike keeps improving product and service and tries to study consumer behavior and need in order to redesign product and service which really serve the need of the market. Our company still launches public relation campaign and promotional activities to stimulate public attention to choose our service.

The opinion on success and growth of Community-based tourism of Local Alike parallels to DASTA and CDD (key organizations for Community-based tourism development). DASTA realizes that the success of Community-based tourism will happen if relating organizations help to publish Community-based tourism more than before. Other thing is to play their role clearly. Moreover, government policy on local economy can be opportunity for locals to develop Community-based tourism marketing strategy. DASTA puts all efforts to develop all processes of Pre-Pro-Post. Pre-process is to give local people knowledge and understanding of Community-based tourism. Second, it is to design travel experiences to satisfy consumer need. The last one is to develop creative and sustainable tourism in community as well as to do public relation campaigns.





CDD thinks that besides the government support in local tourism such as OTOP Innovation projects (by CDD), the key of success is the locals itself. The local community has to be harmony, self-dependence and collaboration among community people. This will ensure their readiness to develop their own community, their products and services as well as their own marketing strategies

Even if the Community-based tourism trend sounds good, there are a lot of challenges of relating people to collaborate and manage together. DASTA states that their challenge is on community's capacity development. They have to build knowledge and understanding and develop community capacity to reach the standard and meet the consumer need. For example, locals need to produce the products targeting to F.I.T market or develop community to target MICE travelers. For CDD, their main challenge is to build awareness and dignity in community to let locals appreciate and conserve their value in way of living, culture and local wisdom. These values can become the key selling points of community leading to successful Community-based tourism in their own community.

For Local Alike, there are many challenges on Community-based tourism including in service standard improvement, especially in, hygiene and safety. The new and unique activities will create new sense of traveling with consideration of sustainable and responsible tourism. To design the activities, community needs to study tourism market need, current and future tourism trends, and consumer insight (focusing on experiences along the way more than destinations). The understanding of initiative cost and activity holding cost are vital to consider for reasonable price setting. Besides skills and knowledge improvement, community people have to know the channels to reach targeting tourism market and how they can link their product and service to that kind of market. The challenges require collaboration from all relating organizations for developing knowledge and skills in local people, creating market for tourism's products and services, and connecting market to communities. However, the communities can manage the challenges by their own effort because the information is accessible. If the communities become active and initiative, they will develop faster.





## Case Study : Khok Mueang Community Chorakhe Mak, Prakhon Chai District, Buriram Province of Thailand

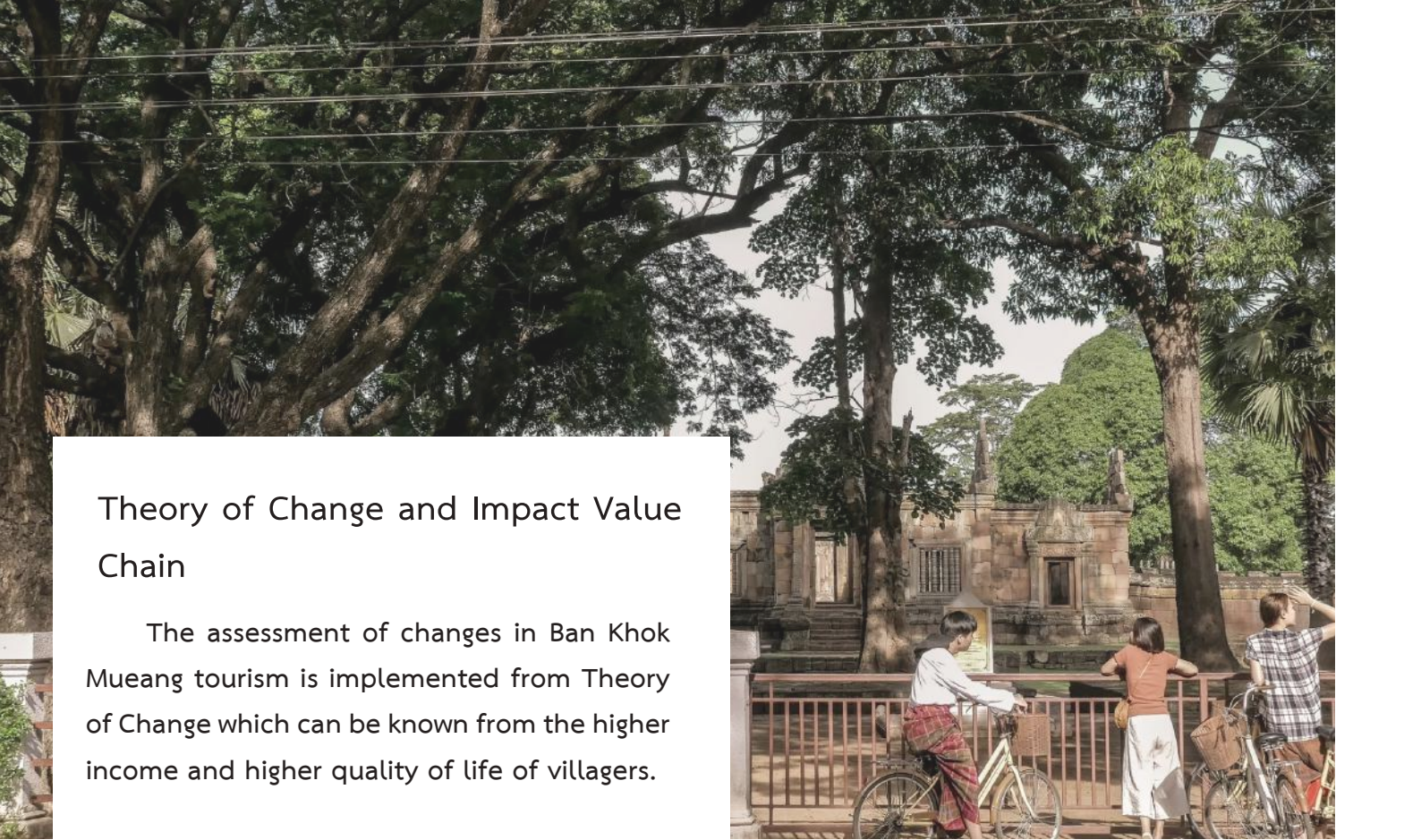
### ‘Community Changes from Local Community-based Tourism’

Khok Mueang community is located at Chorakhe Mak, Prakhon Chai District, Buriram Province of Thailand . The majority of people here work as farmers. The community area is near cultural heritage attraction which is Prasat Mueang Tam, 1,400-year-old archaeological site. In year 2006, this village won OVC prize (OTOP Village Champion) in the category of Cultural Tourism.

Due to its archaeological site and consistent resource improvement (such as woven fabric and reed mat), many people keep visiting this village

That is why locals start to open Homestay to serve the need of tourists and visitors. During 2012 to 2014, Ban Khok Mueang is certified as standardized local Homestay. The uniqueness of Ban Kok Mueang is authentic way of living, friendliness of local people, local residence providing services and closeness of attractions. Ban Khok Mueang villagers try to adapt Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej, which can be seen from activities of fabric weaving, local-grown rice (Khao Poo Khoa Fai), and reed mat making. Ban Khok Mueang community are welcoming visitors all year.





## Theory of Change and Impact Value Chain

The assessment of changes in Ban Khok Mueang tourism is implemented from Theory of Change which can be known from the higher income and higher quality of life of villagers.

Stakeholders	Participatory Process	Reasons for Assessment
1. Sub-district Administration Organization/ External Organizations	<ul style="list-style-type: none"> <li>▶ Area improvement, Tourism support</li> <li>▶ Giving knowledge to locals</li> <li>▶ Co-ordinating with networking/ partnerships</li> </ul>	It should be done because it is the main organization to manage this area, activities, projects relating to community.
2. Community Leader/ Tourism Leader	<ul style="list-style-type: none"> <li>▶ Creating harmony among villagers</li> <li>▶ Creating good environment in village to facilitate tourism</li> </ul>	- It should be done because they can help to create strength and relationship bonding among local people as well as co-ordination among many relating groups of people.
3. Beneficiary Villagers / Local tourism members	<ul style="list-style-type: none"> <li>▶ Income from tourism</li> <li>▶ Taking role in tourism</li> </ul>	- It should be done because they are directly affected from tourism.
4. General villagers	<ul style="list-style-type: none"> <li>▶ Gaining some benefit/ Getting indirect impact</li> </ul>	- It should be done because they also get mutual benefit and effect from tourism.





## Index of Change Assessment of After Action of Community-based Tourism.

Index	Descriptions
The number of community tourism members increases.	To compare the ratio between beneficiary villagers from tourism and income allocation among village.
The annual income of villagers increases.	Income from tourism is main impact of change.
The problem of trash management and environmental concern.	Assessing the changes and negative impacts on community.
The migration rate decreases.	Locals' quality of life improves and villagers earn a living from tourism.
Safety in community	Assessing changes/negative impacts on community.
Hygiene in community	Assessing changes/negative impacts on community.



## Theory of Change Framework for Change Assessment of Community-based Tourism

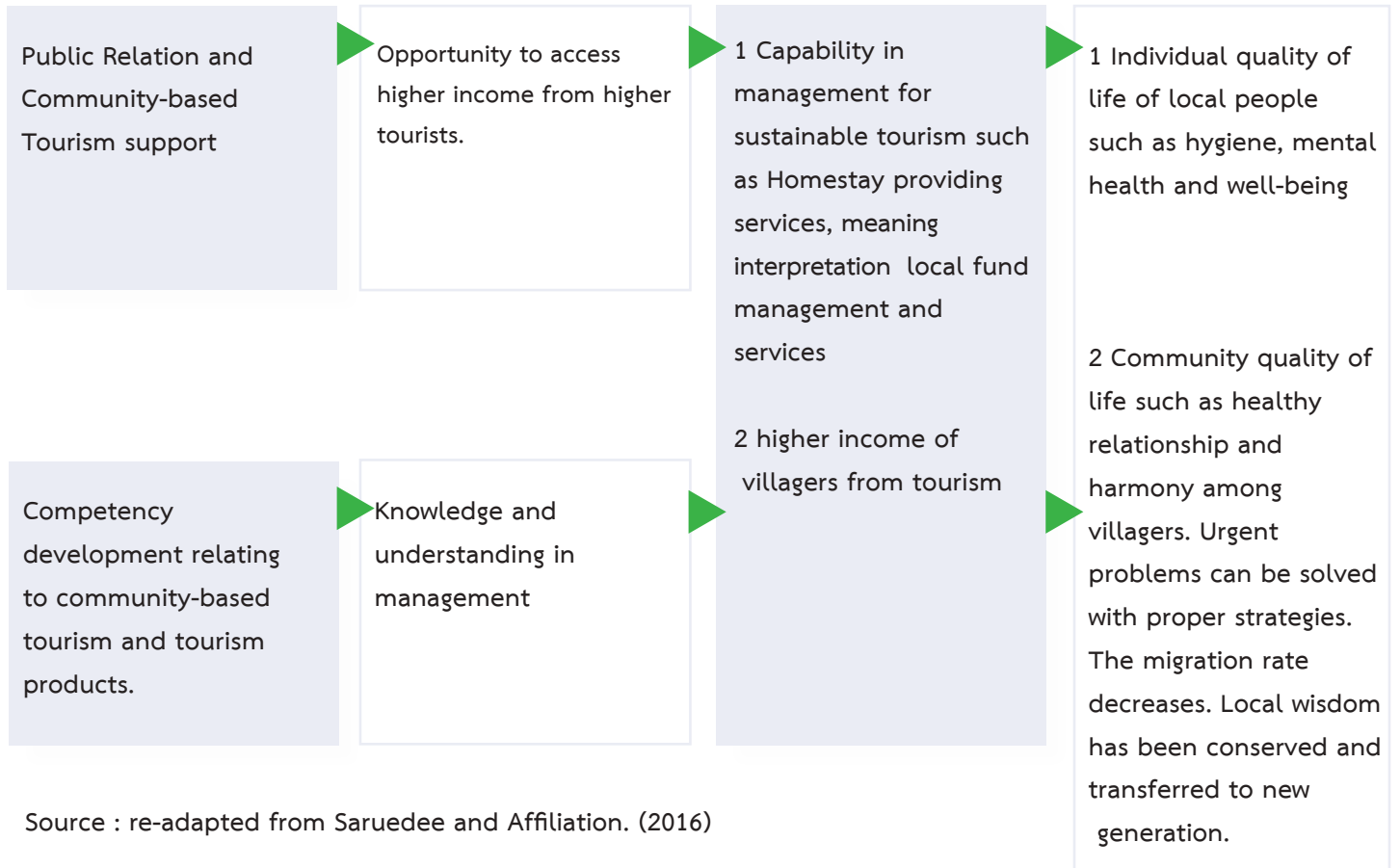


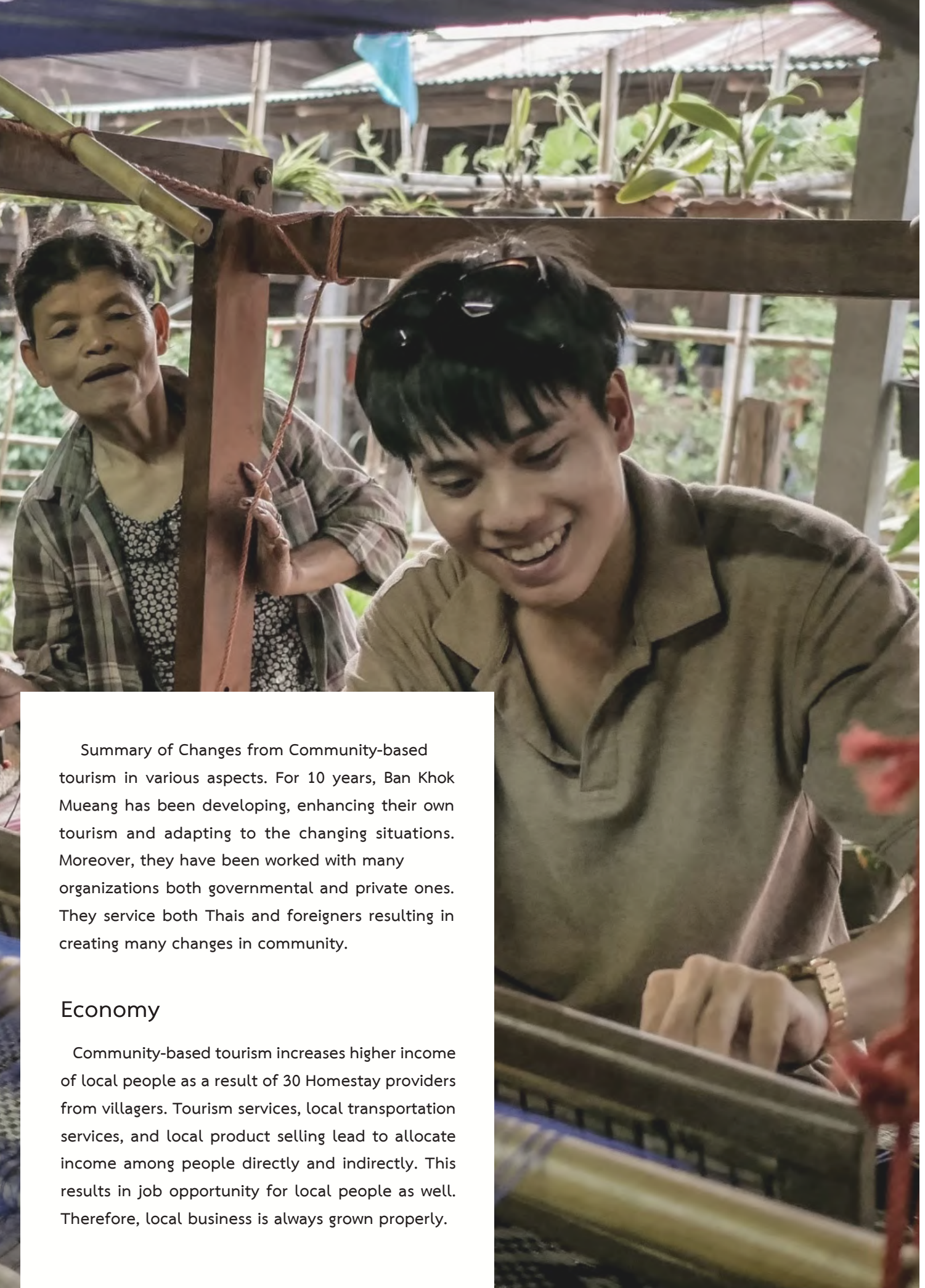


Table of Impact Value Chain of Change Assessment of Community-based Tourism

Input	Activity	Output	Outcome
<ul style="list-style-type: none"> <li>• People</li> <li>• Work / Activities</li> <li>• Knowledge of Competency Development</li> </ul>	<ul style="list-style-type: none"> <li>• Activities of Competency Development supported by alliances</li> <li>• Consistent marketing activity holding and public relation on attractions</li> <li>• Capacity to giving services to multiple types of tourists with consistency.</li> <li>• Production/ Product selling from community</li> <li>• Co-ordination with external private sectors for tourism support</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and understanding on sustainable tourism business of local people</li> <li>• Competency to create connection with external partnerships.</li> <li>• Knowing more partnerships</li> <li>• Higher number of tourists</li> <li>• Sustainable fund of community-based tourism</li> <li>• More fund allocation on projects to solve local problems.</li> <li>• Opportunity for no interest loan of local people</li> <li>• Opportunity to gain income from tourism</li> </ul>	<p>Individual and Household Quality of Life</p> <ul style="list-style-type: none"> <li>• More competency on productive management of tourism including in Homestay providing services, product production and selling, product and service management, pricing strategies, collaborative work with external partnerships and initiative ideas to expand new businesses.</li> <li>• Higher income from community-based tourism</li> <li>• More hygiene (from proper Homestay management)</li> </ul> <p>Community Quality of Life</p> <ul style="list-style-type: none"> <li>• The local problems have been solved and prioritized.</li> <li>• Harmony and good bonding among villagers</li> <li>• The migration rate for career opportunity reduces.</li> <li>• Local wisdom has been transferred to new generation consistently.</li> <li>• Environmental concern (Garbage has been finely managed.)</li> </ul>







Summary of Changes from Community-based tourism in various aspects. For 10 years, Ban Khok Mueang has been developing, enhancing their own tourism and adapting to the changing situations. Moreover, they have been worked with many organizations both governmental and private ones. They service both Thais and foreigners resulting in creating many changes in community.

## Economy

Community-based tourism increases higher income of local people as a result of 30 Homestay providers from villagers. Tourism services, local transportation services, and local product selling lead to allocate income among people directly and indirectly. This results in job opportunity for local people as well. Therefore, local business is always grown properly.



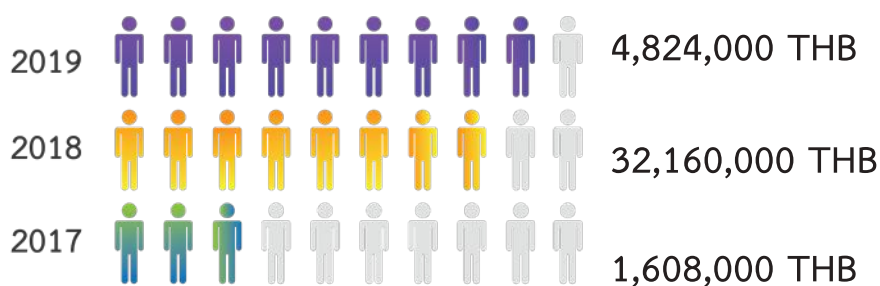


## Knowledge Extension for Product and Service Enhancement

Ban Khok Mueang community gains opportunity and support from many organization to improve skills and knowledge for local people to enhance tourism such as Good Host seminar, English Competency seminar, Natural Dyed Fabric workshop, Fabric Pattern Design process, to save production cost and create new beautiful look of fabric design, and local food to attract the tourists. This process makes more profit for local people in term of knowledge and income.

## Public Utilities and Landscape Development

Besides changes in income of local people, tourism also impacts on the development of utilities and landscape of community. Ban Khok Mueang receives the annual budget from government which is spent wisely for landscape development such as roads, Public Park and local community market. This community also concerns on environment and garbage management due to increasing number of tourists.



## Dignity in Community Identity

Ban Khok Mueang becomes well-known from its own community-based tourism. This is the medium for knowledge and experience exchanging among local people and visitors. Local people is aware of importance of their community value including in local way of living, culture and local wisdom. These identities bring not only dignity but willingness to preserve core value of their own identity. Tourism also builds harmony and community strength. It can be described as 'Tourism can be the tool to conserve valuable culture and heritage of community'

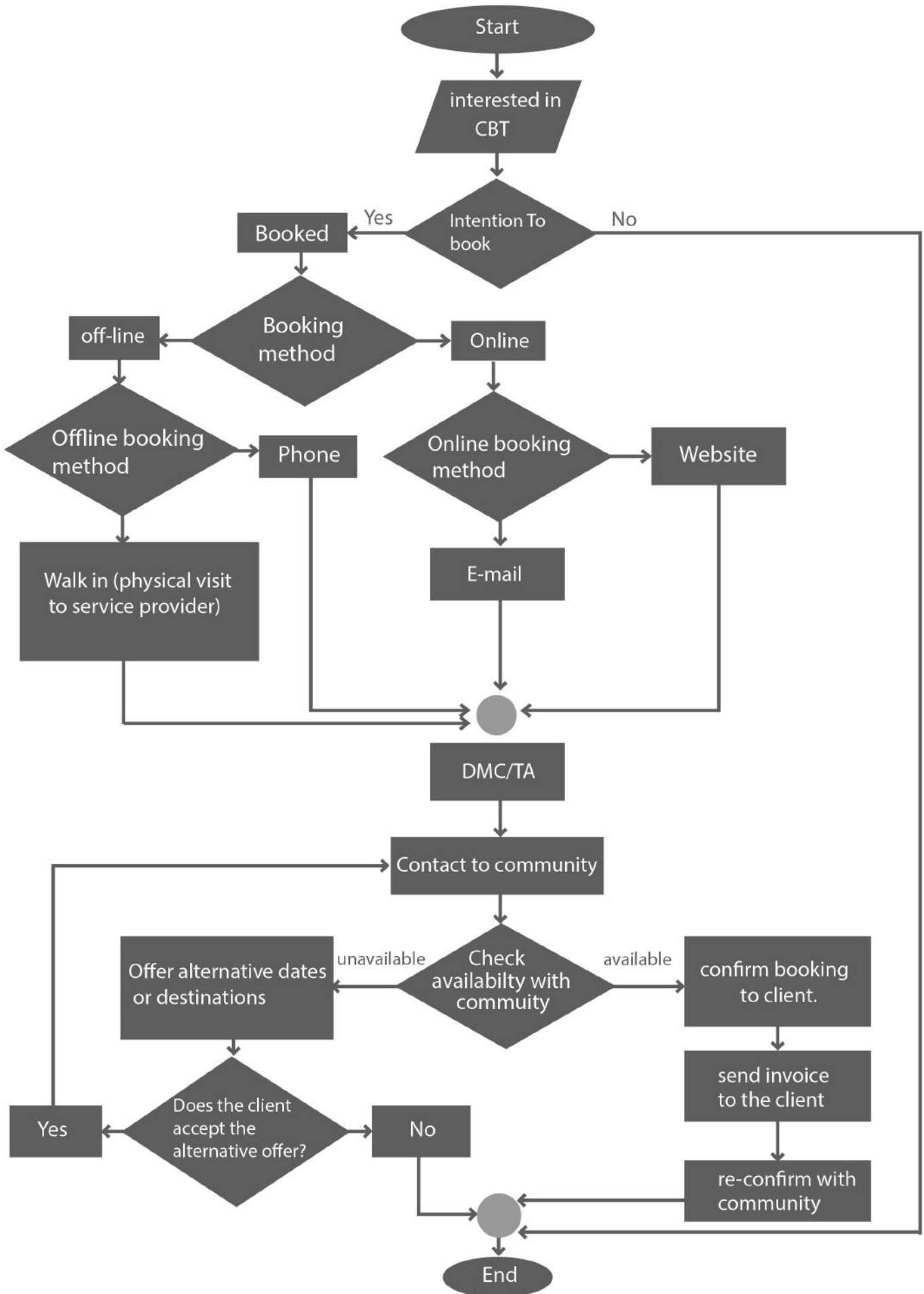
It can be obviously seen that tourism not only increases income of local people of Ban Khok Mueang but also creates changes in community in many aspects. These positive changes will not be happened if the development is not properly done. For the case study of Ban Khok Mueang can show us the enhancement of local people quality of life in many perspectives which can be practical and sustainable process for community.

## Growth Rate (within 3 years)



33.33%









## Booking Process of Community-Based Tourism of Tourists through DMC and Travel Agent

The tourists who interest in Community-based tourism usually search for information before making decision to book the tour. After finding an interesting activity, tourists can book through DMC and Travel Agent from both offline and online platform. They can choose to contact any channel they feel comfortable with. The booking processes are as follows.

### Booking Channels from DMC and Travel Agent

1. Offline Channels - Tourists can contact DMC and Travel Agent in 2 ways including in making a phone call or directly walking in to DMC and Travel Agent office.
2. Online Channels - Tourists can book from the digital platform in 2 ways such as website booking and E-mail booking from DMC and Travel Agent.

### Booking Confirmation from DMC and Travel Agent

1. After finishing booking, DMC and Travel Agent will co-ordinate with local community whether they are available and ready for providing the services to the tourists or not.

2. If locals are ready to welcome the tourists, DMC and Travel Agent will confirm the booking to proceed to payment by sending invoice to customers. Then, DMC and Travel Agent will confirm to local community for schedules. After payment, booking is completed.

3. In case of inconvenience of local community which is unable to provide the services, DMC and Travel Agent will immediately contact to the tourists and propose some other available periods. The final decision making is from the tourists whether they will change the visiting date or not.

- ▶ If the tourists confirm to visit the same date and prefer to use no any service, the booking is cancelled right away.
- ▶ If the tourists choose to change the traveling date, DMC and Travel Agent will find the available date from local community first, then DMC and Travel Agent will confirm to consumers again. The payment and invoice sending will be proceeded again. DMC and Travel Agent will inform the local community about schedules and details. After payment, booking is completely done.





## Suggestions of Networking and Alliance Creation on Marketing Management between Destination Management Company (DMC) and Travel Agent



Thailand's community-based tourism is developed from 'Sustainable Development Policy'

All stakeholders realize that local tourism will become a tool to develop and enhance quality of life of local people who have strength and harmony in their community. So, they firstly focus on building knowledge on product creation and tourism service. After they can produce multiple products and services, how to target the potential customers and how the products really meet customers' need become new challenges for them to reconsider. It can simplify that there is no market channel for them to sell the products and provide the services resulting from the lack of knowledge of local people. Furthermore, they also have no potential partnerships to help them launching marketing plan, especially, DMC and Travel Agent, the vital intermediary organization, which are able to support the marketing plan on local products and services providing.

To improve marketing strategies of products and services providing, the community people have to work and collaborate actively to increase the opportunities in alliance creation with DMC and Travel Agent. First of all, trust building is required by maintaining product and service quality including in hygiene, safety and identity of tourism activities. To bring out community identity, local people need to know their uniqueness and their targeted consumer insight. Both tourism preference and DMC and Travel Agent policy are always changing due to the massive growth of tourism. Currently, knowledge is accessible. It can be searched from internet platform. They also can attend to tourism seminar or interview the tourists directly. Moreover, the local community has to consistently improve the product and service to become more attractive and gain higher standard to lead DMC and Travel Agent interesting in their product and service more.





Besides the process of product and service enhancement, local community has to create networking and alliance with DMC and Travel Agent through multiple channels by their own willingness. If the local community participates in marketing event or promotional activities ,organized by both government, private sectors or among local communities, they will get benefit on business matching which can help publish and increase business opportunity for them. Local community can also submit proposal report to related organizations for grant. Another interesting way to get support is to suggest their own product and service to DMC and Travel Agent. The name lists of these organizations can be acquired from Tourism Authority of Thailand (TAT), which has both federal government office and regional offices. To be more productive,

local community can search from websites and learn information from each DMC and Travel Agent in term of their particular type of products and services. The local community needs to analyze and compare to their own product and service whether it really matches with partnerships' brand identity or not.

To summarize, collaboration with DMC and Travel Agent can be channels to help make a marketing and services plan for the locals. However, to be more sustainable, the locals are preferred to have their own skills and knowledge first. Then, the knowledge needs to be implemented to gain decent standard and outstanding selling point with active working style and along with building trust to DMC and Travel Agent. To create the connection to those organization, locals can initiate by their own competence.



## Interviews

### DMC



คุณจักรพงษ์ ชินกระโทก  
(Mr.Jakkapong Chinkratok)  
Co-Founder / Project Manager  
Find Folk Co., Ltd.



คุณวรรณวิภา ภาณุมาต  
(Miss Wanvipa Phanumat)  
Group Sustainability Manager  
Destination Asia (Thailand) Ltd.



## TRAVEL AGENT



คุณปณต ประคองทรัพย์  
(Mr. Panot Pakongsup)  
CEO of Tour Merng Tai  
Tour Merng Tai



คุณธนาวุฒิ ศุภางคะรัตน์  
(Mr. Thanawut Supangkaratana )  
Managing Director  
SiamRise Travel



คุณกัญชิตา กิตจันสาย  
(Miss Kanchita Kitjansian )  
Partnership Manager at Socialgiver  
Socialgiver Co., Ltd.





DASTA



**คุณวัชรี ชูรักษา**  
(Miss Watcharee Churugsa)  
Director of Office of Community-Based Tourism  
Administration (DASTA)

Community Development Department



**คุณไววิทย์ หนูเอก**  
(Mr. Waiwit Nooake)  
The Community Development  
Department



## บทสัมภาษณ์ชุมชนตัวอย่าง



นางสาวผกากานต์ รุ่งประชารัตน์  
(Miss Phakakan Rungpracharat)  
Coordinator of Phamee community  
Phamee community



นางสาวสุภาพร เชาวพ้อง  
(Miss Supaporn Chovapong)  
Coordinator of Phomlok community  
Phomlok community



## บทสัมภาษณ์ชุมชนตัวอย่าง



นางส้มเกลี้ยง สืบวัน  
(Mrs.Somkhang Suepwan)  
Khok Muang Community Leader  
Khok Muang Community



วลีพร อินอนงค์  
(Ms. Waleeporn Inanong)  
Bang Sale Community Leader  
Bang Sale Community

Guide Interviews







**CBT**  
thailand

การสำรวจและวิเคราะห์แนวโน้มการตลาดการท่องเที่ยวโดยชุมชนประเทศไทย  
โดย บริษัท โลเคิล อโลคส์ จำกัด