



Supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng Floating Market, Thailand

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Abstract

The objectives of the study were to: 1) study supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province 2) analyze supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province, and 3) propose guidelines for supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province. The research methodology used was mixed research methods. Purposive sampling was used in collecting the data using questionnaires from 400 tourists as respondents, so as to analyze factors affecting supply chain management of Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province, by considering the SCOR model management process. In-depth interviews were used to study the way of life, local wisdom, and sufficiency economy concepts of the area using 1 executive, 30 product suppliers, and tourists 400 -thus a total of 431 respondents. Guidelines for the supply chain management of the floating market were created and the identity or the story of the place was framed and then it was created as a beautiful place with unique characteristics, containing exotic and different tourist activities, applying products and a range of activities according to local wisdom. It is providing facilities, restaurants, and souvenirs shops, managing space appropriately, providing signs for easy access, providing sufficient parking service, selecting quality stores allowing nearby farmers to sell products so that customers may purchase products directly from farmers. The idea is to also use social media to reach customers more widely.

Keywords: Supply chain management, Thung Bua Daeng floating market, SCOR Model, Nakhon Pathom.

Introduction

The community tourism industry is a business that generates income for entrepreneurs and distributes income to local areas with tourist attractions to increase household income for locals. It affects the overall economy making the economic development of Thailand a beautiful marketing success known as the "Siam City Smile" and Thailand has thus become the one of the most famous vacation destinations in the world. The 2nd National Tourism Development Plan (2017 - 2021) has provided 5 important elements of the vision of Thai tourism, 2036. It must have economic and social development and income distribution for all people in all the sectors, develop the tourism sector to be a source of income and distribution of income, drive infrastructure development, and create opportunities for people to develop the national economy and society, develop itself in more diverse areas, and create business benefits in the tourism and related industries. The first strategy of the tourism development plan indicates that the quality developments of tourist attractions, products, and services for balanced and sustainable tourism are in fact the basic growth needs of tourism. As a result, the quality of tourist attractions, products, and services need to meet international standards, have an outstanding identity, be developed as environmentally-friendly, and be balanced in areas, at all times, and make it possible for travel groups to promote the distribution of tourists and income



from their exploits. Such a strategy will help develop wealth in all regions of Thailand. Therefore, guidelines for the sustainable development of products and services need to encourage all sectors to participate in tourism management in the local identity and cultures, (Van Rensburg & Nicolaidis, 2016) traditions, and the environment, including creative tourism development to increase economic value, i.e. specifying the ability to handle tourists, promoting innovation in the tourism developments of products and services, creating the awareness in the tourism resources conservation, developing the tourism by providing the community with knowledge and support continuously (Henama, 2017).

Thung Bua Daeng floating market is a natural resting market built to allow tourists to perceive the natural beauty of the red lotus flower. Thung Bua Daeng floating market offers the products and services that are different from other tourist attractions, i.e. a boat ride to see the red lotus fields, taking photographs using drones to provide tourists with beautiful pictures. There are food and beverage shops focused on agricultural products (such as fresh vegetables and fruits) from the community. These create a career and generate income for the community and allow tourists to buy products directly from local farmers. This all affects the community's economy and creates value for the tourism of Thung Bua Daeng floating market so that tourists are satisfied and then come back often due to the range of quality products, reasonable prices, and good service on offer. Because tourism is a service business, its success is mainly based upon the satisfaction of users, as Hatthasaen, (2006) has said. He also states that since the tourism industry is a service industry, success will primarily come out in the manner in which service users are satisfied. This can be used as the norm in the production of products and services to create the needed satisfaction and to help meet the needs of the users correctly so that businesses can achieve their goals, resulting in tourists returning to travel again or publicizing an area to external parties more efficiently. Moreover, this benefits the tourism industry of Thailand (Vorasiha, 2018).

The tourism industry development applies a supply chain management system, which is a management system that has a concept that focuses on continuous consistency. It is a management system that responds to the needs of customers efficiently and effectively. The system integrates agencies, people, technologies, activities, information, and resources for moving goods or services from suppliers to customers. The supply chain activities will transform natural resources, raw materials, and other resources into products and then deliver to the end customers. Past studies found that supply chain management has played a greater role in the industry, whether it is a large industry, SMEs, OTOP industry, community enterprise, and agricultural products, for example, the study of Pimonratanakan and Ayasanond (2018) was a study of concepts of the supply chain management of Pomelo production processes and tourism sustainability in Nakhon Chaisri, Nakhon Pathom Province, Thailand - found that the quantitative research ascertained that the SCM model of Pomelo production processes was appropriate to the size of the farmers' land and in line with sustainable usage which could provide an agritourism tour experience for global visitors. This would thus promote the Pomelo SCM model by enhancing community participation, which would help contribute to the problem solving and resource mobilization in the area.

The results of this research are an important way to make business grow in Nakhon Chaisri and promote tourism as well as boost the success in self-reliance. It is also a way for farmers to develop in accordance with the circumstances of the external environment of business competition. The supply chain management (SCM) model of Pomelo with the use of information technology in the process, can also aid tourism ventures. This study resulted in the development of a Pomelo supply chain management (SCM) model and Milintapanya, (2015) in a the study of concepts of supply chain performance measurement by the SCOR model in order to study the competitive advantages of the business, found that the SCOR Model is one of the tools in applying the supply chain concept to develop the supply chain efficiency by beginning with their organization until expanding to other parts by measuring the level of the SCOR Model. This has 4 levels: level 1, top level, level 2, determining

the core process of the business, level 3, defining the details of the process, and level 4, the implementation. These 4 levels should be improved, developed, and evaluated continuously. When implementing this, the performance should be measured to analyze problems and find issues that should be improved. Then, continuous improvements need to be made, resulting in the greater development in the supply chain operations.

Research Objectives

- To study supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province.
- To analyze supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province.
- To summarize guidelines for the supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province.

Conceptual Framework

Mixed methods research was used to study concepts and theories on supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province. Purposive sampling was used in collecting the data from the various respondents. A questionnaire was used to study the specific problems. The direct in-depth interview method was used to observe factors affecting the supply chain management from upstream to downstream, and to exchange knowledge so as to analyze factors affecting the supply chain management, based on questions specified conforming to the questionnaire or asking relevant questioning to find answers to unclear responses leading to new hypotheses with the intention to evaluate factors affecting supply chain management (Hiranphaet, 2018) as shown in figure 1.

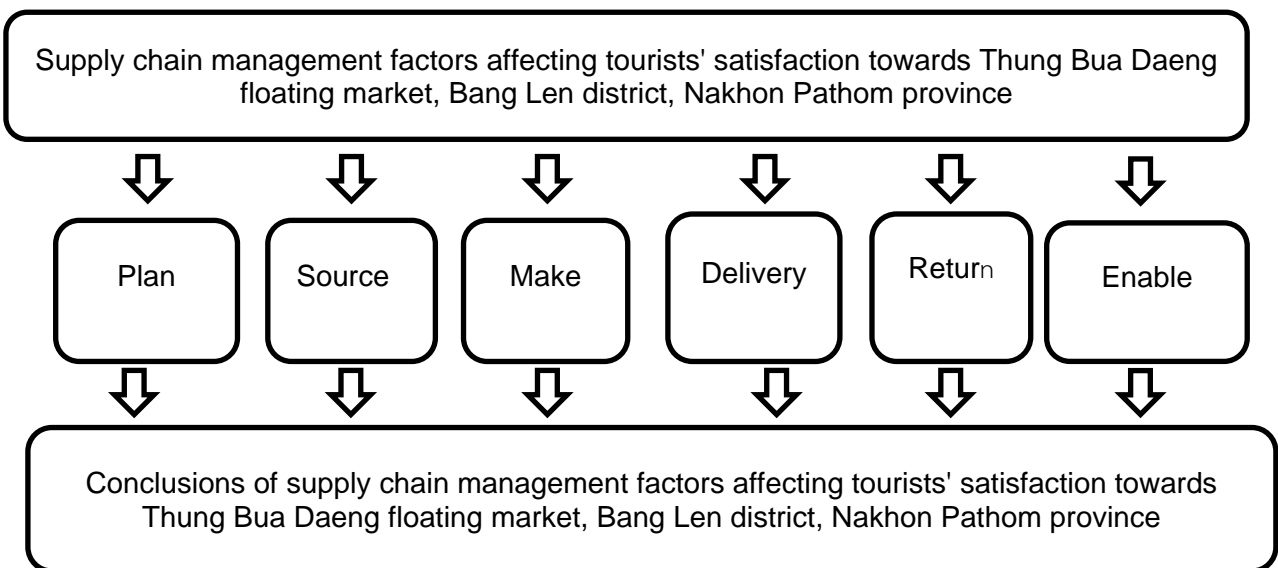


Figure 1. Research conceptual Framework



Research Methodology

For the study leading to conclusions of supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, the researcher used quantitative and qualitative methods to study factors affecting the supply chain management of Thung Bua Daeng floating market. The contents cover the supply chain management process by using the conceptual framework of SCOR Model, (Pimonratanakan & Ayasanond, 2018; Hiranphaet, 2019) consisting of (1) plan, (2) source, (3) make, (4) delivery, (5) return, and (6) enable to analyze the process to find the good guidelines for conclusions of supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province, so as to be development strategies and serve as prototypes for other floating markets in the future.

Population and Sample

Purposive sampling was used to select the executive of Thung Bua Daeng floating market and 30 shop entrepreneurs, as well as 400 tourists as respondents: a total of 431 respondents.

Data Used in the Study

Primary data was obtained from questionnaires about the tourists' factors of interest to travel, observations, and interviews about the supply chain management issues in Thung Bua Daeng floating market. The interviews were conducted open-ended questions to allow the interviewees to comment on the upstream, midstream, and downstream data of the supply chain of Thung Bua Daeng floating market. Maximal variation sampling was considered in selecting the respondents (Buarapan, 2011). Secondary data was obtained from the study on floating markets using a range of books and journals representing supply chain concepts and related research by considering the management process of the SCOR model to collect supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province. Then, the results were analyzed, discussed, and recommendations were made based on the research (Hiranphaet, 2019).

Research Instruments

The researcher used surveys, observations, a questionnaire, and in-depth interviews regarding supply chain management processes. The researcher examined the completeness of the information in the questionnaire and interview form with a triangular examination (Mathers, Fox & Hunn, 1998; Denzin & Lincoln, 2005; Yeasmin & Rahman, 2012).

The tools for collecting this data were: 1) Field notes, which helped prevent forgetfulness by using recording to gather various information during the research process, 2) questionnaires about factors affecting tourists' satisfaction that is consistent with the supply chain management of Thung Bua Daeng floating market, in accordance with the concept of the SCOR model, including (1) plan, (2) source, (3) make, (4) delivery, (5) return, and (6) enable. The questionnaire was divided into 3 parts: Part 1 - Introduction of respondents, Part 2 - Details of factors, which is the definition of all 6 major factors. Part 3 - 30 questions related to the relevant factors, using the attitude measurement tool, or called the Attitude Scale, according to (Likert's Scale, 3). In-depth Interviews were held, which are generally interviews that do not define the standard format (Potisita, n.d.) and are called unstructured interviews. There are no rules and the sequence of the interviews in advance. It is a naturalistic Inquiry. The question were thus non-fixed, but were defined only in the framework or issues that were to be interviewed. The researcher conducted the data collection by interviewing 1 executive, 30 shop



entrepreneurs. The questions used in the interview uses the SCOR Model approach, which is a tool for measuring the supply chain management processes which consists of six management processes, such plan, source, make, delivery, return, and enable. The researcher examined the suitability and quality of the questions by letting experts consider the interview questions to be comprehensive and complete enough in content, and if they had a language structure that is suitable for the informants in order to make the study results accurately and reliably (Chanthawanich, 2010; Chareonkijachorn, 2012).

Data collection

- Data were collected from those involved in the supply chain of Thung Bua Daeng floating market. For the Scope of contents, Step 1 is the study of the context of activities in Thung Bua Daeng floating market, bang Len District, Nakhon Pathom province by the surveying, in-depth interviewing, and studying factors affecting the supply chain management of Thung Bua Daeng floating market with concept of the SCOR model, including (1) plan, (2) source, (3) make, (4) delivery, (5) return, and (6) enable. Target groups were the executive of Thung Bua Daeng floating market, shop entrepreneurs in Thung Bua Daeng floating market, tourists in Thung Bua Daeng floating market, Banglen district, Nakhon Pathom province. Step 2 is the study of tourists' satisfactions towards Thung Bua Daeng floating market, based on SCOR Model conceptual framework.
- Analyzing the supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province is the analysis of results of the study about the opinions of the executive, product suppliers, and tourists in Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province with the tools that the researcher has used in this research.
- To summarize guidelines for the supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province, based on the SCOR model management process. It is the study of the importance of supply chain management from upstream to downstream of Tung Bua Daeng floating market. Target groups were executive, product suppliers, scholars or educators who have experience in floating market and supply chain managements, and experts on local wisdom qualified by Focus Group (Aonsawat, 2008). For providing opinions on the feasibility and appropriateness of the supply chain management factors affecting tourists' satisfaction by considering the SCOR model management process and integrating it with identity and local wisdom.

Results

A study of basic personal factors in the supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province, Thailand, found that most of the farmers were female, 65.40%, aged between 25-35 years, and accounted for 45.90% of the group. The education level of a Bachelor's degree, accounted for 58.60%. The highest income was 15,000 - 25,000 baht per month, and accounted for 43.10 percent. Reasons for traveling to Thung Bua Daeng Floating Market were that it is not far from Bangkok, and one can travel back in a day.

The results of the study found that most of the farmers were female, 65.40%, aged between 25-35 years, accounted for 45.90%. The highest education level was a Bachelor's degree, and this accounted for 58.60%. The highest income was 15,000 - 25,000 baht per month, and accounted for 43.10 percent. Reasons for traveling to Thung Bua Daeng Floating Market were tht it is not far from

Bangkok, and one can travel back in a day. The elements of the SCOR Model found that 1) upstream management includes the construction of the red lotus pool, providing lotus seeds, supplying shops, acquiring activities, and procuring equipment, 2) midstream includes arranging Thung Bua Daeng areas, planning, creating public relations media, and making signs, and 3) downstream management includes the service management about the tourists, such as creating the tourists' satisfaction and communicating in various social media.

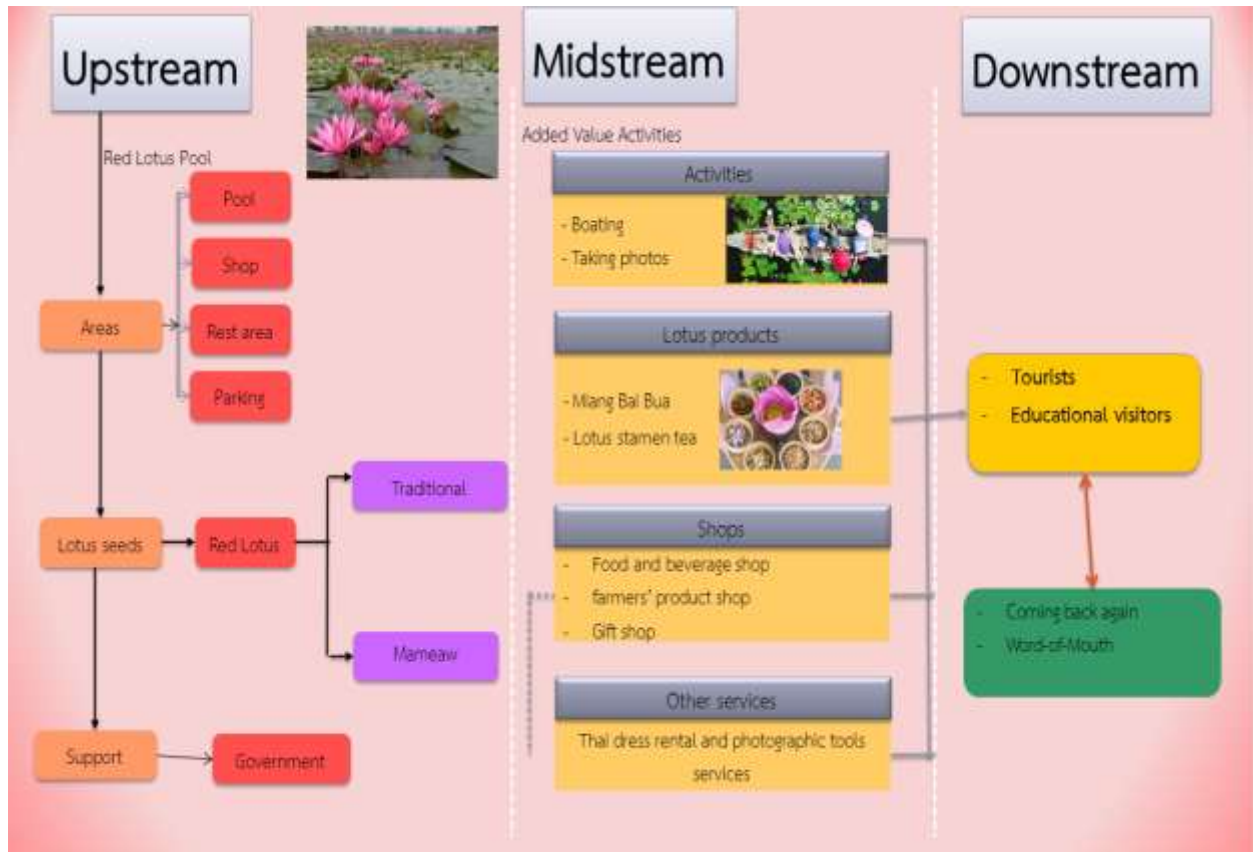


Figure 2. Supply chain management of Thung Bua Daeng floating market

Figure 2 depicts the upstream, midstream, and downstream activities. The supply chain linkage, moreover, was analyzed using the SCOR model concept to evaluate the connection in operational processes efficiently. There were 6 main processes: (1) plan, (2) source, (3) make, (4) delivery, (5) return, and (6) enable. These were consistent with the research of Kamonlimsakul et al., (2017) - the study of logistics and supply chain management of rice in Nakhon Ratchasima province: current situation, linkages, problems, and development guidelines. Such research aims to study the current situation and the linkages of those involved in logistics and supply chains in Nakhon Ratchasima province throughout the process, from upstream to downstream, and the analysis of the problems and obstacles to make a proposal and suggestions for rice supply chain development in Nakhon Ratchasima province.

The logistics and supply chain system of rice consists of 4 processes - planning, procurement, production, and transportation - through 13 logistics activities. The linkage of stakeholders can be divided into 3 levels: upstream, midstream, and Downstream. The 4 main issues were suggested as the development guidelines, i.e. the appropriate management of planting areas and the amount of



production, the development of the system and the increase of the rice production efficiency, the enhancement of the quality and the value of rice, and strengthening farmers and farmer organizations.

Table 1. The average and standard deviation on Tourists' opinions on factors according to the SCOR Model concept of Thung Bua Daeng floating market, Bang len district, Nakhon Pathom Province.

| Factors | | \bar{X} | S.D. | Level |
|--------------|---------------------------|-------------|-------------|-------------|
| 1. | Red Lotus Pool | | | |
| - | Lotus seeds | 3.58 | 0.73 | High |
| 2. | Areas | | | |
| - | Pool | 3.15 | 0.35 | High |
| - | Shop | 3.29 | 0.45 | Moderate |
| - | Activities | 3.95 | 0.55 | High |
| - | Rest area | 3.41 | 0.49 | Moderate |
| - | Parking | 3.36 | 0.48 | Moderate |
| 3. | Activities | | | |
| - | Boating | 3.15 | 0.35 | High |
| - | Taking Photos | 4.55 | 0.55 | Highest |
| 4. | Products | | | |
| - | miang bai bua | 3.94 | 0.84 | High |
| - | lotus stamen tea | 3.39 | 0.49 | Moderate |
| - | food and beverage | 3.08 | 0.51 | Moderate |
| - | farmers'product shop | 3.05 | 0.52 | Moderate |
| - | gift shop | 3.01 | 0.51 | Moderate |
| 5. | Other Services | | | |
| - | Thai dress rental | 3.52 | 0.70 | High |
| - | Photographic tools rental | 3.52 | 0.69 | High |
| 6. | Travel | | | |
| - | Location access | 4.06 | 0.60 | High |
| Total | | 3.50 | 0.55 | High |

Table 2. The average values And standard deviation Tourist opinions on service quality factors of Thung Bua Daeng floating market, Bang len district, Nakhon Pathom Province.

| Service quality factors | | \bar{X} | S.D. | Level |
|-------------------------|----------------------------------|-------------|-------------|-------------|
| 1. | Physical aspects | 3.43 | 0.50 | Moderate |
| 2. | Reliability | 3.68 | 0.68 | High |
| 3. | Responding to service recipients | 3.74 | 0.48 | High |
| 4. | Confidence | 3.57 | 0.50 | High |
| 5. | Attention | 3.77 | 0.65 | High |
| Total | | 3.64 | 0.56 | High |

From collecting tourists' satisfaction data on Thung Bua Daeng floating market to get answers based on the concept of supply chain management by considering the SCOR model, the results found that tourists' satisfactions towards the Thung Bua Daeng floating market are as follows: 1) boating activity and taking pictures with drones received the satisfaction at a highest level (mean of 4.55), 2) foods and beverages made from natural ingredients, received the satisfaction at a high level (mean of 3.94), 3) agricultural products sold locally, the satisfaction at a moderate level (mean of 3.05), and 4) access to the location, received a high level of satisfaction (mean of 4.06).



Figures 3-6 Tourism Activities of Thung Bua Daeng floating market

Data analysis

For the analysis of the condition of supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province by



considering the SCOR model management process, it was found that there was a connection of relevant work processes from upstream, displaying the connection of related things (upstream) need to plan activities, facilities from both inside and outside the agency (midstream). Finally, products and services were delivered to customers (downstream). It can be seen that all processes were planned and linked together from upstream to downstream. To sum up, the conditions of the supply chain management process using the SCOR Model of Thung Bua Daeng floating market in Nakhon Pathom province had the management characteristics, as shown in Table 1.

Table 3. The analysis summary of the supply chain management condition with SCOR Model

| Process | Supply Chain Management |
|-------------|--|
| 1. Plan | - Planning for sourcing of production factors, such as lotus pool areas, shop areas, and parking space, including planning tourism activities |
| 2. Source | - sourcing production factors, such as red lotus seeds, shop entrepreneurs |
| 3. Make | - organizing tourism activities within the Thung Bua Daeng floating market - making a space for tourism activities, shops, and resting place - making unique products that use naturally local ingredients - organizing special tourism activities according to various occasions |
| 4. Delivery | - making signs for tourists to easily access the location - providing the map on social media |
| 5. Return | - creating tourism activities for tourists to have a chance to return to travel again - impressing tourists leading to the word-of-mouth via face-to-face communications with close persons or social medias |
| 6. Enable | - The government provided support by creating paved roads to reach places - The government made signs for easy access. |

Data Summary

The results of the supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province with elements of the SCOR Model were found to be as shown in Figure 3.

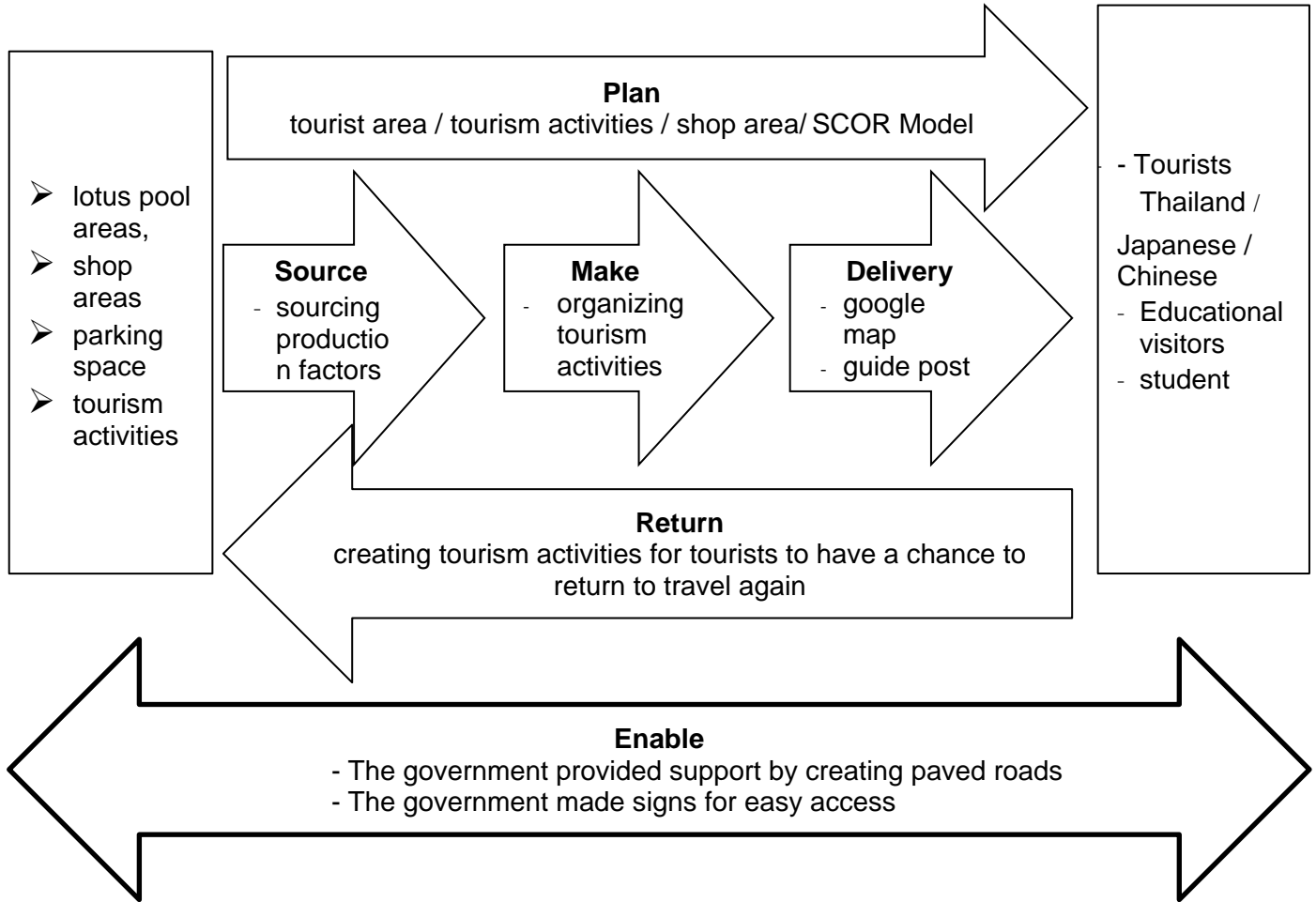


Figure 3. SCOR Model
Modified from Supply Chain Operation Reference Model Version 5.0 Supply Chain Council, 2001

Discussions

The Thung Bua Daeng floating market has been assisted by government agencies in establishing a "Tongchom market" since the Prime Minister has a policy to promote domestic marketing operations and to have a community market happening in every corner of the city. This helps the farmers, agricultural product producers, community enterprises, and SMEs that produce handicraft and OTOP products in order to sell products directly to the people. The markets are focused on beautiful landscapes and quality goods, including accurate weighing-machines, reasonable price cards, along with maintaining art and culture and also holding community identities and keeping desired civic ways. The market is another way to create careers, jobs, and incomes for people in the community. It is a place where local people or foreign visitors must visit to spend and feel the local culture and the way of life of unique villagers. It is a joint operation with all sectors in the form of civil state so as to make the local economy strong and sustainable, which is consistent with the research of Suansri, (2016) – who in his study of the Development Guidance and Tourism Promotion Effect to Bangnamphung Floating Market, Samut Prakan Province's Uniqueness, found that that tourists recognised the uniqueness of the community; regarding the aspect of lifestyle, the tourists were aware that, mainly the local people are agriculturists; for the cultural aspect, they recognized the friendliness of the locals; and for tourism management, bicycle routes are safe and environmental-friendly. Concerning



the tourists' satisfaction, for the management aspect, the tourists were satisfied that tourism there aims for the uniqueness and local culture preservation. For the infrastructure, the tourists were satisfied that it is easy to access to Bangnamphung area. For the service, the service provided was found to be good and the shop assistants are helpful and polite. Lastly, employees were willing to help and take good care of tourists. With respect to the guidelines for the development and promotion of uniqueness tourism of the Bangnamphung community, tourism should be in the form of community-based tourism management, in which locals need to take part in the development planning, tourist activities, landscape and infrastructure control, information provision, especially eco-tourism and instilling of people awareness on natural resources and environment preservation (Nicolaidis, 2015), as well as the establishment of local wisdom center.

For the management aspect, apart from the government support, producers in Thung Bua Daeng Floating market must have good management with the pre-planned work, the appropriate personnel structure, practicable assignments, and the check plus the control of works in line with plans, in accordance with the study of Suksai, (2017) in his research on the assessment of logistics management potentials: a case study of ABC company limited which aimed to study the awareness of the importance of logistics management. His study found that recognizing the importance of logistics and supply chain management in the case study, a company needed to have collaboration within the firm in order to identify the issues that exist in the operation and to solve the problems together so that it can also develop the work process and reduce costs sustainably. When there is good management within the group, the supply chain management of production in Thung Bua Daeng floating market must be developed in planning, preparing of production factors, producing, and harvesting. Every step must be done within an organic system to create the safety and credibility for consumers. Therefore, the development of the production of Thung Bua Daeng floating market must focus on good production systems, storage in sound storing areas, processing methods, distribution channels and efficient product delivery to customers.

At the same time, farmers must develop knowledge and skills in organic farming by using modern production techniques, planning product delivery for customers efficiently, develop group members to be able to coordinate the work of members within the group, by important stakeholders of an organization and to bring ideas and stakeholders together as a normative notion is critical to organizational sustainability (Nicolaidis, 2015) and it is vital to expand cooperation to networks related to the farmers group who are producers in Tung Bua Daeng floating market. This will help them to support each other in the production factors, the production process, sharing knowledge in cultivation, processing, the product collection, packaging, seeking distribution channels, and delivery, including the response to the needs of consumers. This was in accordance with the work of Nakruang et al.,(2017) – In this the research on factors affecting the performance of community enterprises in Yala province, they found that the financial management, the marketing management, and characteristics of the members influenced the performance of community enterprises in Yala province in turn. Therefore, in driving community enterprises into good overall operations, the entrepreneurs should pay attention to the financial management regarding the preparation of the account regularly, the reduction of production costs, and the marketing management aspects concerning product quality development within the local identity focus. Consequently, the development and promotion of community enterprises should also focus on creating product value together with management factors to be useful for the operation of community enterprises.

For the customer experience, in making the Thung Bua Daeng floating market interesting and adding great interest for the tourists, entrepreneurs in Thung Bua Daeng floating market must develop different and interesting tourism activities which are able to create the story of the place for creating the positive word-of-mouth via social media channels, such as Facebook, Line, and Page. The public relations must be boosted using various journals to allow tourists to know the history of products and



services available in Thung Bua Daeng floating market as these are significant. It was found that the most impressive tourist activity was taking photographs with drones, which allows tourists to upload images in the social media to help promote the area to wider customer groups. This is a good experience in tourism, resulting in repeated behavior of consumers and may help promote products to new customers. It is beneficial to Thung Bua Daeng floating market entrepreneurs in obtaining a greater customer base, which is consistent with the research of Vorasiha, (2018) - the study of the travelling route for gastronomic tourism via salt in the western region of Thailand, this research on upgrading the creative tourism route of Thailand via local food promotion in especially western Thailand, intentionally focuses on the capabilities of some charming tourist attractions which through local food of the western region, could enhance tourism. The research methodology applied in that study consisted of qualitative and quantitative aspects. The qualitative aspect analyzed local food secondary data and also involved interviewing food gurus and lifestyle experts and it included surveying tourist attractions and their potential in representing an area's identity in terms of especially food. It also looked at the food culture, tradition and indigenous knowledge based on the concepts of eco-agricultural tourism, community-based tourism and sustainable tourism. Lessons can be learned from such work.

Conclusions

Based on the analysis of supply chain management factors affecting tourists' satisfaction towards Thung Bua Daeng floating market, Bang Len district, Nakhon Pathom province with the elements of the SCOR Model, it was found that the management process in the Thung Bua Daeng floating market had a management process that was related from the upstream (manufacturers) to the downstream (customers). There was a consistent relationship between the internal and external agencies. The process of integrating plan, source, make, delivery, return and enable, was specified to create the flows of products, services, works and related information in order to minimize costs, maximize consumer satisfaction, and create sustainable competitive advantage (Supply-Chain Council. Inc. 2003, Pittsburgh, U.S.A. cited in Boonla, 2006). When considering the working process of Thung Bua Daeng floating market, it portrayed the coordination between the operators and the shop entrepreneurs in the planning and procurement of supply factors. This was a collaboration of all parties involved to ensure smooth operation, in accordance with the research of Thawattanawut et al., (2017) – the study of supply chain analysis of small organic rice mills in Chiang Mai by use of the SCOR model. Such a study aimed at analyzing the supply chain of small organic rice mills. The results of such research found that the supply chain process of small organic rice mills consisted of the processes of plan, source, make, and deliver. The operational improvement in linking the information from upstream to downstream can balance the management, which will result in greater efficiency within the supply chain system.

Recommendations

Recommendations for policy level

The results showed that Thung Bua Daeng floating market has been assisted by various government agencies in establishing a "Tongchom market" (Sooksai, 2019) to be a way to create a career, generate incomes, and create jobs for people in the local and wider communities. The market is expected to be a place that whether local people or visitors from different places come, they must visit to buy the products and feel the locally unique cultures, lifestyles, and livelihoods of the villagers. This generates income while maintaining the traditions, art, and culture of the community under the operation with all related sectors in the form of a civil state, in order to make the local economy strong and more able to be self-reliant, both steadily and sustainably. The government sector should promote the development of value added products, whether it is processing agricultural products or



modern packaging development with the intention to increase revenues for the community. (Nicolaidis & Grobler, 2017).

Recommendations for practitioner level

Entrepreneurs in Thung Bua Daeng floating market should look for public relations channels to be able to reach more diverse consumer groups. They can use public relations via social media, such as Facebook, Line, Page, or organize special activities for tourists or cooperate with the network and government agencies to attract tourists to come back again.

Packaging products in Thung Bua Daeng floating market is another element that helps tourists decide to buy goods because it helps to tell the history, the importance, and the beauty of the Thung Bua Daeng floating market. As a result, shop entrepreneurs in Thung Bua Daeng floating market should pay attention and add important information on the packaging for customers to perceive the value of Thung Bua Daeng floating market tourism. This creates added value for products in Thung Bua Daeng floating market and also motivates customers in making decision to buy local products.

Recommendations for further study

For the research on supply chain management factors affecting tourists' satisfaction, the researcher was aware of the conditions and problems of the supply chain management of Thung Bua Daeng floating market, including the relationship of applying wisdom together with the concept of sufficiency of economy and other issues that should be studied. The researcher is interested in developing research by studying the development of value-added community products and other floating markets to cover other areas of Thailand so as to study the possibilities to create knowledge and benefit those involved in the development of the supply chain management of other floating markets. (Choeichuenjit & Sapsanguanboon, 2014).

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