

## การสร้างมูลค่าเพิ่มของธุรกิจชุมชนตำบลออนใต้จากการตลาดสร้างสรรค์ แบรินด์ อัตลักษณ์และเรื่องเล่า

Creating Added Value for the On Tai Sub-District Community Enterprises Based on Creative Marketing, Brand, Identity and Storytelling

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### บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อสร้างมูลค่าเพิ่มของธุรกิจชุมชนตำบลออนใต้จากการตลาดสร้างสรรค์ แบรินด์ อัตลักษณ์ และเรื่องเล่า การวิจัยใช้วิธีการศึกษาแบบผสมผสานระหว่างการวิจัยเชิงคุณภาพโดยเก็บรวบรวมข้อมูลจากการสัมภาษณ์เชิงลึก การสนทนากลุ่ม และเอกสารที่เกี่ยวข้อง ขณะที่การวิจัยเชิงปริมาณใช้แบบสอบถามกลุ่มตัวอย่างนักท่องเที่ยวในตำบลออนใต้ 400 ราย และผู้เชี่ยวชาญในบริบทชุมชนออนใต้ 20 ราย การวิเคราะห์ข้อมูลใช้วิธีการสถิติเชิงพรรณนา ผลการศึกษาการสร้างมูลค่าเพิ่มจากการตลาดสร้างสรรค์ พบว่า ชุมชนต้องสร้างประสบการณ์ร่วมให้นักท่องเที่ยวเข้ามาเรียนรู้ถึงหัวใจสำคัญของแหล่งท่องเที่ยวและสัมผัสกับเสน่ห์ชุมชนอย่างแท้จริง และสร้างศูนย์จำหน่ายสินค้า ผลการสร้างแบรินด์ พบว่า โครงสร้างแบรินด์ในการแข่งขันใช้แบรินด์ร่วมภายใต้ชื่อออนใต้และสัญลักษณ์ลายปลาสามตัวว่ายเวียนไปทางขวาและใบไม้ลายพรรณพฤกษาตรงกลาง และคำขวัญที่สะท้อนถึงอัตลักษณ์ คือดินแดนแห่งความอุดมสมบูรณ์ของแหล่งน้ำและชุมชนที่สงบร่มเย็น ตำแหน่งทางการแข่งขันคือเมืองแห่งความสงบ แหล่งท่องเที่ยวที่ดึงดูดใจนักท่องเที่ยวที่หลากหลาย และสินค้าที่แฝงด้วยเสน่ห์แห่งภูมิปัญญา ผลการสร้างอัตลักษณ์ด้วยเทคนิคเดลฟาย พบว่า กลุ่มลักษณะทางกายภาพที่มีระดับความโดดเด่นมาก ได้แก่ ด้านลักษณะภูมิทัศน์และสภาพแวดล้อมทางธรรมชาติ มีคะแนนเฉลี่ย 4.10 กลุ่มกิจกรรมในพื้นที่ ได้แก่ ด้านวิถีชีวิต มีคะแนนเฉลี่ย 3.95 และกลุ่มการสื่อความหมาย สัญลักษณ์และภูมิปัญญา ได้แก่ ด้านศูนย์เรียนรู้และศูนย์บริการ มีคะแนนเฉลี่ย 3.90 และผลการสร้างเรื่องเล่า พบว่า ตัวละครใช้กลยุทธ์การสร้างแบรินด์สถานที่คือ “ออนใต้” ที่มาจากชื่อสถานที่ของชุมชนออนใต้ซึ่งเป็นที่ยึดเหนี่ยวของนักท่องเที่ยวและผู้คนทั่วไป

**คำสำคัญ:** ธุรกิจชุมชน การตลาดสร้างสรรค์ แบรินด์ ตำแหน่งทางการตลาด มูลค่าเพิ่ม อัตลักษณ์ เรื่องเล่า

## Abstract

This research focused on creating added value for the community enterprises of the On Tai sub-district based on creative marketing, brand identity, brand positioning, and storytelling. The research involved the application of the mixed method as the qualitative research instrument, which consisted of in-depth interviews and group discussions, while the quantitative instrument consisted of questionnaires administered to 400 tourists and 20 experts within the On Tai community context. The content and descriptive statistics were for data analysis. The findings of creating value-added from creative marketing showed that the community must create a common experience for tourists to learn the spirit of the place and experience the genuine charm of the community, and the community must develop souvenir products for distribution and sale on community tourist routes. Branding results indicated that a brand portfolio would include a family brand under On Tai with the logo of three fishes moving clockwise in a circle with a floral in the center and a slogan that describes the identity of the community as the land of watershed fertility and peacefulness. The market positioning was to describe the community as the land of peace with various tourist attractions, and the products containing a quality of wisdom. The result of identity creation determined by the Delphi technique showed that the most notable physical characteristics were the landscape and natural environment, with a mean score of 4.10, the most notable local activity was the lifestyle with a mean of 3.95, and qualities of symbolism and wisdom were learning centers and service centers with a mean of 3.90. Finally, the storytelling finding showed that the characters branded the place with the family name “On Tai” which was derived from the location of the On Tai community.

**Keywords:** Community enterprises, Creative marketing, Brand, Market positioning, Value-added, Identity, Storytelling

## Introduction

On Tai is a sub-district in Sankamphaeng district, Chiang Mai province, with plenty of local tales and folklore. It consists of eleven villages with a total population of 5,390 people, who strive to preserve their age-old folkway of life (On Tai Municipality, 2020). On Tai sub-district deserves special attention since being selected as a pilot community for Creative Industry Village (CIV), for which only one in nine communities from all regions of Thailand were selected in 2016. It is a village combining lifestyle and cultural capital with creativity and design to create new value for tourism services and souvenirs. The community provides activities which create new experiences for tourism and new economic value (MRG Online, 2020). On Tai sub-district has many valuable natural and cultural attractions for travelers and visitors, such as Chiang San Temple where a pagoda was found containing relics of the Buddha, inscriptions and remains of the San Kamphaeng wares' kilns and Pa Teung Temple, both of which are part of local legends and stories, and Mon Ching mountain which locals call the Fuji of On Tai, etc. Moreover, the products are unique and of outstanding quality. Ban Pong Huai Lan Cotton Weaving Group is the only place in the community that uses looms to weave; the pottery and ceramics date back thousands of years, and more recently the community began offering homestay services that allow tourists to share in community experiences, coffee shops, and restaurants.

Theories and concepts applied in this research are: 1) Creative marketing is the introduction of creativity to create new and more innovative marketing strategies for presenting to the target market all the time (Panyarot, 2017). These strategies must be sustainable and must balance of economic, social, and environmental dimensions which will lead to the sustainable growth of the organization (Wantamay, 2018). 2) Value creation includes two conceptual frameworks: Value Proposition Canvas, which will help businesses develop products or service models meeting customers' needs well, and Design Thinking Process which includes understanding customers, determining customers' needs, brainstorming, prototyping or creating product mockups, and market testing (Department of Business Development, 2019). In addition, building added value must create a business model platform that can create value and motivate customers to have purchasing desire for that product or service (Thanyarattakul, 2018). 3) Brand identity reflects the function of a brand, or what a brand does for a customer, and includes the value customers feel when they utilize

the brand (Wheeler, 2020). It is also the specific features of many elements relating to one brand that was built (Aaker, 1996). 4) Brand positioning has two purposes: the first is the communication of one best single idea of the brand's features until it enables consumers to perceive the identity of the brand clearly (Ries & Trout, 2003); the second is the creation of an outstanding brand personality differing from the competitors (Kapferer, 2008). Building brand positioning is the way to make a product different from others (Barwise, 2013). The analysis of brand positioning is based on data from qualitative research which compares various brands (Rossiter, Percy & Bergkvist, 2018). 5) Storytelling consists of creating a characters that can be a tangible or non-tangible, and creating a storyline that puts the characters together in the same narrative situation, as well as creating the story's theme to summarize the purpose for telling the story (Sakrawat, 2019).

The main objective of this research is to create added value for On Tai sub-district community enterprises based on creative marketing, brand identity, brand positioning, and storytelling. The On Tai sub-district community enterprise benefits by applying knowledge to add value to the local businesses, leading to an economically strong community that can rely on itself in a stable and sustainable manner.

## Methodology

Mixed methods were used between qualitative and quantitative research, in-depth interviews and group discussions to create branding, creative marketing and storytelling, and questionnaires to identify consumer behavior and identity factors.

**1. Qualitative research** was applied to study branding, market positioning, and storytelling. The population included the On Tai sub-district community enterprise group. The sample group was selected by the purposive sampling method with criteria, namely, entrepreneurs who have been trained in creative industrial village development activities of the Department of Industrial Promotion, and have operated businesses continuously for four groups, specifically the Walai Phan Zapa Fabrication Group, the Ban Pa Tung Integrated Farming Community Enterprise Group, the Pa Tung Housewife Group, and the On-Tai Creative Tourism Industry Community Enterprise. The research tools were group discussion, in-depth interviews, and data collection from documents along with field data collection including analyzing the data through content analysis as follows:

**1.1 Branding** consisted of the process of organizing a group discussion and in-depth interviews with the group's chairman, the group's vice president, and group members. There were 4 groups of 5 people, totaling 20 people who analyzed the basic elements of the brand and brand structure, including name, logo, slogan, trademark, and packaging. Following the interviews, the designer drafted a prototype according to the information obtained, then the group discussed that prototype, and set the brand structure for marketing purposes.

**1.2 Creating a market positioning** had the steps to organize a group discussion with the group's chairman, the group's vice president, and members of a sample group in 4 groups of 5 people, totaling 20 people. They jointly analyzed the market positioning, including ways to solve customers' problems by bridging functional and emotional needs. The data obtained from the group discussion was combined with data about consumer behavior and identity and with qualitative data and then used to set the market positioning of the On Tai community business.

**1.3 Storytelling** involved exploring the community context and studying relevant documents for content to be used to compose stories. Then, a group discussion and an in-depth interview were organized with the group's chairman, the group's vice president, and the members of a sample group consisting of 4 groups with 5 people in each, totaling 20 people. The steps included: 1) brainstorming to create a theme; 2) surveying target customers to understand customer insights; 3) synthesizing data to create a narrative story in conjunction with quantitative data from the study of the On Tai community's identity; 4) creating a model for plotting and plans for communicating stories through social media.

**2. Quantitative research** was used to examine consumer behavior and identity as follows:

**2.1 The study of tourism behavior and purchase of community products, and factors affecting tourism and the purchase of products** in the On Tai community was based on information obtained from tourists who travel to various places in On Tai sub-district. Because there was no precise number for this population, this population was represented by using Taro Yamane's formula (1967). The sample size was assumed to be 0.5 at a confidence level of 95%, resulting in a sample size at 0.5 tolerance. Finally, 400 samples were obtained by Simple Random Sampling. The data analysis was in accordance with the descriptive statistics for finding frequency (number), percentage of general data of the sample, tourism behavior, purchases of community products, and factors influencing travel and purchase of

community products. The inferential statistics were based on the one-way analysis of variance to find different levels of opinion, factors influencing tourism to and purchases in the community, classified by the tourists' purposes for traveling to the community. Two-way variance was used to analyze the influence between gender, age, and purposes for traveling to the On Tai community. Moreover, the data obtained from this analysis was used to support the analysis of qualitative data.

**2.2 For the identity study**, the population consisted of those who had lived or worked in the On Tai sub-district for not less than 10 years, and who had good knowledge or expertise in various contexts of the On Tai community, such as community identity, society, culture, tourism, and community products. The sample group consisted of experts, including industry scholars, industry experts, the group's chairman and the group's vice president of the community enterprise group, homestay business owners, the village headman and members of the On Tai sub-district council, local guides, and the chairman of the group and vice president of the On Tai Creative Tourism Industry Community Enterprise Group. The 20 samples were selected by purposive sampling based on the Delphi technique. The research tool involved questionnaires administered in 3 rounds: the first round was an open-ended questionnaire developed from a theoretical framework based on the theory and public relations materials of Aewnuea Sabai with On Tai style, the website of On Tai Municipality, publicity brochures of the On Tai Community Enterprise Group and On Tai Community Tourism as well as statements of the On Tai community people. The data was gathered from three experts who met the preliminary criteria noted above. Importantly, the researcher would allow the experts to express their opinions freely since their free opinion was important for this study in order to obtain the most accurate results for consistency among their opinions. The second round of questionnaires involved a closed-ended questionnaire with a five-rating scale with the questions derived from the experts' answers to the questionnaires given in the first round. The questionnaires in this second round were administered to the first three experts, and 20 additional experts were asked to find the median and interquartile range of each expert answer. These results were then used in the questionnaire of the third round, which consisted of another closed-ended questionnaire with a five-rating scale. This questionnaire was identical to the questionnaire in the second round, but it included a statistical display which consisted of the median score of the experts' answers, and the interquartile range to illustrate the corresponding comments for each answer. These statistics were calculated from the experts' answers in the second round, along with the position of

each expert's answer. Therefore, the experts could see consistency among the group responses. If the responses did not match the experts' opinions, they could either change their answers or confirm their original answers. The variables of this study consisted of three groups of identity variables: (1) physical characteristics, (2) local activities, and (3) symbolic communication, for a total of 20 variables. These identity variables were then used to prioritize media prominence and community relations. The 5 scale Likert questionnaire was applied, and divided into 5 levels with 5 being the highest score and 1 the lowest. The average score was used as a measuring criteria for analyzing the concepts of Best (1977), as follows:

Average score 4.50-5.00	means	the most outstanding
Average score 3.50-4.49	means	very outstanding
Average score 2.50-3.49	means	moderately outstanding
Average score 1.50-2.49	means	less outstanding
Average score 1.00-1.49	means	the least outstanding

## Results

The research findings showed the relation between the explanatorily integrated data, that would be used to create added value for the On Tai community enterprises through creative marketing, branding, identity, and content.

### 1. The Results of the Tourism Behavior Study

**1.1 The results of the demographic data of the samples** showed that most of the respondents were female, accounting for 58.00 percent and males accounting for 42.00 percent. Most of the respondents were age 20-29 years, accounting for 48.00 percent, followed by age 30-39 years at 16.00 percent. 62.5% of respondents were single, with 34.5% married. 60% held a bachelor's degree, and 29% held lower than a bachelor's degree. 29.4% were hired for general employment, followed by 20.4% being students. The highest average monthly income was less than 10,000 baht, accounting for 51%, followed by 10,001-20,000 baht at 21%.

**1.2 The results of the study on tourism behavior and purchases of community products** revealed that tourists mostly obtained their information about the community and products from families and friends (41.77%), followed by the Internet and social media sites (40.51%). Most of them commuted for a working visit and for learning the cultural lifestyle of the community (53.5%), followed by the purchase of the community products and souvenirs

(33.5%). 42.5% of the tourists had friends as traveling companions, followed by 28.5% who had their workplace or agencies as traveling companions. The highest traveling expense per trip was less than 1,000 baht or 53.00 percent, followed by 1,001-2,000 baht or 24.50 percent. The most visited places were temples at 29.49%, followed by food and beverage shops accounting for 26.46%.

**1.3 The study on factors influencing community product purchase** indicated that people/community relations scored the highest at 4.49, followed by process with a mean score of 4.38, followed by price with a mean of 4.31, equal scores between product/attraction and creation and physical evidence with a mean of 4.27, promotion with a mean of 4.26, and place with a mean of 4.03, as shown in Table 1.

**Table 1** Mean, standard deviation, and the level of opinion on the tourism and community product purchase factors for each aspect.

Tourism and Community Product Purchase Factors	Mean	Standard Diviation	Interpretation
1. People/community relations	4.49	0.58	High
2. Process	4.38	0.59	High
3. Price	4.31	0.66	High
4. Creation and physical evidence	4.27	0.64	High
5. Product/attraction	4.27	0.71	High
6. Promotion	4.26	0.66	High
7. Place	4.03	0.79	High

Source: The analysis and synthesis of the researcher

**1.4 The analysis results of the variance:** Opinion levels of tourism, and product purchase factors classified according to the purposes for traveling to the community found that the purposes for traveling to the On Tai community varied. The sample group indicated their level of satisfaction regarding the tourism, and product purchase factors differed significantly at 0.05 level, based on the price, place, and promotion factors as shown in Table 2.

**Table 2** Analysis of the variance of opinion levels of tourism, and product purchase factors classified according to the purposes for traveling to the community

Tourism and Product Purchase Factors in On Tai Sub-District	Source of Variation	ss	df	MS	F	Sig
1. Product/attraction	Between-group	3.526	5	.705	2.215	.052
	Within-group	125.425	394	.318		
	Total	128.951	399			
2. Price	Between-group	4.656	5	.931	2.970	.012
	Within-group	123.531	394	.314		
	Total	128.188	399			
3. Place	Between-group	7.295	5	1.459	2.794	.017
	Within-group	205.754	394	.522		
	Total	213.049	399			
4. Creation and physical evidence	Between-group	.841	5	.168	.533	.751
	Within-group	124.319	394	.316		
	Total	125.160	399			
5. People/community relations	Between-group	1.147	5	.229	1.094	.363
	Within-group	82.660	394	.210		
	Total	83.808	399			
6. Promotion	Between-group	4.533	5	.907	2.816	.016
	Within-group	126.826	394	.322		
	Total	131.359	399			
7. Process	Between-group	1.062	5	.212	.799	.551
	Within-group	104.678	394	.266		
	Total	105.740	399			

Source: The analysis and synthesis of the researcher

## 2. The Results the Identity Study

Inquiring with experts according to the Delphi method, the researcher found that the most outstanding group of physical characteristics included the landscape and natural environment with a mean score of 4.10, temples/religious places with a mean of 3.95, households with a mean of 3.85, ecosystem with a mean of 3.75, accommodation homestays with a mean of 3.75, natural attractions with a mean of 3.70, comfort/travel safety with a mean of 3.70, food and beverage shops with a mean of 3.65, and community souvenir shops with a mean of 3.45. Additionally, the local activity group was very unique, primarily for the quality of providing a visit to the organic demonstration plot, with a mean score of 3.95, lifestyle with a mean of 3.95, community with knowledge of attractions and products with a mean of 3.70, tradition and culture with a mean of 3.60, On Tai farm tour activities with a mean of 3.60. Moderately outstanding aspects were enthusiasm of community tourism entrepreneurs with a mean of 3.49, and tourists participating in tourism activities with people in the community with a mean of 3.40. Finally, the symbolic communication/wisdom group was outstanding in all areas, including learning centers/service centers with a mean of 3.90, local wisdom resources with a mean of 3.60, brand and community identity with a mean of 3.60, and natural tourist attractions reflecting the culture with a mean of 3.55, as shown in Table 3.

**Table 3** Identity and uniqueness level of the On Tai community

No.	Community Identity	Mean	Standard Deviation	Uniqueness Level
<b>1</b>	<b>Physical characteristics</b>			
1.1	Landscape and natural environment	4.10	0.852	Highly outstanding
1.2	Temples/religious places	3.95	0.887	Highly outstanding
1.3	Households	3.85	0.933	Highly outstanding
1.4	Ecosystem	3.75	0.851	Highly outstanding
1.5	Accommodation/homestays	3.75	1.164	Highly outstanding
1.6	Comfort/travel safety	3.70	0.801	Highly outstanding
1.7	Natural attractions	3.70	1.081	Highly outstanding
1.8	Food and beverage shops	3.65	1.040	Highly outstanding
1.9	Community souvenir shops	3.45	0.851	Moderately outstanding
<b>2</b>	<b>Local activity</b>			
2.1	Visiting the organic demonstration plot	3.95	0.826	Highly outstanding
2.2	Lifestyle	3.95	0.945	Highly outstanding
2.3	Community with knowledge of attractions and products	3.70	0.923	Highly outstanding
2.4	On Tai farm tour activities	3.60	0.940	Highly outstanding
2.5	Tradition and culture	3.60	1.095	Highly outstanding
2.6	Enthusiasm for community tourism entrepreneurs	3.49	0.826	Moderately outstanding
2.7	Tourists participating in tourism activities with people in the community	3.40	0.940	Moderately outstanding
<b>3</b>	<b>Symbolic communication and wisdom</b>			
3.1	Learning centers/service centers	3.90	1.021	Highly outstanding
3.2	Local wisdom resources	3.60	0.883	Highly outstanding
3.3	Brand and community identity	3.60	1.095	Highly outstanding
3.4	Natural tourist attractions reflecting the culture	3.55	1.146	Highly outstanding

Source: The analysis and synthesis of the researcher

A summary of Table 3 was given to the experts to identify remarkable details of each variable, the results of which are shown in Table 4.

**Table 4** The Community identity components and the distinguishing characteristics identified by the experts

Group	The community identity component	Uniqueness
Physical characteristics	1. Landscape and natural environment	(1) Huai Lan Reservoir (2) Mae Pha Haen Reservoir
	2. Ecosystems	(1) Three main rivers; Mae On River, Mae Pha Haen River, Mae Lan River (2) Surrounded by beautiful mountains
	3. Households	(1) Maintain house conditions and live like family in the houses
	4. Temples/religious places	(1) Wat Chiang San (2) Wat Pa Teung (3) Phra That Doi Ngom
	5. Food and beverage shops	(1) On Tai Farm (2) Yaak Ka Fae coffee shop (3) Chamto Chom Thung shop (4) Monsiri Mulberry shop
	6. Accommodation/homestays	(1) Twin Homestay (2) Baan Mai Homestay (3) Suan Silpa Tao On Tai
	7. Natural attractions	(1) Doi Mon Ching (Mt. Fuji of On Tai) (2) Nong Phaya Phrom
	8. Comfort/travel safety	(1) Travel routes in a community that are shaded by trees and well connected.
Local activity	1. Visiting the organic farming demonstration plot	(1) Sufficiency Agriculture Learning Center
	2. On Tai farm tour activities	(1) 360-degree viewpoints (2) Spinning-weaving (3) Stargazing and view of the Milky Way
	3. Lifestyle	(1) A simple, self-sufficient lifestyle that is 600 years old (2) An eco-community model of Chiang Mai Province
	4. Tradition and culture	(1) The tradition of worship at the house tower (2) the tradition of walking up to the holy dwelling (3) the forest ordination tradition (4) the tradition of pouring water to Relics
	5. Community with knowledge of attractions and products	(1) Goodwill to tourists by people in the community (2) Expertise in cotton weaving products
Symbolic and wisdom	1. Local wisdom resource	(1) Ceramic work drawing (2) Ban Pong-Huai Lan cotton weaving group (3) technicians of northern string musical instruments and traditional dancers
	2. Learning centers/service centers	(1) Nopsiri Farm (2) Pa Teung Dairy Cooperative Learning Center
	3. Natural tourist attractions reflecting the culture	(1) Holy Dwelling
	4. Brand and community identity	(1) three fishes logo (2) On Tai brand with many local tales and rich folklore (3) watershed fertility and peacefulness.

Source: The analysis and synthesis of the researcher

From Table 4, the identity variables related to the community are:

**2.1 The physical characteristic group** had a high uniqueness on eight of the nine variables, since the On Tai community has a beautiful natural landscape and environment. Moreover, its temples are revered by people in the communities and visitors. Furthermore,

there are food and beverage shops and well-known accommodations for tourists, as well as famous natural attractions.

**2.2 The local activity group** had uniqueness in five out of seven variables. The organic demonstration plot and the On Tai farm tour activities were popular with tourists for being the learning center of the village, and for the 360-degree viewpoints, spinning-weaving, and stargazing with a view of the Milky Way. These features showed the distinct way of life and diversified culture of the On Tai Community, which had been selected as an eco-community model in Chiang Mai province.

**2.3 The symbolic communication and wisdom group** was a dynamic group combining both concrete and abstract forms of communication. It was prominent in all four variables because On Tai legends of their ancestral migration from Sibsong Panna in China's Yunnan province. There is also a learning resource based on local wisdom with the On Tai brand and the three fishes logo, as well as the goodwill and peacefulness of the village based on cultural and religious beliefs.

### 3. The Results of the Brand Building Study

The brand portfolio was created as follows:

**3.1 Use of a family brand** under the name “On Tai,” which is derived from the location of the On Tai community. It is well known to tourists and locals and it reflects the origin of the product.

**3.2 The logo** used to symbolize the brand is a combination of a graphic image of three fishes moving in a clockwise circle with a floral motif in the center.

**3.3 The slogan** reflecting the community identity was “The land of watershed fertility and peacefulness” (Baan Jum Muang Yen), as shown in Figure 1.



**Figure 1** Brand symbols that will be used for the marketing of the On-Tai community business

(Source: Manop Chum-Un, 2020)

#### 4. The Results of the Study on Market Positioning

Creating a market positioning uses a point of difference to define each step of the brand. This process is known as “laddering.” The first step determines the functional values that encourage tourists to purchase products which show local wisdom, identity, traveling as reputation, the beauty of natural attractions, temples, and arts and culture. The second step determines emotional values, mainly based on visitors’ engagement with the community, which enables them to develop their creative potential through authentic participation in a learning experience. This experience bridges the needs in the customers’ minds, and provides them the full experience of On Tai as the land of peace with beautiful and diverse tourist attractions and products with a charm of wisdom.

#### 5. The Results of the Storytelling Study

Marketing through storytelling created content using the information of three identity groups combined with data obtained from tourist consumers. The Key Performance Indicators included customer engagement in the form of preferences, recommendations, and sharing, as follows:

**5.1 Theme** was to identify On Tai as one of the few communities that still maintains a traditional way of life with a close kinship as depicted in several old northern sayings that “every resources in the village can share in every other.”

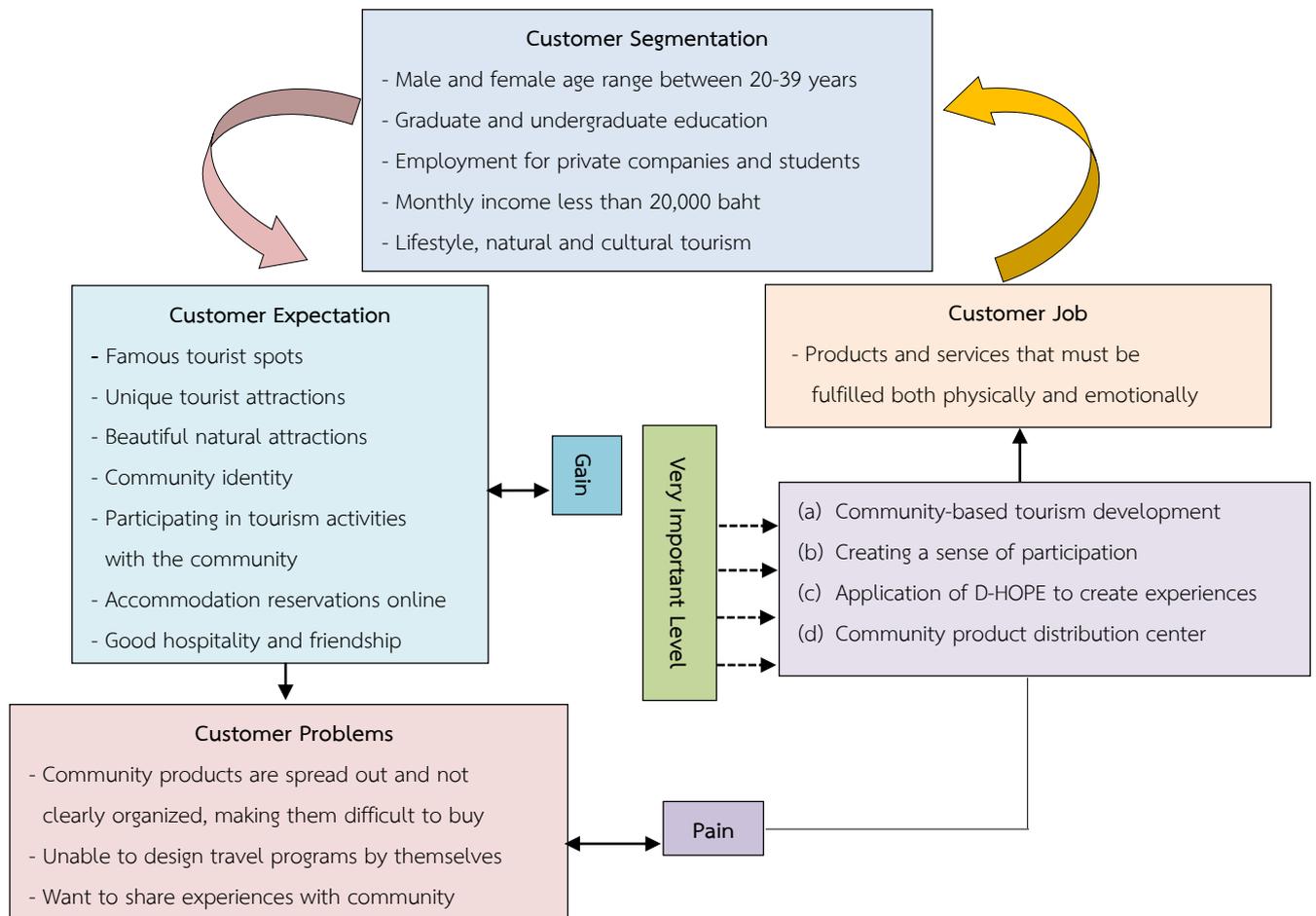
**5.2 Character** was created from the themes of the story. Two main characters were featured to create a sense of empathy by embodying two specific qualities: (1) place branding, because On Tai has unique physical structures throughout the area; (2) community products which contain a distinctive identity created from local wisdom accumulated from the past and inherited into the present generation to make a livelihood for people in this community.

**5.3 Plot** was developed from the story’s theme, blended with the On Tai brand and the market positioning. It was meant to help tourists identify with the community by linking the two characters with the tourists to make them understand the specific cultural features of the community, and stimulate them to experience the community more and exchange their impressions from traveling, and to purchase products.

From the results of the study, a template for the value proposition and design thinking process for adding value to the business can be sketched as follows:

**Value proposition:** According to customer insights and customer journeys derived from the consumer behavior study, the researchers created the following template for a value

proposition plan. This template can also apply to product development and service styles that highly meet customer needs.



**Figure 2** Template for the value proposition of On Tai sub-district community business

(Source: Manop Chum-Un, 2020)

**Design thinking process:** The value proposition in Figure 2, can be analyzed as a concept map (Figure 3) that can respond to customers' needs by helping to develop products and services, gain creators, and pain relievers, as shown in Figure 3. (1) Products and services include direct marketing strategies such as the extension of the current product line through the use of a family brand combined with a distinctive physical identity, offering more local activities, symbolic communication, and market positioning through brands and location along with the development of higher and more uniform quality and standards. One building can serve as the community product distribution center so that shopping is more convenient. Additionally, the community should develop online marketing to reach a wider market and create more convenient services for reservation and travel. (2) Gain creators refer to indirect

marketing strategies such as tourism development for community-based tourism (CBT). This enterprise organizes the Decentralized Hands-On Program Exhibition (D-HOPE) for tourists to experience first-hand the charm of the community, and builds a network of business relationships to maintain a common customer base.(3) Pain relievers refer to the ability to purchase community products with ease and to the design of a tourism program within the community itself, which will create shared experiences with the community and affect loyalty and repeated purchases and visits to this village.

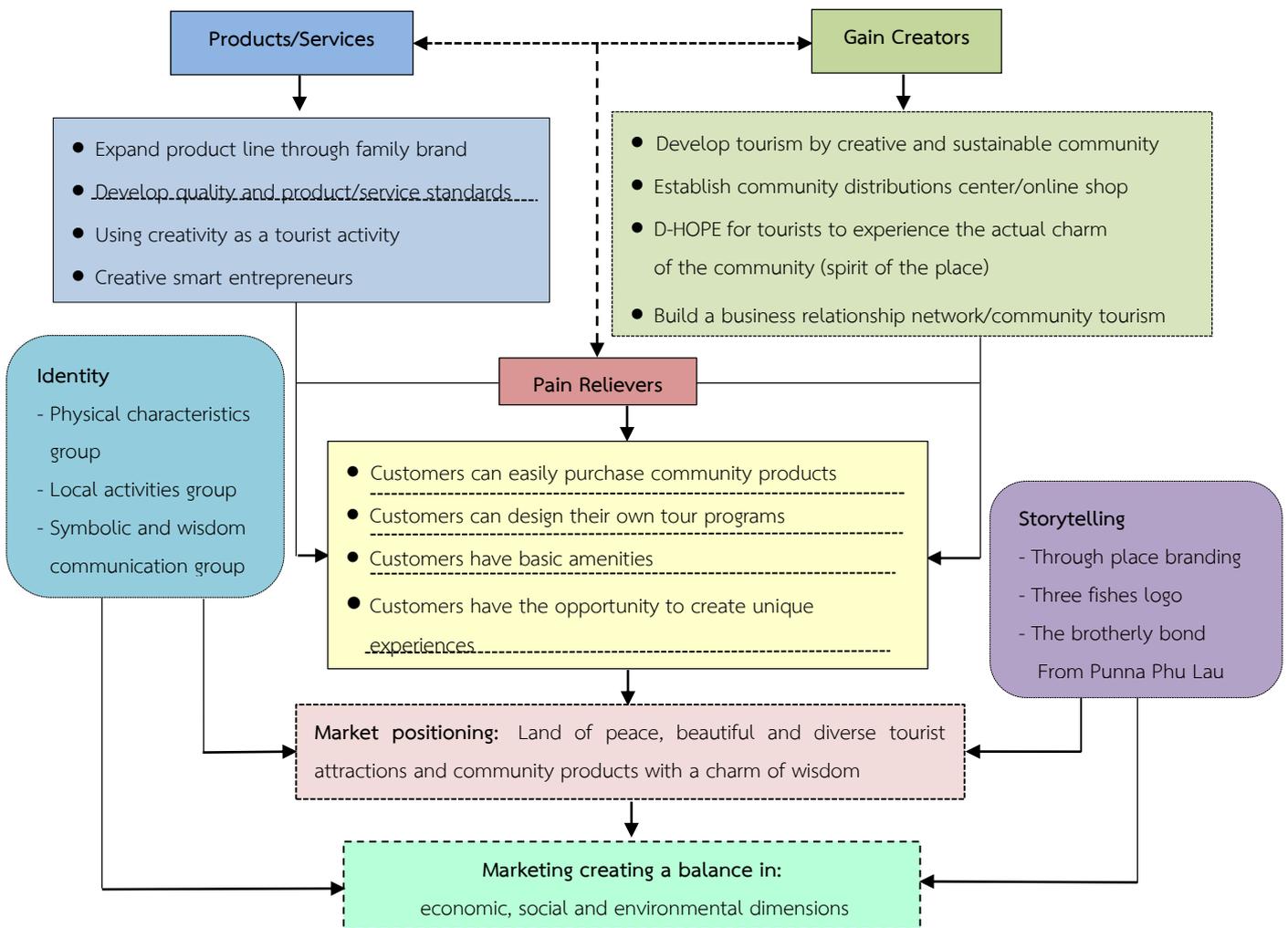


Figure 3 Design thinking process of creating added value  
 (Source: Manop Chum-Un, 2020)

## Discussion

1. According to the results of the study of the opinion level on tourism and community purchase factors, people/community relations and processes had the highest mean score among all aspects. One possible reason for this could be that modern tourists are more attentive to, knowledgeable about, and interested in cooperative tourism. Therefore, they desire friendliness from and more personal interactions with the community, which are very important aspects of creative tourism. Additionally, the study of identity revealed that the On Tai sub-district community has the qualifications to develop into a creative tourism community since it has unique physical characteristics and processes whereby the community is prepared to share experiences with tourists. Kaewsanga & Chamnongsri (2012) presented similar findings, noting that presently there is an increased behavior of tourists to be more involved with tourism activities. Consequently, a creative tourism model was drawn to allow tourists and the community to take part in community tourism management. In addition, Pankasem & Prajakanet (2016) pointed out that the communication process for creative tourism development is a campaign for tourists to get involved in activities, and Veerawat & Sangragsa (2018) provided guidelines for creative tourism development suitable to each particular community. They also suggested that the public sector, the private sector, and the community should work cooperatively to brainstorm ideas to find area identity and disseminate their image through marketing media.

2. The process of storytelling resulted in character as the place brand, which helped to emphasize the scenic attractions, landscape, and natural resources of On Tai. This is consistent with a 2018 study by Nogué & De San Eugenio Vela (2018) that discussed the use of place brand as a means of reaching customers' emotional perceptions, and making a place more meaningful in the customers' minds. Additionally, Neawheangtham (2017) found that by creating an identity product with a clear expression of local culture, storytelling could create distinctive values for products. Artitkawin et al. (2019) indicated that most entrepreneurs emphasize the identity of the factory by using the business name as the product name, which creates a clear product story. However, the use of a place brand must take into account the negative impact of such a use, since using the business name without recognizing a community can cause damage to community resources, as shown in the 2013 study by Meak-on & Bejarananda, who showed that building a place brand will make the place more famous, but

on the other hand, community identity might be devalued by the deemphasis of the roots of traditional communities, thus affecting the perception of the untrue identity.

3. The branding study suggested that a brand structure should be based on a family brand because the family name is reliable, and consumers already have confidence in this brand. This confidence can reduce the advertising and public relations budget significantly. Moreover, a family name can communicate the distinctive identity of the area, the travel atmosphere through storytelling, the slogan and brand positioning. These results are in accordance with Pinkeaw & Tantivejkul (2017) who indicated that global brands will communicate the brand with the word factor: the use of the name, slogan, and aesthetics through the brand presenters and brand logo and themes. Furthermore, Phanomprai (2015) revealed that branding should be different and create meaningful recognition related to the products, and should maintain its uniqueness. Chamnian (2019) presented the findings that communication of identity is a unique kind of selection and communication, and is the distinct identity of an organization or community. Therefore, communication of identity is important in various dimensions, especially in terms of advertising and promotion of products and services.

4. Based on the findings of the processes for creating the value proposition and design thinking, it is pointed out that the products or services must be of high quality and uniform standards, including identity that can convey meaning, wisdom, and story through the brand. Moreover, the brand positioning must reflect the community selling point. They have to be related and go in the same direction. This will enable businesses to become profitable creators who can reduce customer problems. It is compatible with the recommendations of Tahom & Senarat (2019), who found a way to add value to the products with guidelines for product expansion development and guidelines for the development of standards. Prommaroeng (2018) also revealed methods to upgrade OTOP products to international standards including quality and standards, production potential, product development, and marketing. Srisathit (2019) added that major factors influencing local purchasing decisions are the uniqueness of each product insofar as it can reflect local identity, and word of mouth from people familiar with the community that develops the product.

## Conclusion and Suggestions

In order to lead the business to market competition appropriately and sustainably, the process of creating economic added value must integrate creative marketing concepts, brand, identity, and storytelling to make the products holistic and give them the same market trajectory. This research has suggested that On Tai sub-district businesses must develop community-based tourism creatively, prepare to host tourists and allow them to learn about the heart of the tourist attractions, and experience the real charm of the community. This will prevent exploitation of tour businesses from the city along with the development of new souvenir products from strengths of identity and wisdom by using innovative technology to develop the products, such as using soil from the Mae On River for unique fabric dyeing, introducing hand-drawn fabric patterns designed to be modern and fashionable, and utilizing stories to build a common mood to learn about and share experiences of this community.

## New knowledge and the effects on society local and communities

This research has produced a new body of knowledge that On Tai sub-district community businesses could utilize in marketing. Several key details have been identified and described: (1) a brand model reflecting a distinctive identity and an independent market positioning; (2) storytelling for creating brand awareness of On Tai; (3) the value proposition and the design thinking process; and (4) The concept of natural dyed fabric comes from the color of sand from the On Tai River. The sand in the On Tai River is natural pink which related to the word "On", which is a local language meaning pink. This could be the concept to create local identity, value, could creatively add value to products, and individually differentiated in the market. Furthermore, the researchers worked with the business community to write a business plan, which is important documentation apart from the products for participation in the selection of the OTOP Product Champion in 2019 in the category fabric products and costumes, as well as a factor for community products being selected as 5-star OTOP products in 2019.

The main impact on the community and the local area is that the community products and tourism of the On Tai community are perceived in a wider market. The community can use these research results to build confidence in its products and impress

tourists. In time, customers will demonstrate repeated purchase behavior and loyalty, and thus help to support the community's participation in the business trade fair with the relevant government agencies. Moreover, the community can manage itself and become more self-reliant, stable and sustainable.

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