

Suitable Marketing Mix Strategy for Walking Streets in Mae Hong Son

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Abstract

This study endeavors to achieve the following objectives, 1. To determine the optimal format for walking street tourist attractions. 2. To scrutinize the prerequisites of tourists' marketing mix for walking street tourist attractions. 3. To derive guidelines for the advancement of walking street tourist attractions and 4. To utilize the findings of this study as a framework for establishing the paradigm of walking street tourism, thereby fostering sustainable tourism practices. The sample under examination comprises 400 tourists, encompassing both Thai and foreign visitors, currently touring Mae Hong Son. Data collection was conducted through a structured questionnaire. The results indicate that the majority of respondents are females aged 51 years and above, possessing a high school education or its equivalent (such as vocational or high vocational education), engaged in various occupations, and exhibit an average monthly income ranging between 60,001-90,000 Thai Baht. The respondents' evaluation of the components of the marketing mix for walking streets in Mae Hong Son generally falls within the medium to high range. These components, ranked in descending order of significance, include price, product quality, distribution channels, and promotional activities. When assessing the satisfaction coefficient of tourists towards product development and design on walking streets, according to Kano's model, emphasis should be placed on products that fulfill tourists' needs. Kano's model underscores the



following aspects: prioritizing safety in the tourism area, scheduling programs in advance, ensuring the correlation between price and quality of products and services, and highlighting local culture and tradition during local festivals. Additionally, products sold on walking streets should predominantly showcase local craftsmanship. The results of hypothesis testing reveal that age, education, occupation, and average income of tourists do not significantly vary concerning the elements of the marketing mix.

Keywords: Walking Street, Marketing Mix, Mae Hong Son

Introduction

During the 12th Plan period, national development coincides with a period of national reform aimed at addressing numerous longstanding fundamental issues amidst a rapidly changing and increasingly interconnected global landscape. This presents a highly challenging period that necessitates significant adjustments by Thailand. Accelerating the development of science, technology, research, and innovation is paramount as the primary driver of stable, prosperous, and sustainable development across all aspects. The country must expedite the development of strategic foundations in all areas, including increased investment in research and development. The development of science, technology, and innovation must proceed in tandem with accelerating the upgrading of skills among workers entering and currently in the labor market to align with production and service targets and technological advancements. This includes fostering comprehensive human development across all ages to effectively manage change. Emphasis is also placed on creating a conducive living environment, particularly through enhancing human capital by improving the quality of education, learning opportunities, and skill development, as well as enhancing the quality of public health services to cover all regions. Development initiatives must be environmentally friendly and aligned with the Sustainable Development Goals framework. Additionally, efforts should be made to expand and create a new, more comprehensive income base while reinforcing the existing one. Thai society should uphold quality and fairness, ensuring inclusivity and leaving no one behind, through collaborative efforts across



all sectors (Thailand 4.0) (Office of the National Economic and Social Development Board, Office of the Prime Minister, 2016).

Therefore, the group of tourism business operators, whether they face weaknesses in groups and communities, encounters challenges such as the lack of participation of those involved in the development of ecological and cultural tourism, including marketing, finance, group integration, and management for sustainability. Particularly in the present context, there is a growing emphasis on integrated development in terms of regional groups as a means to distribute resources more equally among all provinces. In formulating the tourism strategy of provincial groups, the focus is on a collaborative approach, notably by creating a distinct brand for each cluster as a selling point and fostering mutual capacity building. This involves utilizing resource integration principles and prioritizing according to genuine spatial potential. Connecting tourist routes within and between clusters facilitates the distribution of tourism products to community groups in various provinces as comprehensively as possible.

For this research, the researcher selects a group of tourists to develop an integrated tourism model towards sustainability, in line with the strategic thrust of the 12th Economic Development Plan on enhancing the competitiveness of service and tourism businesses that have the potential to grow and support the manufacturing sector. The aim is to achieve balance and sustainability in tourism industry development while considering the ecosystem's carrying capacity and the area's potential. This involves leveraging ecosystem potential and community participation to develop and adapt local businesses and living conditions in alignment. Spencer (1985) proposed a social development framework whereby small social systems combine to form a larger society, leading to social change (organic) and the dissemination of knowledge and ideas within society (saprogenic). Spencer (1985, pp. 129-132) underscores the significance of evolving society from simple to complex, encompassing three key aspects: a system of rules and regulations, administrative management, and resource distribution, whose development becomes increasingly complex over time. Considering the factors that make Mae Hong Son province an



attractive destination, it is evident that the province possesses exceptional area potential. However, both Thai and foreign tourists are not aware of the walking street tourist attractions, despite Mae Hong Son Province being well-prepared in every aspect (Ussana Chaengruangthong, 2010). Hence, to establish a walking street tourism model, comprehensive knowledge and understanding of marketing, including products, prices, distribution locations, and promotion, are essential. These factors represent the existing potential of Mae Hong Son province to develop into a form of tourism that can generate income for goods and services sellers, promote local products, create employment opportunities, and establish walking street tourist attractions that encourage repeat visits. To achieve this, continuous development efforts are necessary to cater to both Thai and foreign tourists' needs, making walking street tourism a sustainable and valuable attraction for the community and the nation's future. To facilitate understanding consistent with the research, definitions of research terms have been provided.

Research Objectives

- 1. To ascertain the suitable format for walking street tourist attractions.
- 2. To examine the marketing mix prerequisites of tourists for walking street tourist attractions.
- 3. To obtain guidelines for the development of walking street tourist attractions.
- 4. To employ the study findings as a framework for establishing the pattern of walking street tourism, thereby fostering sustainable tourism.

Literature

1) Perception Concept

Perception occurs when external stimuli (information inputs) traverse the senses (exposure stage) and are subsequently transmitted, or when the stimulus impinges on the senses and is conveyed to the brain (attention stage), initiating a process of understanding the meaning (comprehension stage). Consequently, it is regarded as a complete perception process. The

perception process embodies a psychological and behavioral state, manifesting knowledge and understanding through the sensations that arise in an individual's mind via the senses. In other words, perception is a psychological element that influences an individual's attitude and behavior. The capacity to perceive various aspects of the environment hinges on an individual's inherent abilities and learning derived from experience. Perception also entails choice and intentionality. Factors influencing an individual's perception encompass intensity, size, contrast, and movement. The perception an individual forms is intertwined with their personal interests and values. When an individual harbors the intent to perceive a stimulus, it is followed by readiness for action or behavior (Mowen and Minor, 2001, p. 63).

2) Attitude Concept

Attitude, in essence, represents a conglomeration or arrangement of beliefs that arise from the perception of specific objects or situations. The amalgamation of these beliefs determines an individual's inclination towards satisfaction or dissatisfaction. The nature of attitude encompasses two primary characteristics: satisfaction, derived from the perception of the individual, which manifests as a positive attitude, and dissatisfaction, expressed in the form of a negative attitude (Rokeach, 1970).

Psychologists have delineated the components of attitude into three distinct concepts as follows (Praphapen Suwan, 1993; Krech, 1962; Rosenberg & Havland, 1960):

1. Knowledge Component: This includes knowledge, beliefs, and ideas, along with an individual's opinions arising from perception.
2. Affective Component: This component encompasses both positive and negative emotions, representing the emotional state that ensues after perception.
3. Behavioral Component: This pertains to an individual's tendency or readiness to engage in behavior subsequent to awareness, or the inclination to behave in a particular direction.

These components of attitude can be succinctly summarized into three parts: the knowledge component, the affective component, and the behavioral component, all of which are interrelated. The cognitive component serves as the foundation of an individual's attitude,

shaping their emotional responses, which are then expressed as satisfaction or dissatisfaction, liking or disliking, and so forth. These emotional responses significantly influence an individual's expressions or behaviors. In other words, attitude determines how individuals behave; when individuals possess a certain attitude, they are inclined to exhibit corresponding behaviors.

3) Kano Model Analysis

The study of customer needs aids in comprehending customer requirements thoroughly. The Kano model, devised by Dr. Noriyaki Kano, a Japanese quality expert (Kano, 1984), facilitates this understanding. The rationale behind the application of the Kano model in product design and development lies in the strong correlation between customer satisfaction and a product's ability to fulfill customer needs, thereby maximizing satisfaction while minimizing defects that could lead to customer dissatisfaction. Collectively referred to as the product's quality, the challenge arises from the multifaceted nature of customer behavior and product expectations, characterized by numerous forms, facets, and variables that evolve rapidly over time. This complexity underscores the difficulty of analysis, a challenge that the Kano model seeks to address, as illustrated in Figure 1.

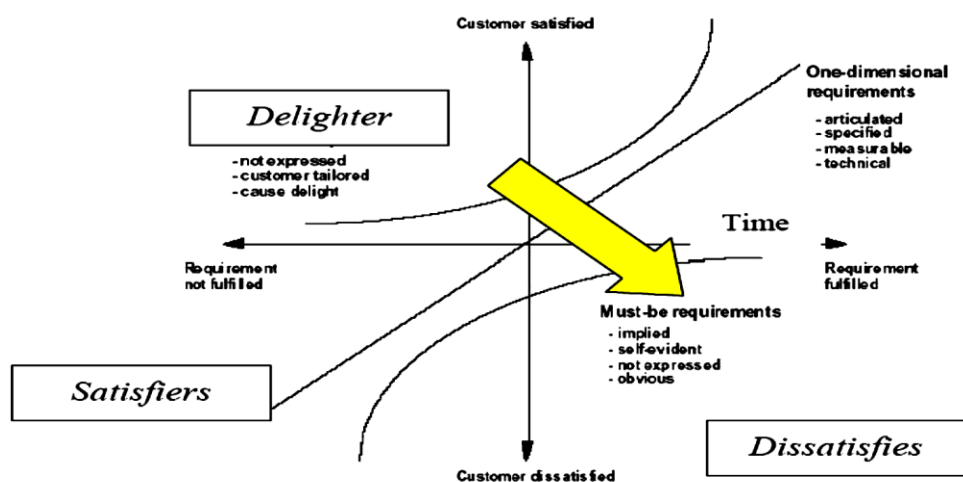


Figure 1 Kano's model

Berger. 1993. Kano's Methods for Understanding Customer-defined Quality

From the Kano model, which is divided into three levels—dissatisfiers, satisfiers, and delighters — designers and developers must aim to identify elements that impress customers or bring them surprise, thus creating standout features that make products appealing to customers and consequently leading to increased sales and customer numbers. However, the foundational capabilities of the product must precede other aspects until customers perceive them as standard or essential.

The Kano Model analysis process comprises three steps as follows:

1) Classification of Customer Needs: This step commences with the identification of customer requests, often referred to as the "Voice of Customer," which typically represents discernible customer needs expressed verbally. These needs may vary in clarity and vocabulary usage, leading to a somewhat disorganized and mixed dataset. Additionally, the obtained information may encompass customer complaints, which are valuable for informing product design and development. The collection of customer complaints can be facilitated through various means, including direct inquiries, questionnaires, team brainstorming sessions, and direct product usage observations. Collaboration among multiple departments, such as design, product research and development, and marketing, may be necessary to collect data effectively, with potential involvement from an engineering department if the product requires technical expertise.

2) Development of a Kano Questionnaire: Once customer claims are identified, the development team must categorize them into relevant sections based on the Kano Model's three-part product quality division. Subsequently, questions are formulated to address these key characteristics, as illustrated in Table 1.



Table 1 Positive and Negative Questions of Kano Model.

Functional (Functional) Derived from the Questionnaire	Answer
If the product possesses this feature, how do you feel? (Positive Question)	1.) Like 2.) Must be 3.) Neutral 4.) Live with 5.) Dislike
If the product lacks this feature, how do you feel? (Negative Question)	1.) Like 2.) Must be 3.) Neutral 4.) Live with 5.) Dislike

Once the responses are obtained, the subsequent step involves amalgamating the answers from both questions in accordance with Kano's evaluation table depicted in Table 2, with the y-axis representing the responses from the positive side and the x-axis representing the responses from the negative side.

Table 2 Evaluation of the Kano Model.

Customer Requirements		Dysfunctional (negative question)				
		1) like	2) must be	3)neutral	4) live with	5) dislike
Functional (Positive Question)	1) like	Q	A	A	A	O
	2) must be	R	I	I	I	M
	3)neutral	R	I	I	I	M
	4)live with	R	I	I	I	M
	5)dislike	R	R	R	R	Q

Note:

A (Attractive) denotes that this feature attracts customers.

O (One-dimensional) signifies that this attribute lies in the realm that satisfies customers.

M (Must-be) indicates that this functionality is essential for the product.

Q (Questionable) suggests that this feature necessitates considerable attention as it resides in an area of dissatisfaction.

R (Reverse) implies that this feature is unnecessary and requires improvement.

I (Indifferent) denotes that this attribute elicits no discernible difference in customer sentiments.

Suppose the responses obtained from the questions in Table 1, for both positive and negative questions, result in a positive response (Positive Question), where the customer indicates a preference (Like), and a negative response (Negative Question), where the customer expresses indifference (Neutral). The outcomes in Table 2 indicate A, signifying that this requirement is a feature that appeals to customers.

3) Evaluation and Interpretation

Upon receiving the interpreted results in step 2, they will be utilized to assess the needs of all customers, evaluated based on the frequency of customer responses, as illustrated in Table 3.

Table 3 Examples of Evaluation Results for Product Demand

Product Demand	A	O	M	I	R	Q	Total	Classification
Product Feature 1	7	32.3	49.3	0.5	0.3	1.5	100%	M
Product Feature 2	10.4	45.1	30.5	11.5	1.2	1.2	100%	O
Product Feature 3	63.8	21.6	2.9	8.5	0.7	2.5	100%	A

From Table 3, it is evident that the demand for product feature 1 corresponds to M (49.3%), indicating that this function is indispensable for the product. Feature 2 is denoted as O (45.1%), suggesting that this attribute lies in the realm that satisfies customers. Feature 3 is represented as A (63.8%), signifying that this characteristic appeals to customers.

The M>O>A>I evaluation rule is employed when the demand for a product yields a challenging or ambiguous outcome. Utilizing the M>O>A>I rule for evaluation proves highly beneficial. The initial focus should be on addressing the most essential need, denoted by M, implying that this function is indispensable for the product to prevent customer dissatisfaction. Subsequently, attention should be directed towards improving the subsequent parts in the order of O, A, and I, respectively. This approach aims to mitigate dissatisfaction while striving to enhance customer satisfaction, ultimately leading to customer happiness. Generally, if a product can evoke happiness among customers through 2-3 factors, it signifies successful product improvement to a certain extent.

Calculation of the Customer Satisfaction Coefficient involves determining the level of customer satisfaction or dissatisfaction, which is crucial for gauging customer satisfaction per product. Since product evaluation results may vary across different market segments, averaging the impact on customers proves beneficial for comprehensive analysis. The equation for calculating the average level of customer satisfaction is as follows (Sauerwein E., 1997):

$$\text{Satisfaction value} = (A+O)/(A+O+M+I)$$

$$\text{Dissatisfaction value} = (O+M)/((A+O+M+I) \times (-1))$$

The satisfaction value ranges between 0 and 1, with a value close to 1 indicating high customer satisfaction. Conversely, the dissatisfaction value ranges between 0 and -1, with a value close to -1 indicating significant dissatisfaction.

Table 4 Examples of Satisfaction and Dissatisfaction Coefficients Evaluation

Product Demand	A	O	M	I	Satisfaction Value (A+O)/(A+O+M+I)	Dissatisfaction Value (O+M)/((A+O+M+I) × (-1))
คุณลักษณะที่ 1	7	32.3	49.3	0.5	0.40	-0.83
คุณลักษณะที่ 2	10.4	45.1	30.5	11.5	0.57	-0.78
คุณลักษณะที่ 3	63.8	21.6	2.9	8.5	0.89	-0.25

From Table 4, it can be elucidated that on the negative side, the absence of product feature 1 would significantly contribute to customer dissatisfaction, registering a level of -0.83. Conversely, on the positive side, feature 1 only marginally impacts satisfaction, registering a level of 0.4.

4) Business Concepts in the Marketing Mix

McCarthy and Perreault (1996) outlined the 4 Ps of the marketing mix, comprising product (Product), price (Price), place or distribution channel (Place), and sales promotion (Promotion). All four Ps are indispensable for planning the marketing mix (Marketing Mix); however, some may hold greater importance than others. As the adage goes, there is no singular element that reigns supreme. When developing the marketing mix, the decision-making process regarding various factors remains similar. It is emphasized that all these factors are crucial. Upon broader consideration of the marketing mix, it becomes evident that the product itself serves to gratify

the target customers, while channels are established to position products in accessible locations for customers. Sales promotions are employed to engage with target customers, and products are designed and priced based on consumer purchasing behavior or the perceived value of existing products.

Table 5 Organizational Decision-Making Strategies Utilizing the 4 Ps

Product	Price	Place of Distribution	Promotional Marketing
Product Appearance	Objectives	Objectives	
Service	Flexibility	Channel Type	
Highlights	Level	Market Penetration	Objectives
Quality Level	Product Turnover	Types of Intermediaries	Integration of Promotion
Accessories	Product Cycle	Location Type for Warehouse	Seller (Type, Quantity Selection, Training, Motivation)
Installation	Region	Preparation	Advertising (Goals, Media Type, Types of Advertising)
Instructions	Price Reduction	Transportation and Storage	Promotional Events
Warranty	Budget	Procurement Channels	Print Media
Type of Product		Management Channels	
Packaging			
Brand			

Basic Marketing: A Global Managerial Approach (p. 46, 12th ed.), by E. J. McCarthy and W. D. Perreault, Jr., 1996, Chicago: Irwin.

Creating satisfaction for target customers and consumers can be achieved through various means. For instance, products can be offered in diverse sizes, shapes, and quality levels, and



service levels can be adjusted accordingly. Packaging can vary in size, color, and materials, while product branding and warranty terms can also be customized. Additionally, advertising and public relations strategies, such as those through newspapers, magazines, radio, television, and billboards, can be tailored to suit the company's objectives. Manufacturers or distributors may consider adjusting product prices based on various factors, providing strong support for the organization in decision-making processes related to marketing promotions, by leveraging the marketing mix concept within their organization.

5) Sustainable Tourism

Sustainable tourism entails focusing on the entire tourism industry and adjusting management practices to align with emerging global trends, transitioning from a consumerist society to an era emphasizing social supremacy. The scope of sustainable development encompasses every aspect of tourism, emphasizing that all tourism development efforts must prioritize sustainability. Consequently, sustainable development is characterized by its integrated and holistic nature, where all relevant elements must be coordinated and balanced to align human activities with the laws of nature. Instilling environmental awareness among citizens serves as the foundation for conserving natural resources and the environment, which is highly beneficial for tourism in the long run. Environmental consciousness ensures that tourism resources remain intact over time, facilitating sustainable tourism activities where visitors continue to visit regularly, and resources maintain their attractiveness without depletion. Sustainable tourism necessitates responding to tourists' and local stakeholders' needs within the capacity of nature to support them, while also ensuring the participation of communities, customs, and traditions in the tourism process. Moreover, equitable distribution of benefits arising from tourism among all segments of society is crucial, along with managing resources to meet economic, societal, and environmental needs while preserving the cultural and ecological identity of localities. Sustainable management practices aim to minimize or eliminate adverse impacts on the natural environment, society, and culture, thereby upholding the sustainability of tourism. (Bramwell, B., & Lane, B., 2013)



Methodology

1) Population and Sampling Area

The population consisted of 3,074,245 Thai and foreign tourists who visited Mae Hong Son Province (Tourism Authority of Thailand, 2018). The sampling area comprised Thanalai Road, located at the end of Mae Hong Son city center, Mueang Mae Hong Son District, Mae Hong Son Province.

2) Sample Group

A quantitative method was employed for sample selection, specifically utilizing Yamane's formula to determine the minimum sample size (Yamane, 1967). The sample size was set at 400, consisting of an equal distribution of Thai and foreign tourists, with each group comprising 50 percent. This resulted in a sample group of 200 Thai tourists and 200 foreign tourists.

3) Research Tools

Quantitative data collection was conducted through questionnaires in both Thai and English languages. The questionnaire collection spanned a period of 2 months, from October to November 2012, and was designed based on the research objectives and conceptual framework. The questionnaire comprised three parts:

Part 1: General information of Thai and foreign respondents, including gender, age, and average monthly income in USD.

Part 2: Data on the marketing mix needs of Thai and foreign tourists for walking streets, assessed using a 5-level scale ranging from 1 (lowest level of opinion) to 5 (highest level of opinion). Interpretation criteria for the average score were set, with scores ranging from 1.00 to 1.80 indicating the least level of agreement, and scores from 4.21 to 5.00 indicating the highest level of agreement.

Part 3: Information about the style and product quality needs of Thai and foreign tourists on walking streets, based on the Cano Model concept. The questionnaire utilized a rating scale with responses ranging from 1 (lowest level of opinion) to 5 (highest level of opinion).

Interpretation criteria for the average score were established, with scores from 1.00 to 1.80 indicating a dislike, and scores from 4.21 to 5.00 indicating a preference or liking.

4) Data Analysis Methods

Descriptive statistics were employed for quantitative analysis, involving the determination of frequency, percentage, and standard deviation. Statistical tests including t-Tests, One-Way ANOVAs, and Canomodel analysis techniques were utilized to examine differences. These methods were applied in line with the research concept to address the specific aims, drawing upon relevant concepts and theories.

5) Research Hypothesis

It is hypothesized that there are variations in the general characteristics of Thai and foreign tourists, categorized based on personal attributes such as gender, age, educational level, occupation, and income. Additionally, distinct needs are expected to exist regarding the marketing mix for walking street tourism.

Research Results

The study investigated the appropriate marketing format for the Mae Hong Son Walking Street tourist attraction. Among foreign tourist respondents, 45.00% were male and 55.00% were female. The age distribution was as follows: 51 years and over (35.00%), 21-35 years (28.00%), and not more than 20 years (20.00%). Regarding education level, 32.00% had completed secondary education or equivalent, 28.00% had a bachelor's degree or equivalent, and 26.00% had primary school education or lower. Occupations included private company employees (28.00%), government employees/state enterprise employees (24.00%), and private businesses/trading (18.00%). In terms of average monthly income, 30.00% earned between 60,001-90,000 baht, 28.00% earned less than 30,000 baht, and 14.00% earned between 30,001-60,000 baht. For Thai tourists, 42.00% were male and 58.00% were female. The age distribution was 21-35 years (48.00%), not more than 20 years (21.00%), and 51 years and over (19.00%).

Regarding education, 42.00% had a bachelor's degree or equivalent, 30.00% had completed secondary education or equivalent, and 18.00% had primary school education or lower. Occupations included private company employees (29.00%), government service/state enterprise employees (20.00%), and private businesses/trading (15.00%). In terms of average monthly income, 45.00% earned less than 30,000 baht, 21.00% earned between 30,001-60,000 baht, and 10.00% earned over 90,001 baht.

The marketing mix needs of Thai and foreign tourists towards the Walking Street were analyzed. Product-related findings indicated a preference for high-quality products with local cultural themes and recognizable brands. Price-wise, negotiability and price appropriateness to product quality were valued. Regarding location and distribution channels, clear product classification, interesting store layout, and convenient product selection were important. In terms of marketing promotion, discounts for bulk purchases, product advice from sellers, and free gifts were appreciated.

The demand for style and product quality of Thai and foreign tourists on the Walking Street, based on the Kano model, was assessed. The requirements for the form and quality of the pedestrian street products were identified as a tourist attraction and safety, classified as "must-be" (M) by 40.00% of respondents. Additionally, the need for an interesting and beautiful tourist attraction was identified as "questionable" (Q) by 34.00% of respondents. Travel program details, suitable prices, and knowledge about tourist attractions were classified as "attractive" (A) needs. Conversely, information about travel locations and vehicles and the convenience of contacting them were classified as "indifferent" (I) needs.

When classifying the needs of Thai and foreign tourists, the product demand is evaluated using the $M > O > A > I$ evaluation rule. In cases where the product demand has difficult or unclear results, the application of the rule to evaluate $M > O > A > I$ is very useful. The first need to improve or make the first part of the product that has a strong impact on the feelings of tourists is the type M demand, which is the style and product quality of the pedestrian street that tourists want, and is a required function for the product. To prevent dissatisfaction with walking street products,

it is considered the most important and must be improved quickly. Followed by the second, third, and fourth parts, which are needs of type O, A, and I, respectively, when dissatisfaction is reduced. You must find the needs that will satisfy Thai and foreign tourists until it impresses the tourists who come to visit the walking street and makes them want to come back to visit in the future. Normally, if a product can make consumers have a good feeling about the product at an impressive level of 2-3 factors, it is considered that product improvement can be carried out well to a certain extent.

Needs that can satisfy tourists include:

- 1.) They should know information about tourist attractions.
- 2.) Tourist attractions must be safe.
- 3.) The travel program should be scheduled in advance.
- 4.) You should know the budget for travel expenses.
- 5.) Tourist attractions must be interesting and beautiful.

This need can be used to develop products that can better meet the needs of tourists and create more satisfaction for tourists who come to visit the walking street. Evaluating the coefficient of satisfaction level of Thai and foreign tourists (Customer Satisfaction Coefficient), it was found that the demand for products with the highest satisfaction values in 3 orders is that the travel program should be determined in advance, equal to 0.68, followed by organizing travel activities at various festivals, causing a desire to travel, equal to 0.62. You should know information about tourist attractions and prices must be appropriate for the products and services, equal to 0.57. Testing the relationship of general characteristics of Thai and foreign tourists, which are different and classified according to personal characteristics including gender, age, educational level, occupation, and income, showed no difference in the demand for the marketing mix for walking street tourism at the significance level of 0.05.



Summary and Discussion of Results

General information about foreign tourist respondents reveals that most are female, aged 51 years and over, with a secondary education level or equivalent (Vocational Certificate/Diploma), and work as employees of private companies. Their average monthly income ranges from 60,001 to 90,000 baht. On the other hand, most Thai tourists are female, aged 21-35 years, with a bachelor's degree or equivalent, employed by private companies, and have an income ranging from 30,001 to 60,000 baht. The demand for the marketing mix of both Thai and foreign tourists for the walking street is at a high level, encompassing products, prices, locations and distribution channels, and marketing promotion. The most desired aspect among Thai and foreign tourists is pricing, with an emphasis on negotiation, comparing prices, and setting appropriate prices based on product quality.

The significance of the marketing mix in the success model, as per the Cano Model, is consistent with previous research. Ussana Chaengruangthong's (2010) study on the success factors of Ratchadamnoen Walking Street in Mae Hong Son Province emphasized the importance of factors such as people, products, process, distribution, price, physical evidence, and network. Similarly, Umaporn Panya (2008) found high levels of importance attached to product, price, distribution channels, and marketing promotion among foreign tourists towards souvenir products on Mae Hong Son Walking Street.

Furthermore, the demand for the style and quality of products on the walking street, based on the Kano Model concept, indicates that both Thai and foreign tourists highly prioritize aspects such as predetermined travel programs, suitable pricing, and activities during festivals, which stimulate the desire to travel. This aligns with Watchareewan Sasiphalin's (2006) findings on the positive outcomes of walking street activities in Mae Hong Son Province, encompassing economic, social, cultural, and environmental dimensions.

The necessity of ensuring that tourist attractions are interesting and beautiful is highlighted, as it directly influences tourist satisfaction. This finding resonates with Thanyakarn Wattananon's (2004) evaluation of the Mae Hong Son Walking Street Project, which identified several challenges

to be addressed, including inadequate service spirit among staff, insufficient public transportation, parking space, waste management facilities, and basic amenities.

The evaluation of the Satisfaction Coefficient of Thai and foreign tourists underscores the importance of meeting their needs for products with satisfaction values, such as predetermined travel programs, activities during festivals, and knowledge about travel expenses. This echoes the findings of Rawiwan Olanratmanee and colleagues (2004), emphasizing the economic, social, and environmental dimensions of Mae Hong Son Walking Street's impact and the need for continuous improvement to enhance overall visitor experience and sustainability.

Suggestions

To ensure the sustainability of walking street tourism management, the following strategies are recommended:

- 1.) Organize walking street activities with transparent management and established rules and regulations that are universally accepted and enforced. Implement periodic changes in management to prevent the consolidation of power.
- 2.) Develop a sustainable walking street tourism model by promoting diverse forms of walking street activities. Identify unique features or highlights of the walking street and cultivate a distinct ambiance, whether in terms of infrastructure, such as signage and architectural styles, or through unique products and services, to differentiate it from other tourist attractions.
- 3.) Explore opportunities to expand the market and increase revenue, particularly within the domestic market. Enhance the marketing network to encompass both domestic and foreign markets in neighboring regions.

Creating a marketing model suitable for Mae Hong Son Walking Street tourist attractions requires attention to the following aspects to ensure sustainability and enhance tourist satisfaction:



- 1.) Ensure that the walking street serves as a tourist attraction and prioritizes safety measures.
- 2.) Schedule travel programs in advance to provide visitors with structured and organized experiences.
- 3.) Price products and services appropriately to reflect their value and affordability.
- 4.) Organize travel-related activities during various festivals, with an emphasis on showcasing local culture and traditions.
- 5.) Feature local products within the walking street to promote local businesses and preserve cultural authenticity.

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