

Adventure Tourism Attraction Product and Service Development for the Chinese FIT

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Abstract : The tourism industry in Thailand is experiencing great change driven by a surge in inbound Chinese tourists. This surge in Chinese tourism brings both new challenges and exciting opportunities. The study used text mining techniques based on the theory of marketing mix to collect and analyze the online comments focusing on the Chinese FIT (free independent traveler) and the Tiger Kingdom. The objective was to identify the gap between the products and services expected by the Chinese FIT and those that the Tiger Kingdom provides. The findings are used to developed a strategy map for the Tiger Kingdom creating a cohesive, fact based long term plan.

Index Terms—adventure tourism, text mining, Chinese FIT, balanced scorecard, strategy map, knowledge management

INTRODUCTION

According to the World Tourism Organization, Asia and the Pacific led world tourism growth in 2004 with a growth rate of 27 percent (UNWTO, 2005). It has also predicted that, in the coming decades, Asia will become the most productive region in world tourism, sending the largest number of tourists and the highest tourism growth rate. China Newsweek (2017) data in Figure 1 shows Chinese outbound tourism in millions of Chinese tourists. Chiang Mai is ranked six among the top ten destinations in Southeast Asia for Chinese tourists with over 4 million visits in 2017.

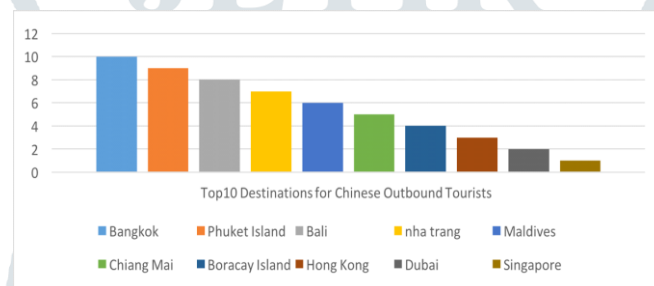


Figure 1: Top ten destinations for popular travel destinations Source: China Newsweek (2017)

According to the latest UNWTO World Tourism Report, The tourism expenditure in major outbound tourism markets reflects the growth of international tourism demand in the world in 2016. China continues to lead international outbound tourism, followed by the United States, Germany, the United Kingdom and France (Figure 2). In 2016 Chinese tourism was almost as big as the next 3 biggest outbound tourist markets combined (U.S., Germany and the U.K). The Chinese tourist is clearly very important to world tourism.



Figure 2: World's Top Tourism Spenders

Source: World Tourism Organization (2017)

In 2016, global tourism promoted the rapid growth of tourism economy. Figure 3, from the China Tourism Academy (2017) shows that the number of outbound travel of Chinese tourists has reached 122 million.

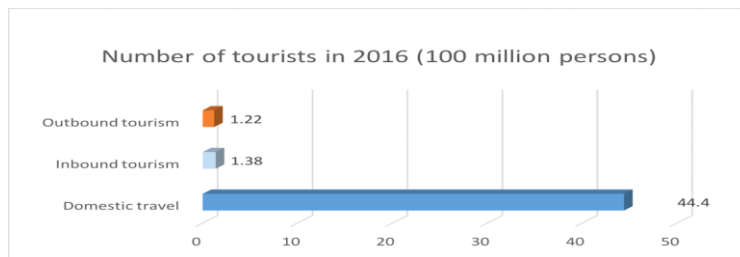


Figure 3: Number of tourists in 2016

Source: China Tourism Academy (2017)

Thailand is very attractive to the Chinese tourist with a number of important attributes. Thailand is not far from China, with travel between the two countries very convenient. Thailand is a beautiful country with delicious food at a reasonable price. Increasingly Chinese tourists choose to visit Thailand. The figure 4 points that China’s outbound tourism statistics for 2017 Spring Festival. Thailand ranks first in top five destinations for Chinese tourists. The number for outbound tourism is 6.15 million travelers, increased around 7% more than 2016.

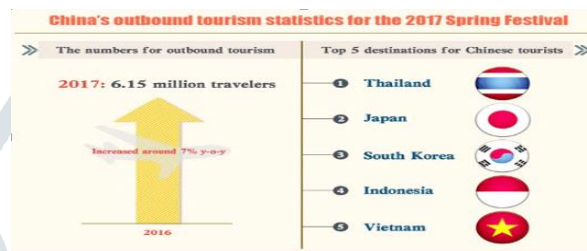


Figure 4: China’s outbound tourism statistics for 201 Spring Festival

Source: Global Times (2017)

The Tiger Kingdom is a Thai tourist attraction which provides a unique travel experience combined with wildlife preservation. It a lifetime experience where customers can meet and play, and allows customers have the opportunity to get up close with tigers of varying ages and sizes. The main customers in this company are from western countries, and there are relatively few customers from China. The feedback (Figure 5) from the Tiger Kingdom points that the number of Chinese customer from years 2015-2017 decreased from an already small base.

Months	2015	2016	2017
Jan	1762	2530	2108
Feb	3862	4448	1918
March	1952	1444	927
Apr	2110	1417	1132
May	1943	1282	752
June	2068	1402	833
July	3027	2340	1455
Aug	3578	2029	1578
Sep	2040	1261	703
Oct	2363	1514	1112
Nov	1584	923	785
Dec	1831	1155	945
Total	28120	21745	14305

Figure 5: China Domestic tourism, growth rate of inbound and outbound tourism in 2016

Source: Tiger Kingdom (2017)

For this research, the researcher will develop the marketing strategy and do the employee training to increase the knowledge of the employees of the Tiger Kingdom about Chinese customers.

II. LITERATURE REVIEW

Tourism is defined by the World Tourism Organization as “the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes” (UNWTO, 1995). Nowadays, tourism is a very important source of income for many countries and affects the economy of both the source and host countries. Tourism is a major economic contributor to Thailand. Thailand's tourism has increased, which has contributed to the development of the Thai economy.

A. Adventure Tourism

The definition and boundaries of adventure tourism remain highly controversial. Some scholars place the adventure tourism industry as part of a wider range of adventure tourism, cultural tourism, and Ecotourism (ACE tourism). However, other writers prefer to include adventure tourism in "pure" categories, including nature, ecology and adventure tourism. (Buckley, 2006). Over the past

decade, adventure tourism has been integrated as a distinctive, complex, academic field (Swarbrooke et al. 2003, Beedie 2005, Buckley 2010). Adventure tourism is a special type of travel that includes adventure or travel with certain risks, and therefore may require special skills and physical activity. (ATTA VALUES STATEMENT, 2013)

B. The Chinese FIT

The Chinese FIT (Free Independent Travelers), which means to be Independent tourists in different places. Generally speaking, there are more than five people, but in some places, tourists can also provide tour guides. Sometimes referred to as foreign personal travel, i.e., individual or family, according to develop a special tourism plan independently or with a travel agency to undertake, according to the plan of travel with tourism wholesalers to travel.

C. Marketing Mix (4P+4C)

The marketing mix is foundational to any marketing plan. The marketing mix has been defined as the, "set of marketing tools that the firm uses to pursue its marketing objectives in the target" . Thus the marketing mix referred to four broad levels of a marketing decision, namely; product, price, promotion, and place, hence the 4P model. (Kotler, P, 2000) In the 1990s, the model of 4C was introduced as a more customer-driven replacement of the 4P. The 4C model includes; Consumer, Cost, Communication, and Convenience. (Needham, Dave, 1996)

D. STP

In marketing, segmenting, targeting and positioning (STP) is a broad framework that summarizes and simplifies the process of market segmentation. (Moutinho, L.,2000) Segmenting has a long history, and the breadth and success of segmentation applications continue to flourish, with novel and unorthodox profiling applications now reaching beyond the boundaries of a traditional marketing focus. (Quinn, L., Dibb, S. 2010) Targeting is a follow-on process from segmentation and is the process of actually determining the select markets and planning the advertising media used to make the segment appealing. (Levens, Michael, 2012) Positioning is the final stage in the STP process and focuses on how the customer ultimately views the product or service in comparison to competitors and is important in gaining a competitive advantage in the market. (Klever, Alice, 2009)

E. SWOT

SWOT analysis is an acronym for strengths, weaknesses, opportunities, and threats and is a structured planning method that evaluates those four elements of an organization, project or business venture. (Albert S. Humphrey,2005) A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objectives of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

F. Text Mining

Text mining is roughly equivalent to text analysis, the process of obtaining high-quality information from text. High-quality information is often designed by means of statistical pattern learning. Text mining usually involves the process of constructing an input text in structured data, and finally the evaluation and interpretation of output. "High quality" in text mining usually refers to the combination of relevance, novelty, and interest. Text analysis includes information retrieval, lexical analysis, pattern recognition, annotation, information extraction, data mining technology, and study word frequency distributions, including links and correlation analysis, visualization and prediction analysis. The overall goal is to convert text into useable data through natural language processing (NLP) and analysis methods. The term text analytics describes a set of language text analysis, statistics and machine learning techniques, they provide the business intelligence, exploratory data analysis, research or investigation provides a modeling and structure of the information content of the text sources. (Wayback Machine, 2009)

G. Balanced Scorecard

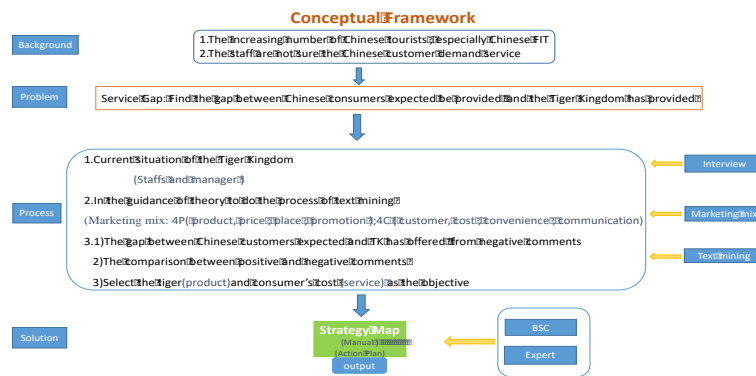
The balanced scorecard is a strategic performance management tool, a semi-standard structured report, supported by design methods and automation tools, that can be used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions. The balanced scorecard is an example of a closed-loop controller or cybernetic control applied to the management of the implementation of a strategy. (Muralidharan, Raman 2004).

H. Knowledge Management

In the early days, Tom Davenport proposed the classic one-line knowledge management definition (Davenport, 1994): "Knowledge Management is the process of capturing, distributing, and effectively using knowledge." A few years after Davenport's definition, the Gartner group created another definition of knowledge management, which has become the most frequently cited definition (Duhon, 1998), which is, "Knowledge management is an integrated approach to identify, capture, evaluate, retrieve and share all information assets of an enterprise. These assets may include databases, documents, policies, procedures, and the expertise and experience of individual workers not previously available." Knowledge management often focuses on organizational goals, such as

improving performance, competitive advantage, innovation, sharing lessons learned, integration, and continuous improvement of the organization (Gupta, Jatinder; Sharma, Sushil, 2004). These efforts overlap with organizational learning and may differ from them in that they place greater emphasis on knowledge management as a strategic asset and encourage knowledge sharing (Maier, R. 2007). Knowledge management is the promoter of organizational learning (Sanchez, R. 1996)

III. RESEARCH METHODOLOGY



The diagram shows the framework of the current research. The background mainly reviews the increasing number of Chinese tourists, especially Chinese FIT as well as the staff of the Tiger Kingdom are not sure the Chinese customer demand service. After doing interview the staffs and manager of the Tiger Kingdom, a comprehensive analysis of market demand and the current situation of the Tiger Kingdom shows that the Tiger Kingdom needs to change its strategies to improve service quality and meet the needs of Chinese customers so that attract more and more Chinese customers. However, the staff of the Tiger kingdom are not exactly sure what to focus on to improve service quality to meet the needs of Chinese customers. How to find the gap between Chinese consumers expected be provided and the Tiger Kingdom has provided becomes a problem for the Tiger Kingdom need to solve Therefore, text mining is proposed with the aim of solving this problem.

Stage	Theories/concept	Tools and techniques	Outputs
S1: Organization Analysis	STP SWOT	interview	the situation and problem of the Tiger Kingdom's products and services
S2: Identify Knowledge	Marketing mix(4P+4C)	text mining	extract keywords from all comments and identify the tiger and consumer's cost are the most in need of improvement by comparing positive and negative perspective
S3: Knowledge Capture	Marketing mix(4P+4C)	interview	interview related people to capture critical knowledge about tiger and consumer's cost
S4: Design K-representation	BSC	strategy map	manual action plan
S5: Validation	none	focus group	share the manual and action plan to the manager and owners

Text mining and interview are the main tools among the whole research process. Interview is applied into first stage to learn the situation and problem of the Tiger Kingdom's products and services. Text mining is applied into second stages to identify problem and find the gap between Chinese consumers expected be provided and the Tiger Kingdom has provided. And identify the tiger and consumer's cost are the most in need of improvement by comparing positive and negative perspective. Interview is also applied to capture critical knowledge form experts. In the end, focus group is applied into validation. The researcher would share the results (manual and action plan) to the manager and the owners of the Tiger Kingdom. The most important of these is text mining in this part.

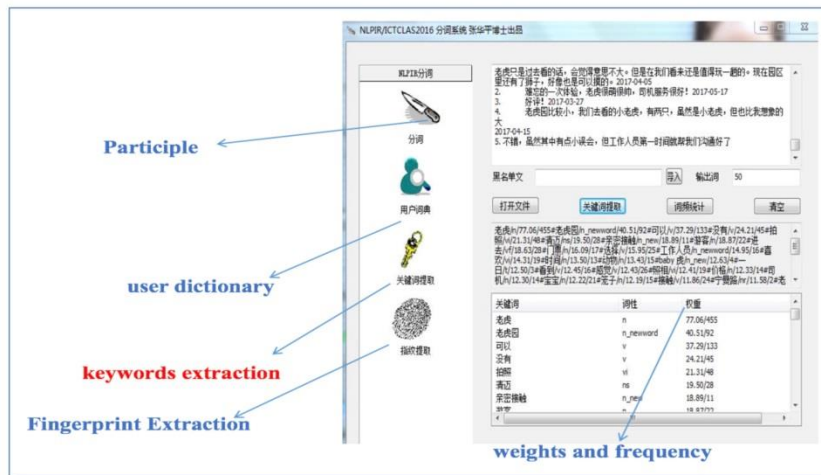
1) Gathering text information

Generally speaking, the acquisition of network text is mainly the form of web pages. Gets the text in the network to form a text database. In this research, the acquisition of network text is mainly the form Qnar, Ctrip, and Fliggy.

2) Text Pretreatment (NIPIR)

The Chinese lexical analysis system was developed and developed by the Chinese Institute of Computing Technology, Chinese Academy of Sciences. The main functions include Chinese word segmentation, part-of-speech annotation, support participle, user dictionary, word frequency analysis, keyword extraction, and so on. Its word precision is at 98.45% which makes it the world's best

Chinese lexical analyzer. The study object from the sentence is simplified as a word and intends to get some customer knowledge by analyzing the words. In this study, the researcher mainly use the keyword extraction and user dictionary.



As the NLPir would divide sentences into words or phrases, so the researcher should consider these keywords and used the user dictionary to recombine these keywords to find more details.

3) Analysis and Summary

The last step is to analyze and summarize the acquired knowledge. Under the guide of marketing mixt (4P+4C), detail items were collected. By analyzing these details, the researcher find the gap between Chinese consumers expected be provided and the Tiger Kingdom has provided. Making the comparison between positive and negative comments, the researcher found the tiger and consumer’s cost are main element affecting the number of Chinese costumers.

IV. RESULT AND ANALYSIS

This chapter mainly presents the results and analysis of the data gained from the text mining processes, combined with literature review, document analysis and case study in the Tiger Kingdom. Analysis in this chapter focuses on the output of comment process in each stage. The main objectives of this research is to improve the product and service’s knowledge for the Chinese FIT in the Tiger Kingdom.

Table1. The product and service of the Tiger Kingdom

Tiger Kingdom	product	tiger
		lion
		souvenir
		food (restaurant)
	service (meet consumer’s needs)	cost
		communication
		convenience

This study’s research objective is to improve the product and service’s knowledge for the Chinese FIT in the Tiger Kingdom. Firstly, the researcher should know what the products of the Tiger Kingdom are. The Tiger Kingdom’s product consists of four parts: tiger, lion, souvenir and food (restaurant). Secondly, in order to meet the needs of Chinese customers and combine the marketing mix (4P+4C) theory, this researcher should focus on the consumer’s cost, communication, and convenience.

Step1.Find the keywords of negative and positive comments

Table1. Keywords of comments for the tiger

The keyword appear times in **negative comments** of The Tiger Kingdom

Keywords	Times	Keywords	Times	Keywords	Times
tiger	319	lie	11	adult	4
cat	64	Tiger Kingdom	10	lionet	4
not have	45	driver	10	energy	3
sleep	43	need	10	abuse	3
afraid	43	clephant	9	Chinese	3
expensive	37	zoo	9	strange	3
price	36	public garden	9	traffic jam	3
drug	22	Chiang Mai urban area	9	high-priced	2
lazy	22	ChiangMai	8	English	2
docile	19	tourist	8	Nimmanna road	2
feel	18	cruel	8	drowsy	2
cage	15	cost performance	8	unpalatable	2
photograph	14	hotel	8	attitude	2
anaesthesia	13	take pictures	7	cheerless	1
photo with tiger	13	chartered bus	7	druggy	1
ferocious	13	come	7	hypnotics	1
far	13	dangerous	7	simple	1
enter	12	pathetic	6	onefold	1
anesthetic	12	nervous	6	Thai	1
train	12	can	5	unhappy	1
think	12	animal	5	bad	1
ticket	11	red car	5	ordinary	1
high-priced	11	photos	5	Thai spices	1
have	11	extra	5	rational	1
stand	11	high	4	requirement	1
children	11	horrific	4	patience	1

The keyword appear times in **positive comments** of The Tiger Kingdom

Keywords	Times	Keywords	Times	Keywords	Times
tiger	172	at first	8	Wechat pay	2
can	180	chartered bus	7	recall	2
cute	67	contact	6	cheap	2
photograph	34	ticket	6	friend	2
place	30	small tiger	6	lively	1
touch	27	instructe	6	interesting	1
select	25	exciting	5	reasonable	1
worth	23	recommend	5	suitable	1
baby	21	self-driving	5	enthusiastic	1
ChiangMai	20	price	5	booking	1
photo with tiger	19	inexpensive	4	alipay	1
take pictures	18	accompany	4	Chiang Mai	1
enter	16	like	4	route	1
see	16	nice	4	close	1
staff	16	Chinese	4	Chiang Mai urban area	1
stimulating	15	baby tiger	4	Thai rice noodles	1
tourist	14	driver	4	motorcycle	1
Tiger Kingdom	10	clever	3	friendly	1
besides	10	very good	3	reasonable	1
hotel	10	red car	3	beautiful	1
animal	10	punctual	3	curry	1
zoo	9	children	3	good	1
feel	8	photo	2		
instruction	8	guide	2		

Step2. On the basis of keywords to find the details

	Keywords	Details	Times	Ratio	
Tiger	cat	tigers became tame cats because of drugs	64	20%	
	drug	tiger was drugged	22	7%	
	lazy	tigers are lazy	22	7%	
	docile	tigers are very docile	19	6%	
	anaesthesia	use anesthesia on tigers	13	4.10%	
	anesthetic	tigers are injected with anaesthetic	12	3.80%	
	train	tigers are trained to be obedient	12	3.80%	
	cruel	too cruel to tigers	8	3.00%	
	pathetic	tigers are pathetic	6	2.00%	
	energy	tigers have no energy	3	0.90%	
	abuse	tigers are abused	3	0.90%	
	cheerless	tigers are cheerless	1	0.30%	
	druggy	tigers are like druggys	1	0.30%	
	hypnotics	tiger seems to be fed hypnotics	1	0.30%	
	sleepy	sleep	tigers are basically sleeping	43	13%
		lie	tigers have been lying	11	3.40%
		strange	feel strange for tigers are always sleeping	3	0.90%
	fearfulness	drowsy	tigers are drowsy	2	0.60%
		afraid	afraid of tigers	43	13%
ferocious		tigers are ferocious	13	4.10%	
dangerous		dangerous to touch a tiger	7	2.30%	
nervous		nervous about touching tigers	6	2.00%	
	horrific	tigers are so horrific	4	1.30%	
		In total	319	100%	

		Keywords	Details	Times	Radio
Tiger	function 28.5%	touch	can touch tigers	24	14%
		contact	can intimately contact tigers	6	3.50%
		photo with tiger	can take a photo with tiger	19	11%
	impression 55.6%	cute	the tigers are very cute	68	40%
		clever	the little tiger is very clever	3	1.70%
		like	like tigers	4	2.30%
		stimulating	so stimulating to touch tigers	15	8.70%
	deserve 15.9%	exciting	exciting to be close to tigers	5	2.90%
		worth	the experience was worth it	23	13%
		recommend	a place worth recommending	5	2.90%
			In total	172	100%

		Keywords	Details	Times	Radio
Lion	requirement 44%	adult	only adults can touch lion	4	44%
	impression 12%	unhappy	The lion looks unhappy	1	12%
	disappointment 44%	lionet	The lion has grown up and is no longer lionet	4	44%
			In total	9	100%

		Keywords	Details	Times	Radio
Lion	impression 21%	lively	lion is very lively	1	5%
		interesting	lion is interesting	1	5%
		cute	the little lion is very cute	2	11%
	function 26%	touch	can touch a lion	3	15%
		take pictures	can take pictures with lion	2	11%
	surprise 53%	besides	besides tigers, there is a lion	10	53%
			In total	19	100%

		Keywords	Details	Times	Radio
souvenir	price 60%	expensive	souvenirs are expensive	1	20%
		high-priced	souvenirs are high-priced	2	40%
	type 40%	simple	the souvenirs are simple but not elegant	1	20%
		onefold	the souvenirs are onefold	1	20%
			In total	5	100%

		Keywords	Details	Times	Radio
souvenir	appearance 37%	cute	the souvenirs are cute	3	27%
		beautiful	souvenirs are beautiful	1	10%
	function 63%	friend	buy souvenirs for your friends	2	18%
		children	children like souvenirs	3	27%
		recall	souvenirs can be used to recall the experience	2	18%
			In total	11	100%

		Keywords	Details	Times	Radio
Food (restaurant)	taste 62.5%	bad	the food tastes very bad	1	12.50%
		unpalatable	the food is unpalatable	2	25%
		ordinary	the food tastes very ordinary	1	12.50%
		Thai spices	it's basically Thai spices	1	12.50%
	price 37.5%	expensive	the price of food is a little expensive	2	25%
		rational	the price of food is not rational	1	12.50%
			In total	8	100%

		Keywords	Details	Times	Radio
Food (restaurant)	taste 67%	very good	the food tastes very good	3	34%
		good	the food tastes good	1	11%
		curry	the curry tastes good	1	11%
		Thai rice noodles	Thai rice noodle is delicious	1	11%
	price 33%	reasonable	the price of food is reasonable	1	11%
		cheap	the price of food is cheap	2	22%
			In total	9	100%

		Keywords	Details	Times	Radio
Cost	car fare 9%	expensive	car fare is expensive	2	3%
		red car	the red car driver's fare is not low	2	3%
		chartered bus	chartered bus is too expensive	2	3%
	tickets 70%	high-priced	the price of tickets are high-priced	11	14%
		cost performance	low cost performance	8	10%
		expensive	the price of tickets are expensive	32	41%
		high	The price of tickets is very high	4	5%
	photography 21%	take pictures	taking pictures is expensive	7	9%
		photos	less photos cost more	5	6%
		extra	pay extra to take a picture	5	6%
			In total	78	100%

		Keywords	Details	Times	Radio
Cost	car fare 20%	chartered bus	chartered bus is a good deal	1	10%
		reasonable	the price of car fare is reasonable	1	10%
	tickets 50%	inexpensive	the price of tickets are inexpensive	4	40%
		suitable	the price of tickets are suitable	1	10%
	photography 30%	take pictures	taking pictures is cheap	1	10%
		photo	the price of the photo is acceptable	2	20%
			In total	10	100%

		Keywords	Details	Times	Radio
communication	staff 30%	attitude	the staff has a bad attitude	2	20%
		Chinese	the staff's Chinese is not particularly good	1	10%
	photographer 20%	requirement	the photos did not meet the requirements of the customers	1	10%
		patience	lack of patience	1	10%
	driver 50%	Chinese	the driver cannot speak Chinese	2	20%
		English	the driver cannot speak English	2	20%
		Thai	the driver can only speak Thai and cannot communicate	1	10%
			In total	10	100%

		Keywords	Details	Times	Radio
communication	staff 54%	instruction	instructions will be given by staff	8	22%
		accompany	staff accompany the customer to touch the tiger	4	11%
		guide	staff guide the customer to interact with the tiger	2	6%
		friendly	the staff are friendly	1	3%
		Chinese	the staff's Chinese is very good	3	9%
		enthusiastic	the staff are very enthusiastic	1	3%
	photographer 23%	take picture	the photographer took the picture the customer expected	2	6%
		instruct	the photographer instructed the customers to pose	6	17%
	driver 23%	punctual	drivers are very punctual	3	9%
		Chinese	the driver can speak Chinese	1	3%
		nice	drivers are very nice	4	11%
			In total	35	100%

		Keywords	Details	Times	Ratio
Convenience	transportation 33%	traffic jam	traffic jams in Chiang mai	3	9%
		red car	red cars are not very many and expensive	3	9%
		chartered bus	chartered bus is very expensive	5	15%
	distance 67%	far	the distance to the Tiger Kingdom is far	13	40%
		Chiang Mai urban area	far from Chiang Mai urban area	9	27%
		In total	33	100%	

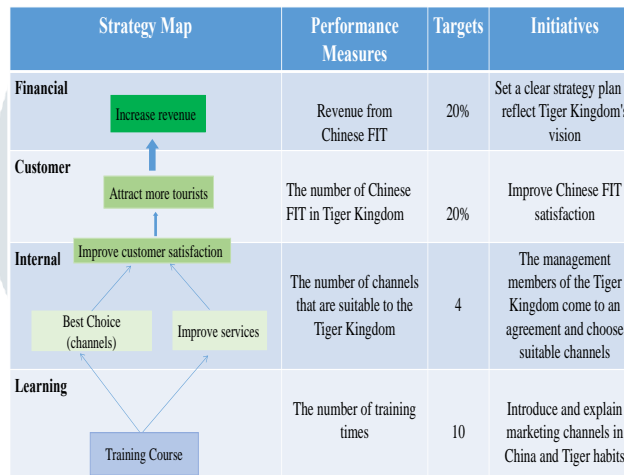
		Keywords	Details	Times	Ratio
Convenience	mode of payment 12%	booking	Online booking is convenient	1	3%
		alipay	Alipay is very convenient	1	3%
		Wechat pay	WeChat pay very quickly	2	6%
	transportation 67%	chartered bus	arrange schedule according to own needs	6	17%
		red car	can take the red car to the Tigr Kingdom	3	9%
		self-driving	can choose self-driving	5	14%
		motorcycle	can ride a motorcycle to the Tiger Kingdom	1	3%
	distance 21%	hotel	some hotels have a hotel pickup service	8	24%
		place	this place is not very far	1	3%
		Chiang Mai	it's not far from Chiang Mai	1	3%
		route	route is not far	1	3%
		close	it's a lot closer than the jungle	1	3%
		hotel	it's close to the hotel	2	6%
		Chiang Mai urban area	not far from Chiang Mai urban area	1	3%
		In total	34	100%	

Step3.Compare the results of negative and positive comments

There are two important things to know about all of the above analysis:

- 1).The consumer’s cost and the tiger have more negative comments than positive comments
- 2). Chinese customers are more concerned with the state of the tiger and the cost they pay

After getting these two important pieces of information, the researcher used strategy map to show the relationship between strategic objectives and make the action plan.



Notes: The targets number for 1 year

Action Plan of the Tiger Kingdom					
Goal: Increase revenue by 20% from the Chinese FIT (reduce the consumer's cost)					
Today's date: 1/05/2018					
Goal completion date :1/07/2018					
Objective (What needs to be done)	Resources needed			Measurement of task complement	Status
	company	money	time		
Cooperate with third-party companies to sell tickets per day for the Tiger Kingdom	Ctip	25%	2018.5	Contact and discuss with these companies and decide whether to cooperate with them	yes
	Qnar	25%	2018.6		yes
	Fliggy	25%	2018.6		yes
	WanTu	25%	2018.7		yes
Possible difficulties: These companies are unwilling to cooperate or their prices are high					

CONCLUSION

This study was conducted in the context of the booming tourism industry in Chiang mai, especially in the context of the rapid growth of Chinese tourists in changmai tourism market in recent years. One of the purposes of the study was to understand the impact of changes in major tourist populations on local tourism and how tourism industry practitioners respond to these changes.

This study can be divided into two parts, the first part is to find the problem. When the researcher found the problem, it is necessary to find evidence to prove it exists. The second part is to use knowledge management tools to capture the number of customer negative and positive comments.

In addition to meaningful explorations and attempts, this study also has its limitations. These restrictions provide as follows:

1) Limited research scope and samples

This paper takes the tiger kingdom of adventure tourism in Chiang mai as the research object. As mentioned in the previous analysis, this tiger kingdom is very representative, and its experience can certainly be applied to other adventure tourism destinations of the same level or below.

However, the breadth and applicability of its analysis is inevitably limited because research is limited to a tiger kingdom.

2) Limitation of the paper version of the strategy map

The result of this study is a strategy map for the Tiger Kingdom. However, it still has its limitations. It doesn't fully consider every important point.

This study is an exploration and trial from the perspective of knowledge management, aiming to develop strategy map suitable for the husband kingdom.

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