



Experiential Marketing Management for Enhancing the Local Handwoven Textile Business Community in Sukhothai, Thailand: A UNESCO World Heritage

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Received: 27 February 2025

Accepted: 01 June 2026

DOI: <https://doi.org/10.32479/irmm.23867>

ABSTRACT

This study investigates experiential marketing management to enhance the local handwoven textile business community in Sukhothai, Thailand, a UNESCO World Heritage site and Creative City of Crafts and Folk Art. The objectives are (1) to analyze key components of experiential marketing management and (2) to propose developmental guidelines for local textile enterprises. A quantitative design was employed using a structured questionnaire with 460 consumers aged 20 and above in Sukhothai, Thailand, selected via convenience sampling. Data were analyzed using descriptive statistics and inferential techniques, including confirmatory factor analysis, and structural equation modelling. The results show that business management, customer behavior, and experiential marketing each have significant positive effects on Purchase Intention, while Business Management and Customer Behavior also significantly influence experiential marketing, supporting all hypothesized paths. Based on these findings, seven guidelines are proposed, focusing on integrating Schmitt's experiential modules into retail environments, enhancing digital marketing for omnichannel engagement, and building community enterprise capacity aligned with Sukhothai's UNESCO heritage identity. The study offers practical implications for community enterprises, tourism policymakers, and regional planners seeking to strengthen local economies and preserve intangible cultural heritage.

Keywords: Experiential Marketing, Handwoven Textile, Business Management, Purchase Intention, Customer Behavior, UNESCO World Heritage Site

JEL Classifications: M31, L81, Z10

1. INTRODUCTION

The global handicrafts market of which handprinted textiles and scarves constitute approximately 24% of total market share recorded a value of USD 739.95 billion in 2024 and is projected to expand to USD 983.12 billion by 2030 at a compound annual growth rate (CAGR) of 4.9%. The Asia-Pacific region holds the largest share of this global market, estimated at 34.81% in 2024, with annual handicraft exports from the region exceeding 4.6 million metric tons, driven by sustained global demand for culturally significant, sustainable, and artisan-made products (Grand View Research, 2025). Simultaneously, global heritage tourism a market deeply intertwined with the marketing and consumption of traditional crafts reached USD 587.1 billion in

2023 and is projected to reach USD 813.5 billion by 2032, at a CAGR of 3.69% (IMARC Group, 2024; Heritage Tourism Market Report, 2024). Cultural tourism now accounts for approximately 40% of all global tourism flows, with the broader cultural tourism industry projected to expand from USD 1.2 trillion in 2025 to USD 2.6 trillion by 2035. International tourist arrivals recovered to approximately 87% of pre-pandemic levels during January–September 2023, reaching an estimated 975 million travellers, while international tourism receipts were on track to reach USD 1.4 trillion by year-end (UNWTO, 2023; UNWTO, 2024). Against this backdrop, experiential marketing defined by Schmitt (1999) as the strategic creation of sensory (Sense), affective (Feel), cognitive (Think), behavioural (Act), and social-relational (Relate) experiences has emerged as a pivotal strategy

for heritage-based community enterprises to differentiate their offerings, deepen consumer engagement, and generate sustainable economic value. Research by Urdea et al. (2021) confirms that integrating digital experiential marketing into business strategy strengthens long-term customer relationships in community enterprise contexts, while Pine and Gilmore's (2020) Experience Economy framework underscores that consumers increasingly seek meaningful, participatory encounters rather than passive product transactions (Fu et al., 2025; Chen et al., 2022). For operators of heritage textile businesses embedded within UNESCO World Heritage Sites, the strategic deployment of experiential marketing thus represents both a commercial imperative and a cultural preservation mechanism.

Thailand recorded over 35 million international visitor arrivals in 2024, generating tourism revenue in excess of 1.8 trillion Baht (approximately USD 42.7 billion) representing a 43.8% increase over 2023's revenue of USD 29.7 billion and establishing the country as one of Southeast Asia's premier tourism destinations (Tourism Authority of Thailand, 2024; Nation Thailand, 2025). Thailand's handicraft exports in 2023 reached 340,820 million Baht (USD 9.3 billion), with textiles contributing USD 482 million to this total, and the United States serving as the largest export market (Support Arts and Crafts International Center of Thailand [SACICT], 2024a). The Thailand handicrafts market is forecast to grow at a CAGR of 4.5% through 2026, sustained by rising global demand for eco-friendly, culturally distinctive, and sustainably produced goods (Support Arts and Crafts International Center of Thailand [SACICT], 2024b; Grand View Research, 2025). Within the northern Thailand context, handwoven textile enterprises particularly those producing traditional fabrics such as the renowned Sin Thong Teen Chok of Sukhothai and the silk and cotton weaves of Si Satchanalai represent a significant component of the region's cultural economy (Department of Cultural Promotion, 2022). These community enterprises operate within a UNESCO dual-designation context: Sukhothai Historical Park was inscribed as a UNESCO World Heritage Site in 1991, and the city was subsequently designated a UNESCO Creative City of Crafts and Folk Art in 2019, placing it within a globally recognized framework for creative and cultural production (UNESCO, 2019; UNESCO Creative Cities Network, 2023; UNESCO Creative Cities Network, 2026). Despite the growing global demand for heritage handicraft products, empirical evidence suggests that handwoven textile enterprises in Si Satchanalai have yet to fully leverage experiential marketing strategies to capture an equitable share of heritage tourism expenditure. Digital channels, which Mutalp et al. (2022) identify as critical drivers of consumer behavior and purchase intention in textile markets, remain underdeveloped among community enterprises in the district, limiting their capacity for market reach and consumer engagement (Tharawadee & Thienmongkol, 2024; Kotler et al., 2021).

Notwithstanding the convergence of favorable macro-level trends including the global heritage tourism boom, the resurgent growth of Thai inbound tourism, and the rising consumer appetite for culturally embedded (ASEAN, 2021), experiential products a significant research gap persists regarding the specific application of experiential marketing management frameworks to handwoven

textile community enterprises in UNESCO heritage contexts in Thailand. Existing literature on experiential marketing in textile industries has primarily focused on large-scale manufacturing sectors (Xue et al., 2021; Attia, 2023; Gonzales et al., 2024) or on the food and beverage sector (Herrada Salazar et al., 2025; Hidayat, 2024), with limited empirical investigation of small-scale heritage craft enterprises operating within protected cultural landscapes (Pant, 2005). From the perspective of consumer behavior, studies in the textile sector confirm that both customer loyalty and behavioral purchase intentions are shaped by the quality of experiential encounters (Guan et al., 2024; Fakhurozi, 2025), yet these theoretical insights have not been systematically translated into practical management guidelines for OTOP-registered handwoven textile enterprises in Sukhothai (GSTC, 2021). Furthermore, while sensory experience marketing at heritage sites has been shown to increase visitor engagement and repeat visit intention (Jost, 2006), the integration of full-spectrum experiential marketing encompassing Schmitt's (1999) Sense, Feel, Think, Act, and Relate modules alongside digital marketing platforms within traditional textile retail environments remains largely unexplored in the Thai context (Tharawadee & Thienmongkol, 2024; Chaffey, 2022). The current tourism recovery trajectory, with Thailand targeting 36–40 million international arrivals in 2025 and projected revenues of 2.3 trillion Baht, presents a timely opportunity to address this gap and provide actionable marketing management frameworks that community enterprises can immediately deploy (Tourism Authority of Thailand, 2024; Nation Thailand, 2025).

The theoretical foundation of this study rests upon three complementary frameworks. First, Schmitt's (1999) strategic experiential modules (SEMs) provide the core conceptual structure for the experiential marketing construct, positing that the five experience types of Sense, Feel, Think, Act, and Relate can be strategically engineered to create holistic consumer engagement beyond conventional product-feature marketing. Second, Pine and Gilmore's (2020) Experience Economy framework extends this logic by asserting that businesses which stage memorable, personalized, and emotionally resonant experiences can command premium pricing, foster customer loyalty, and generate word-of-mouth evangelism, all of which are critical for the commercial sustainability of heritage handicraft enterprises (Fortune Business Insights, 2026). Third, the Business Management construct, encompassing product quality, service quality, customer retention strategies, and employee behavior, provides the organizational foundation upon which experiential marketing initiatives must be built (Xue et al., 2021; Attia, 2023; Erlygina and Eliseeva, 2023). The integration of these three frameworks Business Management, Customer Behavior, and Experiential Marketing into a unified structural model directed at Purchase Intention reflects the practical needs of Sukhothai's handwoven textile community enterprises, which must simultaneously manage operational quality, understand consumer motivations, and deliver culturally authentic experiential encounters to survive in an increasingly competitive heritage tourism landscape.

This research into experiential marketing management for the handwoven textile business community of Si Satchanalai District, Sukhothai Province, a UNESCO World Heritage and

Creative City is justified by three principal considerations. First, the empirical findings will contribute to the academic literature by providing a validated structural model integrating Business Management, Customer Behavior, Experiential Marketing, and Purchase Intention within a heritage textile enterprise context a novel theoretical contribution to both the experiential marketing and cultural enterprise literatures (Liu & Shi, 2023; Chin et al., 2020). Second, the developmental guidelines derived from the SEM analysis will furnish community enterprise operators, local government authorities, and the Tourism Authority of Thailand with a practical, evidence-based roadmap for upgrading experiential marketing practices in alignment with Sukhothai's UNESCO designations and Thailand's national tourism development strategy (UNESCO Creative Cities Network, 2026; Tourism Authority of Thailand, 2024). Third, the research addresses an urgent economic development imperative: by equipping Si Satchanalai's handwoven textile enterprises with the marketing management knowledge required to engage experiential consumers more effectively, this study has the potential to increase enterprise revenues, generate employment for local artisans, and contribute to the long-term preservation of Sukhothai's intangible cultural heritage (Support Arts and Crafts International Center of Thailand [SACICT], 2024b; Arcos-Pumarola & Georgescu Paquin, 2023). In sum, this research fills a critical empirical and managerial gap, generating insights that are simultaneously theoretically significant for the international scholarly community and practically actionable for the communities and policymakers who stand to benefit most.

1.1. Research Objectives

- To examine and analyze the components associated with experiential marketing management for enhancing the local handwoven textile business community in Sukhothai, Thailand, A UNESCO World Heritage Site.
- To propose developmental guidelines for experiential marketing management to enhance the local handwoven textile business community in Sukhothai Province, Thailand, A UNESCO World Heritage Site.

2. LITERATURE REVIEW

2.1. Business Management (BM)

Business management in the context of indigenous handwoven textile enterprises encompasses critical dimensions that collectively determine enterprise competitiveness and the quality of consumer experience: Product quality, service quality, customer retention strategies, and employee behavior. Regarding product quality, Xue et al. (2021) examined 325 customers in Pakistan's textile and apparel industry and found that product quality exerts a significant influence on consumer satisfaction and repurchase intention within business-to-business textile contexts, while service quality and switching costs also emerged as primary determinants of purchase behavior underscoring the inseparability of quality dimensions in shaping consumer outcomes. With respect to service quality, Gonzales et al. (2024) analyzed 46 customers of textile companies in Trujillo, Peru, and documented a moderate positive correlation ($Rho = 0.637$) between service quality and sales performance, confirming that superior service delivery directly enhances revenue growth in textile enterprises.

Concerning customer retention strategies, Attia (2023) surveyed 147 supply chain managers in the Egyptian textile industry and found that sustainable supply chain management exerts significant positive effects on customer relationship management (CRM), competitive advantage, and organizational performance, establishing that retention-oriented business management practices are fundamental to long-term enterprise sustainability in the textile sector. With regard to employee behavior, Erlygina and Eliseeva (2023) demonstrated that the adoption of CRM systems in textile enterprises improves the service behavior of employees and strengthens customer relationships, with employee conduct aligned to CRM protocols positively influencing customer satisfaction and long-term retention. Collectively, these studies confirm that business management quality across product, service, retention, and human capital dimensions constitutes the operational bedrock upon which effective experiential marketing strategies must be constructed in heritage textile enterprise environments.

2.2. Customer Behavior (CB)

Customer behavior in the context of local handwoven textiles encompasses consumer loyalty, behavioral intention, and strategic behavior patterns, all of which are shaped by the experiential quality of marketing encounters. Regarding customer loyalty, Mutalp et al. (2022) employed Smart PLS with data from 301 respondents in Iraq's textile market and found that digital marketing communication exerts a significant positive influence on consumer behavior, including loyalty and purchase intention, with digital experiential encounters reshaping loyalty patterns among contemporary consumers in textile markets. With respect to behavioral intention, Xue et al. (2021) confirmed that behavioral intention to repurchase in business-to-business textile contexts is primarily determined by service quality and switching costs, affirming that behavioral intention represents a critical outcome variable that reflects long-term customer behavior in the textile industry. Concerning strategic behavior, Onete et al. (2008) analyzed the customer loyalty process within the textile industry through a relationship marketing lens and concluded that sustainable loyalty-building in textile enterprises requires strategically integrated relationship marketing approaches that address long-term consumer behavioral patterns insights that are directly applicable to heritage handicraft enterprise management. The intersection of these behavioral dimensions with experiential marketing stimuli is particularly relevant to Sukhothai's handwoven textile enterprises, where consumers' loyalty, intentionality, and strategic choices are simultaneously influenced by the cultural authenticity of the product, the quality of the retail encounter, and the depth of the experiential engagement offered (Askari et al., 2025).

2.3. Experiential Marketing (EM)

Experiential marketing, as conceptualized by Schmitt (1999), comprises five strategic experiential modules (SEMs) Sense, Feel, Think, Act, and Relate each targeting distinct dimensions of consumer consciousness and collectively constituting a holistic experience architecture. Regarding the Sense and Feel dimensions, Guan et al. (2024) collected data from 326 respondents in service-intensive industries and found that all five Schmitt SEMs influence experience intensification and purchase intention at

varying magnitudes, with higher levels of experience intensity demonstrating a stronger propensity to purchase a finding with direct implications for textile retail design. Regarding the Think and Act dimensions, Herrada Salazar et al. (2025) examined 112 customers in the food sector and reported a moderate positive correlation (Spearman = 0.665) between experiential marketing and purchase decisions, with sensory experience functioning as the primary perceptual driver of consumer cognition and purchase intention. Concerning the Relate dimension and store design, Fakhrurozi (2025) found that Schmitt's five SEMs, in combination with physical space design, significantly influence customer satisfaction and loyalty in Bali's coffee shop sector, with the Relate module demonstrating particular efficacy in connecting consumers to community and brand identity a dimension of special relevance to UNESCO heritage textile enterprises. With respect to service level and online marketing, Urdea et al. (2021) conducted a systematic review of 58 empirical studies on experiential marketing over two decades and confirmed that digital experiential marketing substantially enhances consumer satisfaction and that online channels are critical enablers of sustainable long-term customer relationships. Regarding emotional states, Hidayat (2024) found that experiential marketing exerts a significant positive influence on both customer satisfaction and repurchase intention, confirming that the emotional states evoked through experiential marketing encounters function as key determinants of consumer behavior. Tirtakusuma et al. (2025) further confirmed that experiential marketing, in combination with value and service quality, significantly predicts customer satisfaction, reinforcing the centrality of experiential design in service enterprise management.

2.4. Purchase Intention (PI)

Purchase intention in the context of local artisan products and handwoven textiles operates across multiple dimensions: Personal factors, retail experience, switching costs, experiential depth, omnichannel accessibility, and word-of-mouth evangelism. Regarding personal factors and retail experience, Herrada Salazar et al. (2025) demonstrated that personal sensory experiences and in-store encounters exert a significant positive influence on purchase decisions, confirming the primacy of the retail experiential environment in driving consumer purchase intention. With respect to switching costs and experience depth, Xue et al. (2021) found that consumers with higher switching costs in the textile sector demonstrate significantly greater tendencies toward loyalty and repurchase, suggesting that the depth and uniqueness of experiential encounters serve as switching cost-generating mechanisms that lock in purchase intention. Concerning exchange, omnichannel reach (Everywhere), and evangelism, Mutalp et al. (2022) confirmed that digital multichannel marketing in textile markets enhances ubiquitous consumer access (Everywhere) and word-of-mouth diffusion (Evangelism), establishing digital channels as fundamental purchase intention drivers in contemporary textile markets; Guan et al. (2024) further demonstrated that cumulative experience exchange between consumers and brands intensifies overall experience, generating both direct purchase behavior and Evangelism effects that propagate purchase intention across related product categories.

2.5. Research Gap Analysis and Study Justification

The preceding review of literature across Business Management, Customer Behavior, Experiential Marketing, and Purchase Intention reveals a consistent empirical pattern: Quality-oriented business management, consumer behavioral engagement, and experiential marketing encounters collectively and significantly shape consumer purchase intentions across textile and heritage enterprise contexts. However, a critical gap remains in the integration of these constructs within a unified structural model applied specifically to heritage-designated, community-based handwoven textile enterprises. Existing research in the Thai context has addressed experiential marketing in general community-based tourism settings (Wang Chin District; Jost, 2006), but no quantitative structural study has simultaneously examined the pathways linking Business Management → Experiential Marketing → Purchase Intention and Customer Behavior → Experiential Marketing → Purchase Intention within the UNESCO World Heritage textile enterprise context of Sukhothai. This gap is consequential: Without empirically validated structural models and evidence-based developmental guidelines, community enterprise operators in Si Satchanalai lack the theoretical and practical foundations to systematically deploy experiential marketing strategies. This study is therefore necessary to generate the empirical evidence, structural pathway coefficients, and practical guidelines required to transform Sukhothai's handwoven textile enterprises into viable, competitive, and culturally sustainable experiential marketing entities within the global heritage tourism economy (OECD, 2018).

2.6. Conceptual Framework and Hypotheses

The conceptual framework of this study integrates four constructs business management (BM), customer behavior (CB), experiential marketing (EM), and purchase intention (PI) based on the theoretical foundations of Schmitt (1999), Pine and Gilmore (2020), and the empirical literature reviewed above. The following hypotheses are proposed:

- H₁: Business management (BM) has a significant positive effect on experiential marketing (EM).
- H₂: Business management (BM) has a significant positive effect on purchase intention (PI).
- H₃: Customer behavior (CB) has a significant positive effect on experiential marketing (EM).
- H₄: Customer behavior (CB) has a significant positive effect on purchase intention (PI).
- H₅: Experiential marketing (EM) has a significant positive effect on purchase intention (PI).

3. RESEARCH METHODOLOGY

This study employs quantitative research design using a structured self-administered questionnaire as the primary data collection instrument.

3.1. Population

The target population comprises consumers aged 20 years and above who have expressed interest in handwoven textile products in Si Satchanalai, Sukhothai, Thailand, A UNESCO World Heritage Site. The exact population size is unknown.

3.2. Sample

The sample consists of consumers aged 20 years and above who have expressed interest in handwoven textile products in Si Satchanalai, Sukhothai, Thailand, A UNESCO World Heritage Site. The sample size was determined using the rule of 20 observations per latent variable (Kline, 2010). With 23 study variables, the minimum sample size required is $23 \times 20 = 460$ observations. Accordingly, 460 respondents were targeted and collected via convenience random sampling.

3.3. Data Collection

3.3.1. Data collection procedures

3.3.1.1. Primary data collection

Primary data were collected using a structured questionnaire administered to consumers interested in handwoven textile products in Si Satchanalai, Sukhothai, Thailand, A UNESCO World Heritage Site. The questionnaire was distributed in person at key retail and community enterprise points in Si Satchanalai, as well as through digital channels to capture online consumer segments.

3.3.1.2. Secondary data collection

Secondary data pertaining to the development of an experiential marketing management model for handwoven textile enterprises in Si Satchanalai were gathered from a range of authoritative academic and institutional sources. These included peer-reviewed journal articles indexed in Scopus and the Web of Science, research reports, dissertations, government statistical publications, annual reports from relevant agencies (including the Tourism Authority of Thailand, the Department of Cultural Promotion, and SACICT), and other materials covering consumer behavior, business management, experiential marketing, purchase intention, and related theoretical frameworks. Secondary data informed the development of the theoretical model and the interpretation of empirical findings, and will serve as the basis for the developmental guidelines for experiential marketing management in the handwoven textile enterprises of Si Satchanalai, Sukhothai.

3.3.2. Research instrument

The research instrument is a structured questionnaire designed for consumers interested in handwoven textile products in Si Satchanalai, Sukhothai, Thailand, A UNESCO World Heritage Site. The questionnaire comprises the following sections: (1) general demographic information of respondents; (2) consumer behavior; (3) business management; (4) experiential marketing; (5) purchase intention; and (6) open-ended suggestions for the development of experiential marketing management guidelines to enhance handwoven textile enterprises in Si Satchanalai, Sukhothai.

3.3.3. Instrument quality verification

3.3.3.1. Content validity (index of item-objective congruence: IOC)

The questionnaire was submitted to a panel of three subject-matter experts for evaluation of content validity. Each item was assessed for its congruence with the study objectives using the IOC statistic, which measures the proportion of expert agreement for each questionnaire item. All questionnaire items

returned IOC values exceeding the minimum threshold of 0.67, confirming adequate content coverage and alignment with study objectives. Items meeting this criterion were retained for reliability testing.

3.3.3.2. Reliability testing (Cronbach's alpha)

The content-validated questionnaire was pilot-tested with a trial sample comprising 10% of the total sample namely 50 respondents drawn from the study population. Reliability was assessed using Cronbach's Coefficient Alpha for each individual item and for the instrument as a whole. The reliability analysis confirmed that all items yielded Coefficient Alpha values exceeding the minimum acceptable threshold of 0.70 (with the lowest reported value being $\alpha = 0.703$), indicating satisfactory internal consistency across all subscales. The questionnaire was subsequently approved for full-scale field data collection.

3.4. Data Analysis and Statistics

Data were analyzed using three complementary analytical approaches:

3.4.1. Descriptive statistics

Descriptive statistics were computed for all general demographic variables, consumer behavior items, and 5 Likert-scale measurement items. Statistics reported include frequency counts, percentages, means (\bar{x}), and standard deviations (S.D.). These data describe the profile of the respondent sample and the overall levels of the study constructs, forming the foundation for inferential analysis.

3.4.2. Inferential statistics

Inferential analyses were conducted to examine structural relationships among the study constructs and to fulfill Objective 1. Specifically, Pearson correlation analysis was performed to assess the bivariate relationships among the key construct variables. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity were used to verify the suitability of the data for factor analysis. Confirmatory factor analysis (CFA) was applied to assess the measurement model, evaluating the standardized regression weights of observed indicators against their respective latent constructs and confirming the construct validity of each measurement instrument. Structural equation modelling (SEM) was employed to simultaneously test the five hypothesized directional relationships among Business management (BM), customer behavior (CB), experiential marketing (EM), and purchase intention (PI). Model fit was evaluated using standard Goodness-of-Fit indices, including χ^2/df , GFI, AGFI, RMSEA, CFI, and TLI. All SEM analyses were conducted using dedicated structural equation modelling software.

3.4.3. Synthesis and guideline development

The combined results of the descriptive and inferential analyses were integrated and interpreted to develop evidence-based developmental guidelines for experiential marketing management to enhance the hand woven textile business community of Si Satchanalai, Sukhothai, Thailand, A UNESCO World Heritage Site (Objective 2).

4. RESEARCH RESULTS

4.1 Results of the Analysis of Components Associated with Experiential Marketing Management

4.1.1. General demographic profile of respondents

The demographic data presented in Table 1 indicates a diverse sample, with male respondents forming a slight majority (56.52%) and substantial representation of female (36.52%) and LGBTQ+ (6.96%) consumers in the Si Satchanalai handwoven textile market. Most respondents are young to middle-aged adults, with nearly 60% aged 20-40 years and about 40% aged 41 years and above, suggesting experiential strategies should engage both younger experience-seekers and older heritage-focused visitors. The sample is generally well educated—almost half hold a bachelor’s degree (46.74%), and around one-quarter each have below-bachelor (26.95%) and postgraduate (26.30%) qualifications implying receptiveness to rich cultural storytelling and detailed product information. Occupationally, business owners/self-employed respondents account for the largest share (40.87%), followed by private sector (21.52%) and government employees (20.66%), highlighting a strong presence of entrepreneurial and professional segments with discretionary spending power. Most respondents earn 10,000-40,000 THB per month (64.57%), with smaller groups at the lowest and highest income brackets, indicating that experiential offerings should be designed with both accessible and premium tiers to match varied purchasing capacities.

Table 1: General demographic profile of respondents (n=460)

Variable	Category	Frequency (f)	Percentage
Gender	Male	260	56.52
	Female	168	36.52
	LGBTQ+	32	6.96
Age	20-30 years	140	30.43
	31-40 years	134	29.13
	41-50 years	94	20.43
	51 years and above	92	20.00
Education	Below bachelor’s degree	124	26.95
	Bachelor’s degree	215	46.74
	Postgraduate degree	121	26.30
Occupation	Government/state enterprise employee	95	20.66
	Private sector employee	99	21.52
	Business owner/self-employee	188	40.87
	Student	51	11.09
	Other	27	5.87
Monthly income (THB)	Below 10,000	46	10.00
	10,000-20,000	100	21.74
	20,001-30,000	112	24.35
	30,001-40,000	85	18.48
	40,001-50,000	70	15.22
	Above 50,000	47	10.22

4.1.2. Mean, standard deviation, and interpretation of study constructs

The descriptive results presented in Table 2 indicates that respondents rated all four core constructs at a highest level,

Table 2: Descriptive statistics of study constructs (n=460)

Construct	Sub-dimension	Mean (\bar{x})	S.D.	Interpretation
Business management (BM)	Product quality	4.36	0.61	Highest
	Service quality	4.16	0.67	High
	Customer retention strategies	3.73	0.84	High
	Employee behavior	4.19	0.67	High
	Overall BM	4.11	0.27	High
Customer behavior (CB)	Customer loyalty	4.12	0.69	High
	Behavioral intention	3.91	0.79	High
	Strategic behavior	3.69	0.86	High
	Overall CB	3.90	0.30	High
Experiential marketing (EM)	Sense	4.30	0.64	Highest
	Feel	4.40	0.59	Highest
	Think	4.39	0.61	Highest
	Act	4.35	0.63	Highest
	Relate	4.41	0.59	Highest
	Store design	4.15	0.70	High
	Service level	4.13	0.70	High
	Internet marketing	4.00	0.77	High
	Emotional states	4.48	0.56	Highest
	Overall EM	4.29	0.18	Highest
Purchase intention (PI)	Personal factors	4.00	0.76	High
	Retail experience	4.19	0.66	High
	Switching costs	3.72	0.88	High
	Experience	4.36	0.62	Highest
	Exchange	4.32	0.63	Highest
	Everywhere	3.80	0.85	High
	Evangelism	4.45	0.58	Highest
	Overall PI	4.12	0.28	High

Interpretation scale: 1.00-1.80=very low; 1.81-2.60=low; 2.61-3.40=moderate; 3.41-4.20=high; 4.21-5.00=highest

with experiential marketing (EM) receiving the highest overall mean ($\bar{x} = 4.29$), followed by purchase intention (PI) ($\bar{x} = 4.12$), business management (BM) ($\bar{x} = 4.11$), and customer behavior (CB) ($\bar{x} = 3.90$). Sub-dimension scores show particularly strong perceptions for emotional states, experiential modules (Sense, Feel, Think, Act, Relate), and evangelism, suggesting that respondents not only perceive the experiential environment and business management practices positively but also exhibit robust intentions to purchase and recommend local handwoven textile products.

4.1.3. Correlation analysis

The correlation matrix presented in Table 3 shows that experiential marketing (EM) is positively and moderately to strongly correlated with both business management (BM) ($r = 0.523$) and customer behavior (CB) ($r = 0.426$), as well as strongly correlated with purchase intention (PI) ($r = 0.691$), indicating that stronger experiential marketing is associated with higher purchase intention and better perceived management and customer behavior. BM

Table 3: Pearson correlation matrix among study constructs (n=460)

Construct	BM	CB	EM	PI
Business management (BM)	1.000			
Customer behavior (CB)	0.000	1.000		
Experiential marketing (EM)	0.523	0.426	1.000	
Purchase intention (PI)	0.423	0.383	0.691	1.000

Table 4: KMO and Bartlett’s test results

Test	Value	Significance
Kaiser-Meyer-Olkin measure of sampling adequacy	0.970	>0.60
Bartlett’s test of Sphericity: Approximate Chi-square (χ^2)	11,648.237	
df	253	
Significance	0.000	P<0.001

Table 5: Standardized regression weights: Confirmatory factor analysis (CFA) (n=460)

Construct	Indicator variable	Standardized regression weight (β)	S.E.	C.R.	P-value
Business management (BM)	Product quality (PQ)	0.841	0.036	23.913	***
	Service quality (SQ)	0.905	0.038	27.77	***
	Customer retention strategies (CRS)	0.889	0.05	26.554	***
Customer behavior (CB)	Employee behavior (EB)	0.875	1.000		***
	Customer loyalty (CL)	0.876	0.028	26.944	***
	Behavioral intention (BI)	0.921	0.033	29.382	***
	Strategic behavior (SB)	0.899	1.000		***
Experiential marketing (EM)	Sense (SE)	0.876	0.044	27.174	***
	Feel (FE)	0.853	0.041	25.831	***
	Think (TH)	0.876	0.045	25.38	***
	Act (AC)	0.844	0.044	25.405	***
	Relate (RE)	0.872	0.04	26.973	***
	Store design (SD)	0.875	0.048	27.070	***
	Service level (SL)	0.883	0.048	27.599	***
	Internet marketing (IM)	0.899	0.053	28.518	***
	Emotional states (ES)	0.850	1.000		***
	Purchase intention (PI)	Personal factors (PF)	0.904	1.000	
Retail experience (RE2)		0.875	0.027	30.412	***
Switching costs (SC)		0.907	0.035	33.326	***
Experience (EX)		0.867	0.025	29.682	***
Exchange (EXC)		0.892	0.025	31.719	***
Everywhere (EV)		0.904	0.034	33.017	***
Evangelism (EVG)		0.878	0.024	30.415	***

***P<0.001

and CB also display positive correlations with PI ($r = 0.423$ and $r = 0.383$ respectively), supporting the conceptual model that effective business management and favorable customer behavior contribute to enhanced experiential marketing and, in turn, stronger purchase intention.

4.1.4. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s test

The KMO value of 0.970 exceeds the recommended threshold of 0.60 (Hair et al., 2019), confirming that the correlation structure among variables is adequate for factor analysis. Bartlett’s Test of Sphericity was statistically significant ($P<0.001$), indicating that the correlation matrix is significantly different from an identity matrix and that factor analysis is appropriate for the present dataset. The results of both tests are presented in Table 4.

4.1.5. Confirmatory factor analysis (CFA): Standardized regression weights

Table 5 indicates that all observed indicators load strongly and significantly on their respective latent constructs, with standardized regression weights ranging from 0.844 to 0.921 and all P-values below 0.001. These high factor loadings and critical ratios confirm that the measurement model demonstrates excellent convergent validity, and that Business Management, Customer Behavior, Experiential Marketing, and Purchase Intention are each reliably represented by their specified sub-dimensions.

4.1.6. Structural equation modelling (SEM): Model fit indices

The model fit indices presented in Figure 1 and Table 6 shows that all goodness-of-fit indices (χ^2/df , GFI, AGFI, RMSEA, CFI, TLI) meet or exceed their recommended thresholds, indicating an excellent overall model fit. These results confirm that the proposed structural equation model adequately represents the observed data

and is appropriate for testing the hypothesized relationships among business management, customer behavior, experiential marketing, and purchase intention.

4.1.7. Hypothesis testing results

All five hypotheses (H₁-H₅) were supported by the structural path analysis, as detailed in Table 7, demonstrating that:

H₁ (supported): Business management (BM) has a significant positive effect on experiential marketing (EM) ($\beta = 0.523$, $P < 0.001^*$). This finding is consistent with evidence from Attia (2023), who demonstrated that integrated CRM-oriented business management in the textile industry positively influences marketing experience outcomes; Gonzales et al. (2024), who confirmed that service quality management in textile firms directly shapes service experience; Erlygina and Eliseeva (2023), who showed that CRM system implementation in textile organizations enhances employee service behavior and experiential marketing delivery; Urdea et al. (2021), who established that digital-age business management incorporating online experiential elements significantly improves customer

relationship quality; and Tirtakusuma et al. (2025), who confirmed that service quality a core business management dimension influences experiential marketing outcomes through customer satisfaction.

H₂ (supported): Business management (BM) has a significant positive effect on Purchase Intention (PI) ($\beta = 0.129$, $P < 0.006^*$). This result aligns with Xue et al. (2021), who confirmed that textile-sector service quality directly drives repurchase intention; Gonzales et al. (2024), who found that service quality management in textile companies positively correlates with sales (a proxy for purchase intention); Attia (2023), who demonstrated that sustainable supply chain management in the Egyptian textile industry enhances competitive advantage and organizational performance, thereby strengthening purchase intention; Mutalp et al. (2022), who confirmed that digital marketing communication management in textile businesses positively affects consumer purchase behavior; and Onete et al. (2008), who established that relationship marketing strategies in the textile industry generate long-term purchase intention and customer loyalty.

H₃ (supported): Customer behavior (CB) has a significant positive effect on experiential marketing (EM) ($\beta = 0.426$, $P < 0.001^*$). This finding corroborates Mutalp et al. (2022), who found that consumer behavioral patterns in textile markets interact with digital experiential marketing, shaping the form and effectiveness of experiential encounters; Urdea et al. (2021), who confirmed that customer online shopping expectations and behavioral patterns determine the components of effective experiential marketing; Guan et al. (2024), who showed that experience-seeking consumer behavior differentially influences responsiveness to Schmitt’s (1999) five SEMs; Hidayat (2024), who found that consumers actively seeking positive experiences respond strongly to experiential marketing through satisfaction and repurchase intention; and Fakhurozi (2025), who confirmed that consumer behavioral alignment with the Sense-to-Relate continuum of experiential marketing dimensions generates satisfaction outcomes.

Figure 1: The structural equation modelling (SEM): Model fit indices of the experiential marketing management for enhancing the local handwoven textile business community in Sukhothai, Thailand: A UNESCO world heritage site

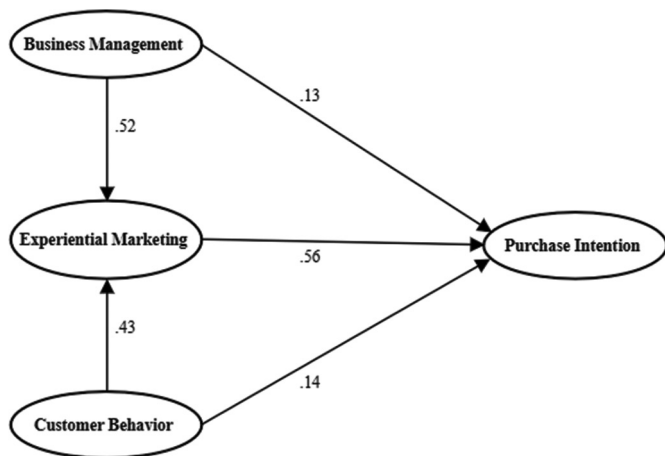


Table 6: Goodness-of-fit index structural equation model

Goodness-of-fit index	Acceptable threshold	Obtained value	Assessment
χ^2/df (CMIN/DF)	≤ 2.00	1.155	Pass
Goodness-of-fit index (GFI)	≥ 0.90	0.956	Pass
Adjusted goodness-of-fit index (AGFI)	≥ 0.90	0.945	Pass
Root mean square error of approximation (RMSEA)	≤ 0.080	0.018	Pass
Comparative fit index (CFI)	≥ 0.95	0.997	Pass
Tucker-Lewis index (TLI)	≥ 0.95	0.997	Pass

Table 7: Structural path coefficients and hypothesis test results (n=460)

Hypothesis	Structural path	Standard coefficient (β)	S.E.	C.R.	P-value	Decision
H ₁	BM→EM	0.523	0.024	9.96	0.001*	Supported
H ₂	BM→PI	0.129	0.056	2.737	0.006*	Supported
H ₃	CB→EM	0.426	0.024	9.96	0.001*	Supported
H ₄	CB→PI	0.143	0.038	3.234	0.001*	Supported
H ₅	EM→PI	0.563	0.081	10.598	0.001*	Supported

BM: Business management, CB: Customer behavior, EM: Experiential marketing, PI: Purchase intention

H_4 (supported): Customer Behavior (CB) has a significant positive effect on purchase intention (PI) ($\beta = 0.143, P < 0.001^*$). This result is consistent with Mutalp et al. (2022), who confirmed that textile consumer behavioral patterns directly affect purchase decision-making, with digital channels amplifying purchase intention; Xue et al. (2021), who found that loyalty-related consumer behavior in the textile industry is directly linked to repurchase intention; Onete et al. (2008), who demonstrated that the strategic customer loyalty process in the textile industry is closely tied to long-term purchase intention; Herrada Salazar et al. (2025), who confirmed that consumer sensory behavioral experiences significantly influence purchase decisions; and Guan et al. (2024), who established that experience-seeking customer behavior directly drives purchase intention for experience-related products.

H_5 (supported): Experiential marketing (EM) has a significant positive effect on purchase intention (PI) ($\beta = 0.563, P < 0.001$). This finding is directly supported by Herrada Salazar et al. (2025), who reported a Spearman correlation of 0.665 between experiential marketing and purchase decisions, with sensory experience as the primary driver; Guan et al. (2024), who confirmed that Schmitt's five SEMs influence purchase intention at varying magnitudes through Experience Intensification; Hidayat (2024), who established that experiential marketing exerts a significant positive effect on repurchase intention, both directly and through customer satisfaction; Urdea et al. (2021), who synthesized 58 studies confirming that experiential marketing enhances customer satisfaction and purchase propensity through digital engagement; and Fakhurozi (2025), who found that the Sense, Feel, Think, Act, and Relate experiential dimensions collectively generate satisfaction and loyalty that culminate in purchase intention.

4.2. Development Guidelines for Experiential Marketing Management

Based on the findings from the structural analysis in Section 6.1, seven evidence-based developmental guidelines are proposed to enhance experiential marketing management for the handwoven textile business community of Si Satchanalai District, Sukhothai Province, Thailand, A UNESCO World Heritage Site. These guidelines draw upon the empirically validated structural pathways and are informed by the theoretical frameworks of Schmitt (1999), Pine and Gilmore (2020), and the broader experiential marketing literature.

4.2.1. Integrate Schmitt's five SEMs into the textile retail experience environment

Community enterprises should systematically engineer all five strategic experiential modules (SEMs) within their retail and exhibition spaces. The Sense dimension should be activated through the display of the tactile richness of handwoven silk and cotton fabrics, ambient background music reflecting traditional Sukhothai folk culture, and the visual staging of the weaving process as a sensory theatre. The Feel dimension should be cultivated through emotionally resonant storytelling connecting each textile product to its artisan creator, the community's history, and Sukhothai's UNESCO heritage identity a strategy supported by Guan et al. (2024), who confirmed that experience intensification across the SEMs framework significantly

elevates purchase intention. The Think dimension should be engaged through interpretive displays explaining the history and cultural significance of traditional weaving patterns, enabling consumers to intellectually connect with the product. The Act dimension should be operationalized through hands-on weaving workshops and craft demonstrations that enable active consumer participation, consistent with Pine and Gilmore's (2020) emphasis on participatory experience staging as a driver of premium willingness-to-pay. The Relate dimension found by Fakhurozi (2025) to effectively connect consumers to community and brand identity should be cultivated through community events, artisan meet-and-greet programs, and collaborative experiences that position handwoven textile consumption as an act of cultural solidarity and community support.

4.2.2. Elevate product quality as the foundation of experiential credibility

The structural path H_1 (BM \rightarrow EM) confirms that the quality of business management particularly product quality is a prerequisite for effective experiential marketing. Community enterprises should implement systematic quality assurance protocols for handwoven textiles, including standardized grading criteria for weave density, dye fastness, material authenticity (e.g., locally sourced cotton and silk), and pattern fidelity to traditional Sukhothai designs. Xue et al. (2021) demonstrated that product quality is a primary determinant of consumer satisfaction and repurchase intention in textile B2B contexts, and this principle applies with equal force to heritage B2C markets. Quality certification schemes, such as GI (geographical indication) designation for Si Satchanalai textiles, should be pursued to provide consumers with objective quality assurance and to command premium pricing consistent with the experience economy paradigm.

4.2.3. Enhance service quality and employee experience competency

Given that service quality (SQ) exerts significant effects on both experiential marketing (H_1) and Purchase Intention (H_2), community enterprises must invest systematically in the development of employee experiential marketing competencies. Erlygina and Eliseeva (2023) demonstrated that CRM system implementation in textile enterprises improves employee service behavior and strengthens customer relationships, and Gonzales et al. (2024) confirmed a significant positive relationship between service quality and sales in textile companies. Enterprise operators should introduce structured training programs covering cultural storytelling, product knowledge, sensory demonstration techniques, and customer relationship management. Frontline employees who can authentically communicate the heritage significance of each textile product and guide consumers through a meaningful experiential journey function as the living embodiment of the Relate and Feel dimensions, transforming a transactional purchase into an emotionally resonant cultural encounter.

4.2.4. Develop a digital experiential marketing ecosystem

The structural findings (H_2 : BM \rightarrow PI; H_5 : EM \rightarrow PI) and the consumer behavior results (H_4 : CB \rightarrow PI) collectively confirm that digital channels are critical enablers of purchase intention in contemporary textile markets. Urdea et al. (2021) established that

digital experiential marketing significantly enhances consumer satisfaction and sustains long-term customer relationships across the customer lifecycle, while Mutalp et al. (2022) found that digital marketing communication positively drives consumer behavior and purchase intention among textile product consumers. Community enterprises in Si Satchanalai should develop integrated digital experiential marketing platforms comprising official social media accounts (Facebook, Instagram, TikTok, LINE Official Account), a dedicated e-commerce website or SACICT SHOP presence, short-form video content showcasing the weaving process, and live-streaming demonstrations to reach domestic and international consumers across all touchpoints (Everywhere) and catalyze digital word-of-mouth (Evangelism). The digital ecosystem should be co-designed with younger community members and digital marketing professionals to ensure technical efficacy and platform relevance.

4.2.5. *Design a UNESCO heritage experiential tourism package*

Given Sukhothai's dual UNESCO designation as a World Heritage Site and Creative City of Crafts and Folk Art, community enterprises should develop UNESCO-branded experiential tourism packages that integrate the handwoven textile enterprise visit into the broader Sukhothai cultural tourism itinerary (UNESCO, 2022). These packages should include guided heritage walks connecting the Si Satchanalai Historical Park to active weaving communities, participatory weaving workshops, natural dyeing experiences, and cultural performances creating immersive, multi-sense heritage encounters consistent with Pine and Gilmore's (2020) four experiential realms (Entertainment, Education, Esthetics, Escapism). Such packages position handwoven textile purchases as integral components of the UNESCO heritage experience, reinforcing purchase intention through cultural meaning-making and experiential memory formation. Research by Jost (2006) confirms that experiential marketing represents a viable survival strategy for heritage attractions competing in the global leisure marketplace, particularly when the full experiential potential of the heritage site is strategically mobilized.

4.2.6. *Strengthen customer retention through loyalty programs and CRM*

The structural paths H_1 (BM \rightarrow EM) and H_2 (BM \rightarrow PI) confirm that customer retention strategies are core components of effective business management with direct bearing on experiential marketing and purchase intention. Community enterprises should implement community-based CRM programs, including customer loyalty card schemes, preferential access to new textile collections, annual weaving festivals with exclusive artisan interactions, and digital newsletter platforms delivering culturally rich content. Attia (2023) demonstrated that CRM integration with sustainable supply chain management enhances both competitive advantage and organizational performance in textile enterprises, and Onete et al. (2008) established that strategic relationship marketing in the textile sector generates long-term customer loyalty and purchase propensity. By institutionalizing these retention mechanisms, enterprises transform one-time heritage tourists into repeat purchasers and brand evangelists the Evangelism dimension of Purchase Intention that amplifies organic market reach.

4.2.7. *Establish a community enterprise collaborative network and capacity-building platform*

Sustainable improvement of experiential marketing management requires coordinated action across the Si Satchanalai handwoven textile enterprise ecosystem. A community enterprise network should be established supported by Sukhothai local government, the Department of Community Development (DCD), SACICT, and academic institutions to provide shared resources for experiential marketing training, collective digital marketing infrastructure, joint product quality standards, and coordinated UNESCO heritage tourism promotion. Experiential marketing strategies developed at the community scale, as demonstrated in the Wang Chin District community-based tourism context, demonstrate that coordinated STP (segmentation, targeting, positioning) and 7Ps marketing frameworks can effectively transform local heritage resources into competitive experiential tourism destinations. This collaborative model directly addresses the operational capacity constraints of individual community enterprises while maximizing the collective experiential value of Si Satchanalai's textile heritage.

5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

The results of this study confirm that business management (BM), customer behavior (CB), and experiential marketing (EM) collectively exert significant structural influences on purchase intention (PI) within the local handwoven textile enterprise context of Si Satchanalai District a finding that extends and reinforces the existing empirical literature on experiential marketing in textile and heritage industries. The confirmation of H_1 (BM \rightarrow EM) aligns with Attia (2023), who demonstrated that CRM-integrated business management generates measurable enhancements in experiential marketing outcomes in the Egyptian textile industry, and with Tirtakusuma et al. (2025), who confirmed that service quality is a fundamental enabler of experiential marketing effectiveness. This pathway is particularly relevant to Si Satchanalai's community enterprises, where the foundational dimensions of business management product quality, service quality, customer retention, and employee behavior directly shape the capacity to deliver coherent, high-quality experiential encounters. The confirmation of H_2 (BM \rightarrow PI) reinforces findings by Gonzales et al. (2024), who documented a significant positive correlation between service quality and sales performance in textile firms, and by Xue et al. (2021), who established that service quality and product quality are primary determinants of repurchase intention among textile industry consumers. For heritage handwoven textile enterprises, the implication is that operational excellence in business management functions not merely as an internal administrative concern but as a direct market-facing driver of consumer purchase behavior.

The confirmation of H_3 (CB \rightarrow EM) reflects the dynamic, bidirectional relationship between consumer behavioral patterns and the design of experiential marketing encounters. Consistent with Mutalp et al. (2022), who found that digital consumer behavior in textile markets determines the form and efficacy

of experiential marketing communication, and with Guan et al. (2024), who established that experience-seeking behavioral tendencies differentially activate Schmitt's SEMs, the results suggest that community enterprises in Si Satchanalai must develop consumer intelligence capabilities including visitor profiling and behavioral segmentation to tailor experiential encounters to the specific behavioral dispositions of their target markets. The confirmation of H_4 (CB \rightarrow PI) is consistent with Herrada Salazar et al. (2025) and Onete et al. (2008), confirming that consumer behavioral dispositions including loyalty patterns, behavioral intentions, and strategic purchase behavior are robust predictors of purchase intention in textile-related contexts. This finding underscores the importance of cultivating positive consumer behavioral orientations through repeated, high-quality experiential engagements that reinforce loyalty, reduce switching propensity, and generate Evangelism effects. Most significantly, the confirmation of H_5 (EM \rightarrow PI) provides strong empirical support for the central theoretical proposition of this study: That experiential marketing, when systematically delivered across all five of Schmitt's (1999) SEMs and extended through digital channels, service design, and emotional engagement, constitutes a significant positive driver of purchase intention among consumers of handwoven textile products in a UNESCO heritage setting. This finding directly echoes Hidayat (2024), who documented a significant positive relationship between experiential marketing and repurchase intention in a service enterprise context, and Urdea et al. (2021), who synthesized two decades of empirical evidence confirming that experiential marketing enhances consumer satisfaction and purchase propensity in both digital and physical retail environments.

The seven developmental guidelines proposed in Section 6.2 represent a coherent, evidence-based framework for the transformation of Si Satchanalai's handwoven textile enterprises from transactional retail venues into experiential heritage destinations. The foundational logic of these guidelines rests upon Pine and Gilmore's (2020) Experience Economy model, which asserts that consumer value has evolved beyond goods and services to encompass experiences and that enterprises which successfully stage authentic, participatory, and emotionally resonant experiences can command premium pricing, generate loyalty, and sustain competitive advantage in saturated markets. The guidelines pertaining to the integration of Schmitt's (1999) five SEMs into the textile retail environment and the UNESCO heritage experiential tourism package are particularly aligned with this theoretical orientation. Research by Jost (2006) confirms that experiential marketing has served as a survival strategy for cultural heritage attractions facing competitive leisure market pressures, and the community-based experiential tourism model demonstrated in Wang Chin District provides an empirically grounded precedent for the implementation of participatory, heritage-embedded experiential strategies in northern Thai community contexts. The guidelines addressing digital experiential marketing (Guideline 4) and customer retention through CRM (Guideline 6) are grounded in the empirical findings of Urdea et al. (2021), Mutalp et al. (2022), and Attia (2023), which collectively confirm that digitally integrated CRM and experiential marketing systems are essential for sustaining competitive customer relationships

and driving purchase intention in contemporary textile markets. The collaborative network guideline (Guideline 7) addresses a systemic capacity constraint specific to community enterprises in heritage contexts: The absence of shared infrastructure, collective marketing intelligence, and coordinated brand positioning. By establishing a community enterprise network under the auspices of Sukhothai's UNESCO Creative City designation, individual enterprises can access shared experiential marketing resources and present a unified, premium, heritage-grounded brand proposition to domestic and international heritage consumers. Collectively, these guidelines provide a practical, theoretically grounded roadmap for enhancing the experiential marketing management competencies of Si Satchanalai's handwoven textile enterprise community in alignment with Thailand's national tourism development targets and its UNESCO heritage obligations.

5.1. Recommendations for Practical Application of Research Findings

The empirically validated structural model and developmental guidelines generated by this study have practical utility for at least three key stakeholder groups;

5.1.1. For community enterprise operators and local artisans

Community enterprise operators and handwoven textile artisans in Si Satchanalai District are the primary intended beneficiaries of this research. Based on the study's findings particularly the confirmed pathways $BM \rightarrow EM$ and $EM \rightarrow PI$ operators should immediately prioritize three actionable interventions. First, they should redesign their retail and workshop spaces as fully staged experiential environments, integrating sensory (Sense), emotional (Feel), and social (Relate) stimuli consistent with Schmitt's (1999) SEMs framework and the experience economy staging principles of Pine and Gilmore (2020), which have been empirically shown to significantly elevate purchase intention. Second, operators should develop short-form digital content including product origin stories, artisan profiles, and weaving demonstration videos for social media distribution across Facebook, Instagram, and TikTok platforms, leveraging the Everywhere and Evangelism purchase intention pathways confirmed in this study and consistent with findings by Mutalp et al. (2022) on digital marketing's role in shaping textile consumer behavior. Third, operators should form a community enterprise quality consortium to collectively certify product standards, develop UNESCO-branded experiential packages, and present a unified market proposition to tour operators, SACICT, and the Tourism Authority of Thailand building the customer retention and CRM infrastructure that Attia (2023) and Erlygina and Eliseeva (2023) have confirmed as essential for long-term organizational performance in the textile sector.

5.1.2. For tourism policymakers and the tourism authority of Thailand

Tourism policymakers at the provincial and national levels including the Tourism Authority of Thailand (TAT), the Ministry of Tourism and Sports, and the Sukhothai Provincial Government can apply this research to design evidence-based policy interventions that leverage Sukhothai's UNESCO dual designation to generate measurable increases in tourism revenue and artisan income. Specifically, policymakers should (a) integrate Si Satchanalai's

handwoven textile experiential heritage offer into Thailand's national cultural tourism promotion strategy and the Amazing Thailand brand narrative, targeting high-value heritage tourists from key source markets including China, Europe, and the United States; (b) allocate provincial tourism development funds to support the physical upgrading of Si Satchanalai's textile enterprise retail environments to meet experiential heritage destination standards, consistent with the UNESCO Creative City of Crafts and Folk Art designation; and (c) commission a Sukhothai Handwoven Textile Experiential Marketing Masterplan, guided by the seven developmental guidelines of this study, to coordinate multi-agency investments in enterprise capacity, digital infrastructure, and UNESCO heritage branding. The global heritage tourism market projected to reach USD 813.5 billion by 2032 provides a compelling economic rationale for this policy investment (IMARC Group, 2024; Heritage Tourism Market Report, 2024).

5.1.3. For academic institutions and regional development organizations

Universities, vocational institutions, and regional development agencies including Rajabhat University Pibulsongkram, Naresuan University, and the Community Development Department can operationalize this research by designing and delivering experiential marketing management training programs specifically tailored to the operational realities of handwoven textile community enterprises. Drawing on the study's validated constructs and developmental guidelines, training curricula should cover: (a) the practical application of Schmitt's (1999) SEMs in retail space design and customer engagement; (b) digital marketing fundamentals for community enterprise platforms, consistent with the findings of Urdea et al. (2021) on digital experiential marketing in sustainable customer relationship building; (c) product quality management and GI certification processes, as informed by the findings of Xue et al. (2021) on the relationship between quality and purchase intention in textile markets; and (d) customer retention and CRM practices, informed by Attia (2023) and Erlygina and Eliseeva (2023). Training outcomes should be evaluated against enterprise-level revenue metrics and consumer satisfaction indicators to ensure measurable impact.

5.2. Recommendations for Future Research

Future research should employ longitudinal panel designs to examine the temporal dynamics of experiential marketing management, particularly the long-term effects of sustained experiential encounters on consumer loyalty, repeat purchase behavior, and brand evangelism in UNESCO heritage textile enterprise contexts. This would clarify whether the structural pathways identified in this study (especially EM → PI) remain stable across tourism seasons and visitor segments.

Future studies should extend the structural model to comparative analyses across multiple UNESCO World Heritage Sites with active handicraft and community enterprise economies, such as Chiang Mai, Ayutthaya, and regional comparators like Luang Prabang and Hoi An. Such work would test the generalizability of the confirmed pathways and reveal moderating influences of heritage site type, visitor nationality, and enterprise scale.

Future research should investigate the moderating and mediating roles of smart tourism technologies, including AR, VR, AI-powered personalization, and mobile experiential applications—in enhancing the effectiveness of Schmitt's SEMs within handwoven textile enterprises. Empirical examination of these tools in heritage textile retail environments would deepen theoretical understanding of experiential marketing and heritage tourism.

6. ACKNOWLEDGMENTS

This research was funded by Pibulsongkram Rajabhat University, Phitsanulok, Thailand.

7. FUNDING

This work was supported by the Pibulsongkram Rajabhat University, Phitsanulok, Thailand.

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