

## The effects of innovative management, digital marketing, service quality and supply chain management on performance in cultural tourism business

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### ABSTRACT

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This article analyses how innovative management methods including collaborative networks, digital marketing, service quality, and supply chain management can bring increased potential performance for cultural tourism in the northeast of Thailand. To reveal the preconditions and factors like innovative management, service quality, digital marketing, and supply chain management that enable cultural tourism performance in Thailand's northeast, a survey was done utilizing a questionnaire and a simple random approach with key informants such as tourists. The findings imply that encouraging performance is dependent on innovative management, service quality, digital marketing, and supply chain management in cultural tourism.

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### 1. Introduction

The tourism sector in Thailand produced total sales of 2.76 trillion Baht in 2017, accounting for 20 percent of the country's gross domestic product (Rattanapian, 2018). Since the beginning of 2018, the tourism authority has been developing a marketing plan for tourism. Otherwise, foreign tourist revenue was over 1.8 trillion Baht, based on a total number of foreign tourists of around 35 million individuals (Chaigassem & Tunming, 2019). Furthermore, Thailand's domestic tourism business generated 9.5 billion Baht in revenue. It was also expected that Thailand's tourist industry would face significant problems in 2018, owing to competition from other countries that prioritize tourism promotion, as well as risk factors such as foreign exchange rates and political turmoil in various parts of the world (Ministry of Tourism and Sports, 2017). Thailand's northeast is a particularly rich region. Furthermore, the northeast has a variety of tourism potentials, both in terms of tourist sites and lodging, as well as a diversity of tourism activities. As a result, the northeast's economic and social condition may continue to improve. The northeastern areas of Thailand have turned into some of the country's most well-known tourist destinations as a result of economic prosperity. The proximity to the Lao People's Democratic Republic is another distinguishing feature of this area. There is a border checkpoint that enables easy access to the Lao People's Democratic Republic, allowing for additional development and expansion of the tremendous tourism potential (Chaigassem & Tunming, 2019). Another intriguing advantage is the ability to maintain close ties with neighboring countries and, in the future, establish more cross-border trade and investment. Furthermore, the National Tourism Development Plan 2017-2021 outlines the sector's present social and environmental responsibilities (Chaigassem & Tunming, 2019). The preservation of traditional culture and tradition is becoming increasingly popular, particularly among tourists. The concept of sustainable development has gradually evolved into a broader tourism business, which is altering management circumstances relating to natural resources, local

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communities, traditions, and customs, as well as community well-being and lifestyle. Furthermore, tourism must place a greater emphasis on environmental responsibility and the resources available in tourist areas. As a result, it is a fantastic opportunity to discover and develop one's own personality, as well as to improve Thailand's image of cultural tourism so that it is more widely known and embraced. Cultural tourism is one of the tourism types that has proven popular with travelers and is based on their specific interests (Chaigassem & Tunming, 2019). It also promotes and encourages tourism in the region, as well as the Northeast's social and economic growth (Rich & Franck, 2016). A study related to innovative management, digital marketing, service quality and supply chain management on the performance of the cultural tourism that will help the increasing tourism of the northeast culture become more popular and help the residents in the area create income from tourism is the region's social and economic development (Khlaikaew, 2015). This is a tourism development strategy in Thailand that tries to help people in the area find work and make money from tourism. Through cultural beliefs in various elements like serpent worship, faith, respect, the Northeast has a good identity and image for cultural tourism. Furthermore, this region offers a unique combination of excellent ecclesiastical architecture and an exotic native cuisine culture. Furthermore, because of its proximity to the rivers and its rich cultural legacy, northeast is a border town with a rich cultural heritage that provides an excellent opportunity to share ways of life and economic progress. To promote tourism in the province, which is a new province in Thailand and a border town between the two kingdoms. Promoting jobs and generating revenue for the community is essential. As a result, the researchers conducted this study on "the performance factors for cultural tourism in the northeast". The following are the objectives of this research: what is the relationship between innovative management, digital marketing, service quality and supply chain management on the performance of cultural tourism?

### *1.1 Relationship between Innovative Management and Performance of Cultural Tourism*

The term "innovation" is used to describe something that is novel or different (Johannessen, Olsen, & Lumpkin, 2001). At the national level, innovation fosters economic growth, competitiveness, job creation, and long-term viability across a variety of industries, including tourism (Blichfeldt, 2009; Kvam & Stræte, 2010). Collaboration networks are the most essential kind of innovative management for improving cultural tourism performance (Schilling & Phelps, 2007). When it comes to destination development and implementation, collaborative networking among stakeholders has become increasingly recognized for its usefulness in fostering cultural tourism innovation (Alberti & Giusti, 2012; Byrd, Bosley, & Dronberger, 2009). Network collaboration is equally important at the community level for long-term growth (Andriotis, 2005). Residents, local government officials, company owners, suppliers, and visitors are typically included in these stakeholders (collaborative networks) in tourism management (Alberti & Giusti, 2012; Byrd et al., 2009). Which all helps in increasing tourism cultural performance. From the following discussion we propose that:

**H<sub>1</sub>:** *Innovative management is significantly related to performance of cultural tourism.*

### *1.2 Relationship between Digital Marketing and Performance of Cultural Tourism*

In the context of cultural tourism, consumer technology may play a role in customizing and developing experiences (Joanna, Jody, & Bridson, 2014). Overall, communicating technology will let users customize and personalize their experiences, as well as provide ideas to make the experience more meaningful. Now, digital technology has ushered in a new tourism era. The image of the tourism sector has been dramatically transformed because of the development of digital services throughout time. Furthermore, ongoing technological innovation allows for the development of new talents, materials, services, performance and organizational structures (Weiermair, 2006). This is especially true in any industry, including tourism, where a rising number of studies have attempted to explain how technology affects innovation in manufacturing processes, services, and delivery systems (Buhalis & Law, 2008). Through multi-media learning, education, and worldwide networking, technology expands the professional development prospects for small tourism operators, enhancing their ability to innovate (Mohd Bukhari & Faiz Hilmi, 2012). Various technical tools, such as the Internet, smartphones, GPS, social media websites, and applications, enable tourism managers to drive and implement innovative ideas (Liburd, 2005), and improve cultural tourism performance more effectively. From the following discussion we propose that.

**H<sub>2</sub>:** *Digital marketing is significantly related to performance of cultural tourism.*

### *1.3 Relationship between Service Quality and Performance of Cultural Tourism*

It is widely acknowledged that the level of service quality has a significant impact on visitor satisfaction and inclination to return to the place (Tzetzis, Alexandris, & Kapsampeli, 2014). In today's competitive economy, maintaining quality standards is one of the most significant criteria for customer satisfaction (Said, Shuib, Ayob, & Yaakub, 2013, Kerdpitak, 2021). Poor performance in the tourism service industry results from a failure to offer and execute on such expectations. Exceptional service quality, on the other hand, is a source of differentiation and competitive advantage and performance (McQuilken, Breth, & Shaw, 2000). Tourist happiness is influenced by service quality, price, the surroundings, and personal differences. Service quality and tourist satisfaction studies employed are many in urban and resort settings (Ladhari, 2008). In Thailand, there has been little research on the relationship between service quality and cultural tourist development performance.

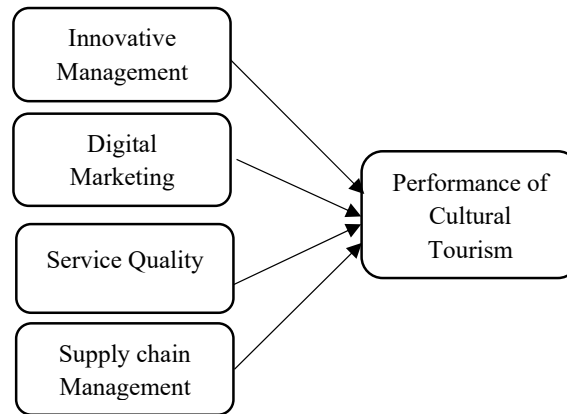
Because the majority of tourism studies have focused on rural resorts and parks (Said et al., 2013). This study focuses on the performance of cultural tourism development by integrating different factors like innovation management, service quality, digital marketing, and supply chain management. From the following discussion we propose that:

**H3:** *Service quality is significantly related to performance of cultural tourism.*

#### 1.4 Relationship between Supply Chain Management and Performance of Cultural Tourism

Tourism supply chains include lodging, transportation, and excursions, but it also includes trash disposal, food production, handicrafts, bars and restaurants and the infrastructure that supports tourism in locations (Tapper & Font, 2004). In the context of tourist supply chains, the concept of tourism supply chain management stresses the inter-firm strategic relationships (Zhang, Song, & Huang, 2009; Kerdpitak, 2022). According to Song, Dwyer, Li, and Cao (2012), the tourism supply chain model emphasizes the necessity to manage the tourism supply chain and foster collaboration and coherence. This improves the performance of cultural tourism as well (Zhang et al., 2009). What distinguishes the tourism supply chain from other supply chains is that visitors travel to the product, and the product they buy has a strong service component (Tapper & Font, 2004). According to Ambe (2014) Supply Chain Administration is "the design and management of seamless, value-added activities across organizational boundaries to fulfil the real demands of the end consumer. From the following discussion we propose that:

**H4:** *Supply chain management is significantly related to performance of cultural tourism.*



**Fig. 1.** Conceptual Model

## 2. Methods and Measures

### 2.1 Population and Process

Cultural resources and local products in the northeast of Thailand include the atmosphere to enjoy life, local customs, arts, wisdom, and different seasons with the local community, with differences and similarities owing to cultural variety. Most important in creating a great vacation experience is the destination (Natthakitt, 2020). Tourist locations with cultural tourism and ecotourism activities all fall into this category. There were 320 companies in the study. In the northeastern part of Thailand, the population was made up of both local and foreign tourists. The method utilized was a survey. In all domains, the quantitative study used a questionnaire distribution strategy to collect data from a high number of respondents in a short amount of time. Quantitative research has been conducted using simple random research methods to collect information. In the northeast of Thailand, this resulted in 320 companies. Instruments were sourced from prior investigations and were shown to be reliable and valid. We use 11 items from Molefe, Tauoatsoala, Sifolo, Manavhela, and Henama (2018) to assess innovative management, which includes a collaborative network, digital marketing was measured by items adapting from Khan and Siddiqui (2013), service quality was measured by ten items adapting from Dabholkar, Thorpe, and Rentz (1996), supply chain management and performance was measured by items adapting from Das (2017). All variables were measured by using a 5-point Likert scale. The average age of the sample was 45.80 years old, with 68.8% of men and 31.2 percent of women holding master's degrees.

### 2.2 Data Analysis

Prior to doing the primary analysis, data screening was performed using the software package. Following the establishment of the essential ideas, a two-stage procedure was used to assess the measurement model using concurrent confirmatory factor

analysis (CFA) and to test the hypotheses using structural equation modelling (SEM) (Anderson & Gerbing, 1988). Based on the content validity findings, the questionnaire was supplemented and double-checked. Confirmatory factor analysis was also utilized to check the construct validity of the surveys (Brown, 2015). Furthermore, the researchers attempted to improve the instrument measurement's reliability and logic by proving convergent validity during the CFA procedure. The factor loadings, composite reliability (CR), and average variance extracted (AVE) were used to determine the model's convergent validity (Hatcher & O'Rourke, 2013). Additionally, discriminant validity was established by comparing the square root of the Hatcher and O'Rourke (2013) calculated the average variance of the correlations between the proposed latent components. Our study used SEM to investigate correlations between the predicted latent components after determining the measurement model's suitability.

### 3. Results of the Study

#### 3.1 Descriptive Statistics and Correlational Analysis

Innovative management was correlated positively with performance ( $r = 0.450$ ,  $p < 0.05$ ), digital marketing to performance ( $r = 0.602$ ,  $p < 0.05$ ). Likewise, service quality was positively associated with performance ( $r = 0.430$ ,  $p < 0.05$ ) and supply chain management to performance ( $r = 0.266$ ,  $p < 0.05$ ).

**Table 1**  
Descriptive and Correlational Analysis

Variable	Mean	Std.Dev	IM	DM	SQ	SCM	PCT
Innovative management	3.765	.612	1				
Digital marketing	3.619	.723	.432**	1			
Service quality	3.467	.672	.645**	.373**	1		
Supply chain management	3.770	.825	.450**	.401**	.430**	1	
Performance of cultural tourism	3.289	.645	.528**	.610**	.476**	.608**	1

Note(s): \*\* Correlation significant at 0.01 level (two-tailed).

#### 3.2 Measurement Model

Structural equation modelling (SEM) evaluation is a two-step method that includes measurement and structural models (Anderson & Gerbing, 1988). We used confirmatory factor analysis (CFA) to evaluate how measurement model observable constructs define the indicated constructs before testing the inner model's proposed routes.

**Table 2**  
Measurement Model's Reliability and Validity

Variables	Indicators	Loading	Alpha	CR	AVE
Innovative management	IM_1	0.742	0.804	0.831	0.787
	IM_2	0.709			
	IM_3	0.764			
Digital marketing	DM_1	0.721	0.842	0.867	0.801
	DM_2	0.735			
	DM_3	0.698			
	DM_4	0.742			
Service quality	SQ_1	0.789	0.878	0.890	0.858
	SQ_2	0.765			
	SQ_3	0.750			
Supply chain management	SEM_1	0.730	0.841	0.865	0.823
	SEM_2	0.751			
	SEM_3	0.722			
Performance	P_1	0.812	0.824	0.851	0.773
	P_2	0.756			
	P_3	0.788			

The following are the minimum threshold values for measuring the outer model's goodness of fit indices:  $\chi^2/df$  should be  $\leq 3$  (Schreiber, Nora, Stage, Barlow, & King, 2006), NFI should be greater than  $>0.90$  (Hu & Bentler, 1999), CFI should be  $>0.90$  (Hooper, Coughlan, & Mullen, 2008), GFI should be  $>0.90$ , TLI should be  $>0.90$  (Hu & Bentler, 1999), and RMSEA should be  $\leq 0.08$  (Hu & Bentler, 1999). The findings of the outer model's goodness of fit indicate the following values:  $\chi^2/df = 3.00$ ; NFI = .910; CFI = .954; GFI = .922; TLI = .960, and RMSEA = .058, respectively. Fornell and Larcker (1981) recommended establishing the outer model's convergent validity. To begin, assess the measurement item's reliability. The evaluation of composite reliability is the next phase (CR). Finally, to assess the derived average variance (AVE). We used standardized factor loadings on the variable's indicators to measure item reliability (Zaman, Nawaz, Tariq, & Humayoun, 2019). The standardized factors loading for all underlying variables was greater than .50, indicating good construct convergent validity. The constructed CR and Cronbach alphas are both  $>0.70$ , indicating that the measurement models are

sufficiently reliable. The AVE values for the variables are higher than the required threshold of 0.50, suggesting discriminant validity for the constructs. Furthermore, as indicated by Henseler, Ringle, and Sarstedt (2015) this study uses the Hetrotrait-Monotrait (HTMT) ratio to report discriminant validity at this stage. If the HTMT ratio is  $> 0.85$ , there is a major problem with discriminant validity (Franke & Sarstedt, 2019). As the HTMT ratios is  $< 0.85$  limit, discriminatory validity was retained.

**Table 3**

Discriminant Validity (HTMT)

Latent Variables	PCT	SCM	DM	SQ	IM
Performance of cultural tourism					
Supply Chain Management	0.583				
Digital Marketing	0.440	0.560			
Service Quality	0.543	0.453	0.541		
Innovative Management	0.483	0.379	0.419	0.530	

### 3.3 Structural Model

The proposed assumptions were assessed using the structural equation modelling approach, as shown in Fig. 1. For determining causal relationships, this strategy is preferred (Bagozzi & Yi, 1988). Importantly, this method reduces measurement errors and tests multiple relationships at the same time (Zaman, 2020). The inner model results reveal appropriate fit indices like  $\chi^2/df = 2.853$ ; RMSEA = 0.052; CFI = 0.921; TLI = 0.928; NFI = 0.922; and GFI = 0.918, indicating a good model fit (Hooper et al., 2008). Furthermore, innovation was strongly correlated with performance (beta = 0.421 and  $p < 0.05$ ), and digital marketing was favorably connected with performance (beta = 0.472 and  $p < 0.05$ ), indicating that H1 and H2 were supported. Service quality and supply chain management were also found to be positively linked with performance (beta = 0.522 and  $p < 0.05$ ) and (beta = 0.433 and  $p < 0.05$ ), respectively, confirming H3 and H4.

**Table 4**

Path Model Results

H	Paths	B	SD	t-value	p-value	Decision
H1	Innovative management Performance	0.421	0.112	1.207	0.000	Significant
H2	Digital Marketing Performance	0.472	0.144	1.218	0.001	Significant
H3	Service Quality Performance	0.522	0.150	2.231	0.000	Significant
H4	Supply Chain Management Performance	0.433	0.120	1.322	0.010	Significant

## 4. Discussion

The findings of this study have significant theoretical consequences. The performance of cultural tourism was positively connected with innovative management. Although a small study was undertaken to examine the relationship between performance and factors such as innovative management, digital marketing, service quality, and supply chain management. As a result, hypothesis 1 is accepted. Our results are in consonant with Schilling and Phelps (2007). This means that in rapidly changing tourism markets, innovative management in the form of collaborative networks such as government, suppliers, and societies is a critical aspect in establishing a long-term competitive edge for tourism. As a result, poverty is reduced, and cultural tourism performance is improved in Thailand's northeast. When specific conditions existed, such as collaboration between diverse networks, which increased the performance of cultural tourism, innovation happened, which seems to encapsulate all the challenges facing Thailand's rural communities' cultural and social preservation.

Furthermore, there was a favorable and significant association between digital marketing and cultural tourism performance in Thailand. As a result, hypothesis 2 is accepted. Our results are in consonant with Weiermair (2006). As new technologies emerge, the use of social media and the development of new platforms such as WhatsApp, YouTube and Facebook among other platforms has expanded in the travel industry today. Tourists use social networking sites to conduct in-depth research for their trips and to discuss their personal experiences with hotels, restaurants, and airlines. In order to increase performance and pay close attention to the development of knowledge about a wide variety of attractions, such as historical and cultural information in Thailand's northeast, marketing communication techniques for cultural tourism are required. In addition, there was a favorable and significant association between service quality and cultural tourism performance in Thailand. As a result, hypothesis 3 is accepted. Our results are in consonant with McQuilken et al. (2000) In the context of tourism, capacity building strategies that benefit the village are critical for enhanced service quality. Despite disparities in setting, the studies have proven a different way of developing innovation in remote areas, for the people, and by the people. It comprises skills in employability and entrepreneurship related to the tourism industry. It demonstrates that techniques are employed in all cases to manage collaboration with many stakeholders to improve the performance of cultural tourism. Nonetheless, there was a favorable and significant association between supply chain management and the performance of cultural tourism in

Thailand. As a result, hypothesis 4 is accepted. Our results are in consonant with Zhang et al. (2009). As previously said, the tourism supply chain consists of numerous components, ranging from lodging to infrastructure that supports tourism in locations, hence improving performance. This emphasis on the need to manage the tourist supply chain and encourage supply chain processes leads to improved cultural tourism performance.

## 5. Conclusion and Implications

This research shows that open innovation activities, digital marketing, service quality, and supply chain management are all linked to improved cultural tourism performance in Thailand. Innovation efforts, in particular, have a stronger influence on improved performance. By examining the impact of innovative practices such as collaboration, digital marketing, service quality, and supply chain management on performance measures in tourism context, the findings of this study contribute to the development of a comprehensive theoretical framework for tourism context. Furthermore, the findings add to the present body of knowledge by illustrating the effects of diverse practices, information searches, and external collaborative activities on the performance of tourism context firms. Collaboration, service quality, digital marketing, and supply chain management should be aggressively encouraged as these are characteristics that can boost internal customer satisfaction and mutual trust among tourist practitioners. Based on these findings, creative techniques such as teamwork, service quality, digital marketing, and supply chain management may help to boost individual community awareness of cultural tourism, improve tourism's image, and increase tourist loyalty. To create mutual confidence across departments, tourism content organizations should implement creative techniques such as collaboration, service quality, digital marketing, and supply chain management among employees. Therefore, it should be easy to satisfy clients while also increasing awareness and image of the culture. These actions have the potential to create new opportunities, raise the possibility of picking good prospects, and contribute to the development and composition of new cultural tourist context items, among other benefits. According to the size or specialization of businesses, quota sampling could be used in future research, ensuring a representative sample distribution of respondents from the cultural tourism industry.

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