COMMUNITY BASED TOURISM MANAGEMENT MODEL BASED ON SUSTAINABLE VALUE AND KEY SUCCESS FACTOR

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COMMUNITY BASED TOURISM MANAGEMENT MODEL BASED ON SUSTAINABLE VALUE AND KEY SUCCESS FACTOR

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ABSTRACT

Title of Dissertation	COMMUNITY BASED TOURISM MANAGEMENT MODEL BASED ON SUSTAINABLE VALUE AND KEY SUCCESS FACTOR
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This study aimed to 1) study related policies that affect community based tourism, 2) study factors and their influences affecting the success of sustainable community based tourism development, 3) study the sustainable value of community based tourism development, and 4) propose the sustainable community based tourism management model that creates sustainable value in the Active Beach Cluster.

The study employed mixed research methods, including qualitative and quantitative research. The research tools were 1) the semi-structured interview to collect key success factors for sustainable community based tourism; 2) the questionnaires to collect data to confirm the accuracy of the key success factors of sustainable community based tourism; 3) the semi-structured interview to collect data about community based tourism management in the CBT master community to evaluate the worthiness and sustainability of community based tourism management; and 4) the model assessment form to evaluate the sustainable active beach cluster's CBT management model.

The key informants were selected using the purposive sampling method, and the sample selection in quantitative research methods used multi-stage sampling methods. In qualitative research, key informants consisted of 1) key informants in the study of key success factors of community based tourism management, including the policy-level key informants and the community-level key informants, and 2) key informants of the CBT master community in evaluating the worthiness and sustainability of community based tourism management. Specialists who evaluated the sustainable Active Beach Cluster's CBT management model were model user representatives, experts in environmental management, community and local development, business management, and sustainable tourism development professionals.

In quantitative research, the population of the study of key success factors of community based tourist management included 1) CBT, which has been certified by the Designated Areas for Sustainable Tourism Administration (DASTA) and the Office of the Permanent Secretary for Tourism and Sports in the Active Beach Cluster, and 2) network partners involved in community based tourism in the Active Beach Cluster, including the local government, the private sector/entrepreneurs, and the general public. Sample selection in quantitative research methods applied utilized multi-stage sampling methods, including the non-random sampling method for the CBT sample group, the quota sampling method for the government and the private sector/entrepreneurs sample group, and the simple random sampling selection by the lottery method for the general public sample group. Questionnaires were sent to CBT leaders in 53 communities, 53 local governments, 53 private sector/entrepreneurs, and 217 general public for the total of 376 sets.

The study found that the policies were set out in the tourism-related plans and area development plans at all three levels, which were the first-level plan, second-level plan, and third-level plan, based on plan classification. According to the criteria of the Office of the National Economic and Social Development Council (2019), the plans were consistent because, Thailand has analyzed the country's situation since 2017, wrote the 20-year National Strategic Plan 2018-2037 as a guideline for national development, and developed plans at other levels to be relevant in the same direction. Then, the study synthesized the strategy to enhance community based tourism in the Active Beach Cluster, including four areas: 1) the proactive strategy consists of eight strategies; 2) the preventive strategy consists of five strategies; 3) the corrective strategy consists of eight strategies; and 4) the defensive weaknesses and threats strategy consists of four strategies.

Also, the study found that there were 13 key success factors in community based tourism management in the Active Breach Cluster, ranked in order of importance as follows: 1) tourism business; 2) network & communication; 3) tourism policy and administration; 4) encouraging tourism; 5) share value & participation; 6) competition; 7) CBT team & strategy; 8) sustainability; 9) business partner; 10) online marketing; 11) local identity; 12) physical and biological capitals; and 13) facility units.

Moreover, the study found that the CBT mastered communities that had a unique “CBT potential,” which signified their ability to drive community based tourism toward sustainability and create sustainable value. “CBT Potential” consisted of five potentials that make community based tourism management sustainable: economic potential, social potential, environmental potential, good governance potential, and adaptation ability potential. These collective potentials enabled the community to create sustainable value, including business, social, and eco value, and operate community based tourism continuously, reflecting the sustainability of community-based tourism management.

Furthermore, the study proposed the Sustainable Active Beach Cluster's CBT Management Model, which consisted of four elements that communities must have: 1) strategy for improving community based tourism in the Active Beach Cluster; 2) CBT potential in the Active Beach Cluster; 3) key success factors of community based tourism management in the Active Breach Cluster; and 4) SDCA Cycle. Applying the model to manage community based tourism to be sustainable and have sustainable value required communities to use the strategy for improving community based tourism, CBT potential, and key success factors of community based tourism management to manage their tourism. Then, the SDCA Cycle will be used to develop work processes, and creating work standards. In addition, to drive community based tourism management to be sustainable, they had to have the ability to adapt and accepted changes to survive. Work systems also had to be developed to be consistent with the community context and changing situations.

The communities and agencies involved in community based tourism, especially in the Active Beach Cluster, can use the outputs of this study to set their operational goals or management plans to develop sustainable community based tourism to increase sustainable value and decrease negative impacts from tourism. In addition, it was found that to develop sustainable community based tourism, communities must find their own identity and create uniqueness by integrating knowledge of all sectors and using the community as the starting point and driving force, and stakeholders, researchers, and experts must be encouraged to participate by

working. Additionally, communities needed to be developed and improved to raise standards continuously for sustainability.

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ABBREVIATIONS

Abbreviations	Equivalence
CBT	Community Based Tourism
CBTT	Community Benefit through Tourism
CCBT	Creative Community Based Tourism
CCTV	Closed Circuit Television System
DASTA	Designated Areas for Sustainable Tourism Administration (Public Organization)
EEC	Eastern Economic Corridor
EWEC	East-West Economic Corridor
GDP	Gross Domestic Product
GSTC	Global Sustainable Tourism Criteria
HAI	Human Achievement Index
ICT	Information and Communication Technology
LDCs	Least Developed Countries
MDGs	Millennium Development Goals
OTOP	One Tambon, One Product
PAR	Participatory Action Research
SCP	Sustainable Consumption and Production
SDGs	Sustainable Development Goals
SEP	Sufficiency Economy Philosophy
SHA	Safety and Health Administration
SIDS	Small Island Developing States
SMEs	Small and Medium Enterprises
TAT	Tourism Authority of Thailand
TGDP	Tourism Gross Domestic Product

TSA	Tourism Satellite Account
TSA-SEEA	Tourism Satellite Account System of Environmental Economic Accounting
TTDI	Travel & Tourism Development Index
UN	United Nation
UNWTO	World Tourism Organization
WEF	World Economic Forum
ZCR	Zero Carbon Resorts

CHAPTER 1

INTRODUCTION

1.1 The Significance of the Research Problem

Tourism is a crucial driver of the global economy; according to the World Tourism Organization (UNWTO), the growth rate of the tourism business increased by 58.4 times in about six decades. It can be seen that the number of tourists rose from 25 million in 1950 to 1,460 million in 2019 (World Tourism Organization, 2020) when the world had an outbreak of COVID-19, which affected tourism, causing the number of tourists in 2021 to decrease to 415 million (World Tourism Organization, 2022).

According to United Nations Tourism data, in the 4th quarter of 2023, there were 288.51 million international travelers worldwide. Compared to the same period of 2022, the number of international travelers increased by 19.27 percent. Compared to the same period of 2019, the number of international tourists worldwide has returned, accounting for approximately 90.51 percent of the number of international tourists across the globe in the same period of 2019 (United Nations Tourism, cited in Office of Permanent Secretary, 2024). However, the above reflects that the tourism business is still the main economic driver in the world. This results in the continuous expansion and diversification of investment in tourism. Until now, the tourism industry has been one of the world's largest and fastest-growing economic sectors.

The United Nations Environment Program (UNEP) and the United Nations World Tourism Organization (UNWTO) define the meaning of “sustainable tourism” as “Sustainable Tourism can be defined as: Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (United Nations Environment Program and World Tourism Organization, 2005).

Looking at tourism against all 17 SDGs (Sustainable Development Goals), it was found that tourism activities are related to the 17 SDGs and that sustainable tourism

is also an essential factor driving the development goals of the SDGs, especially Goal 1: No Poverty, Goal 8: Decent Work and Economic Growth, and Goal 9: Industry, Innovation, and Infrastructure. This covers development in people (social dimension) and prosperity (economic dimension), which will result in efficient use of resources, reduce environmental impact, and ultimately lead to sustainable development across all regions.

In 2016, UNWTO pushed for the One Planet Sustainable Tourism Program, promoting sustainable tourism in various dimensions. Currently, the One Planet Sustainable Tourism Program focuses on reducing the amount of plastic from tourism at the source by working with partners worldwide (World Tourism Organization, 2022). These actions cover 17 sustainable development issues to drive sustainable tourism development that will help the world achieve its SDGs goals.

As for the tourism situation in Thailand, it was found that after the COVID-19 crisis, Thailand's tourism began to recover steadily. As can be seen from the report of the UNWTO Tourism Recovery Tracker as of May 2023, it was found that Thailand had an increase of foreign tourists visiting in March 2023 compared to March 2022, which was during the COVID-19 crisis by 953%, which is the country with the number 1 increase in tourists in the world (World Tourism Organization, 2023). Because Thailand is ready for tourism, both location, variety of resources, and the beauty of Thai culture.

Considering the impact of Thailand's tourism on natural resources and environment, it is found that Thailand suffers from the degradation of natural resources and the environment due to the growth of the tourism business that is not in line with the capacity of the area, which is a significant problem in terms of safety and sustainability of development. As can be seen, in 2021, the World Economic Forum (WEF) ranked Thailand with the Travel & Tourism Development Index (TTDI) ranked 36th out of 117 countries worldwide, with natural resources factors ranked 14th in the world. However, regarding environmental sustainability, Thailand ranks 97 out of 117 countries worldwide (World Economic Forum, 2022). That information shows that Thailand has the potential for tourism and abundant natural resources, but sustainable management is needed.

The above information is in line with the results of the cost analysis on the environment and natural resources in the tourism sector of Thailand. This analysis is based on the Tourism Satellite Account System of Environmental-Economic Accounting (TSA-SEEA), which is presented in the report on the preparation of national accounts for tourism under the Tourism Satellite Account (TSA) project, which is carried out according to the framework set by UNWTO. The project preparing the national account of tourism is a collaboration between various agencies, including the Immigration Office, National Statistical Office, Office of the National Economic and Social Development Council, Bureau of the Budget, Department of Land Transport, Civil Aviation Authority of Thailand, Airports of Thailand Company Limited Public Company Limited, which has been operating since 2013 (Office of the Permanent Secretary, Ministry of Tourism and Sports, 2018). The results of the cost analysis on the environment and natural resources in the tourism sector of Thailand state that Thailand's tourism industry has natural resources and environmental costs of approximately 226,833 million baht, or 18.89 percent of the gross domestic product (TGDP), with the natural resources and environmental costs as follows:

1) The use of water resources in the tourism industry is 745 million cubic meters, representing 4.59 percent of the total domestic water consumption or equivalent to 6,693.82 million baht.

2) Energy consumption in the tourism industry is 520 million megajoules, as a percentage. 14.67 of domestic industrial energy consumption or equivalent to 211,127.15 million baht.

3) GHG emissions in the tourism industry are 30.6 million tons of CO_{2e}. Representing 11.76 percent of the total sector of greenhouse gas emissions in the country or equivalent to 635.55 million baht.

4) The generation of garbage or waste in the tourism industry is 807,313 tons, representing 2.77 percent of the total waste generation sector in the country or equivalent to 1,325.68 million baht.

5) The manufacturing sector with the highest proportion of 5 waste generation in the tourism industry is 1) restaurants and eateries, 2) hotels, resorts, guesthouses, and accommodation, 3) car passenger transport, 4) air passenger transport, and 5) sales of tourism products (The National Tourism Policy Board, 2023).

According to the results of the cost analysis on the environment and natural resources in the tourism sector of Thailand, Thailand has a cost of natural resources and the environment as high as 18.89 percent of the gross domestic product (TGDP). Water resources account for 4.59 percent of the total domestic water consumption. Energy consumption accounts for 14.67 percent of domestic industrial energy consumption. Greenhouse gas emissions from the tourism industry are as high as 11.76 percent of the country's total sector of greenhouse gas emissions. In addition, the tourism sector also causes environmental problems, including garbage or waste problems from tourism. 2.77 percent of the total waste generation sector in the country. Especially the rubbish and debris from business establishments, restaurants, and accommodations. That is the cause of the black sea, the garbage cemetery problem, and the problem of disturbing or destroying the natural resources of tourists (The National Tourism Policy Board, 2023). The issues and statistical data on sustainability above reflect that Thai tourism management must pay more attention to managing the sustainability of natural resources and the environment.

From the analysis of the tourism situation by the researcher, it was found that, in addition to the problems of development that seek business profits and pay attention to the importance of natural resources and the environment. As a result, the natural capital of tourism has deteriorated, as shown in the above information. The development of tourism in Thailand still has several critical weaknesses, including:

1) Local people who own the area need more knowledge and experience in tourism management and an intense cooperation network to assist in developing the site.

2) Tourism management needs to analyze the area's capacity to accommodate, which affects long-term development.

3) Tourist attractions need better management of pollution and waste.

4) Increasing competition among domestic entrepreneurs leads to more intense price competition, etc.

The problem situation reflects that if the host community can manage tourism in their locality by bringing knowledge and resources in various fields to be used effectively, having an area management system to support good tourism, having a solid working network, and having the ability to develop products and services to achieve

local identity products. Moreover, it has been continuously developed considering economic, social, and environmental balance. It will reduce the severity of Thailand's tourism problems. Because of the development of the area by the local people inevitably creates a feeling of love and cherishing natural resources and the environment as well as their traditional way of life rather than the development of the area by outsiders.

Community based Tourism (CBT) is a form of tourism that considers the sustainability of the environment, society, culture, tradition, way of life, and community economy. The community will determine the direction of development, take ownership roles, and have management and maintenance rights for the benefit of the community. This approach to tourism management will lead to the stability of tourism and the community development process in the long run.

From the concept of community based tourism management, as mentioned above, tourism management is operated by the community. That will result in the community managing tourism appropriately and efficiently. There is a balance in terms of economy, society, and the environment. It is a tool to strengthen the locality in managing natural resources through the participation of people in the community and in line with sustainable development. It can be seen from the studies of Iorio and Corsale (2014); Karacaoğlu and Birdir (2017); Jugmohan, Spencer and Steyn (2016); Wijaya, Hartati and Sumadi (2020); Caday-Fillone and Villanueva (2019); and Butler (2020), they have studied and found that: community based tourism can improve the quality of life, improve the socio-economic conditions of local people and raise awareness about environmental protection and promoting the efficient use of resources responsibility.

A study on the success of developing community based tourism of Karacaoğlu and Birdir (2017); Henama, Mangope and Strydom (2017); Arintoko, Ahmad, Gunawan & Supadi (2020); Wijaya et al. (2020); Mtapuri, Camilleri, and Dłużewska (2022); Dolezal and Novelli (2022); Nguyen, d'Hauteserre, and Serrao-Neumann (2022); Pudjon, Weranavin, Keawvichai, and Aunaromlert (2016); Nimshongthum (2017); Kampounbud (2014); Chatkaewnapanon and Lee (2022); Bumyut, Thanapop, and Suwankhong (2022); Khaenamkhaew, Katasomboon, Atcharoek, and Sodphasert (2022) and Charoenwong, Sarana, Orachun, Ubalee, and Suchairattanachok (2023) are consistent in that a sense of belonging and involvement among community members in

driving and managing community based tourism is an essential factor that makes the development of community based tourism successful.

The research presented above showed tourism development by encouraging communities to play a role and participate in determining the development direction and solving the problems. It encourages people in the community to learn, increases the potential of local personnel, and is a development based on local people who have knowledge, love, and cherish their own space. Community based tourism makes it possible to effectively manage environmental issues along with the community's economic development from tourism because it is a development and problem-solving process that uses the potential of local people who genuinely understand the context of the area.

Therefore, the government has given importance to and supported community based tourism, especially in Chonburi, Rayong, Chanthaburi, and Trat. The government has designated it as an Active Beach Cluster to develop it as a colorful seaside tourism town and a learning centre for internationally community based tourism since 2015 (Ministry of Tourism and Sports, 2015).

However, when considering research studies related to sustainable tourism and community based tourism in Thailand, it was found that more study is needed on the overall value and sustainability of community based tourism management, which is a crucial issue reflecting the need to promote and develop community based tourism to be stronger and broader. This would push communities to take care of themselves based on existing resources. That is the origin of this research study.

This study acknowledges the significance of environmentally, socially, and economically balanced community based tourism development. For the community to take care of itself, rely on itself, and generate benefits for itself. The study was conducted in the provinces of the Active Beach Cluster, namely Chonburi, Rayong, Chanthaburi, and Trat, which are exemplary marine tourist destinations, have a distinctive culture as a source for learning about the Thai way of life in the colors of the East, and are the source of the country's quality fruit and food production. Since 2015, this collection of provinces has been designated as a tourism development area in the Thailand Tourism Strategy (Ministry of Tourism and Sports, 2015). Moreover, the area is also supported by the Eastern Economic Corridor (EEC), the East-West

Economic Corridor (EWEC), and the Designated Areas for Sustainable Tourism Administration (Public Organization). This area's advantages include being a short-distance tourist attraction, being able to travel quickly, being adaptable to economic fluctuations, and receiving support from investment in the EEC area; tourism in this area is anticipated to continue to grow (Thailand Tourism Authority, 2019).

The Active Beach Cluster is also environmentally sensitive, besides the outstanding tourist attractions and the support of tourism development from the government. According to a study by the Eastern Seaboard Tourism Development Zone Operation Center (2019), climate change is causing rising sea levels and intense monsoon winds, causing the loss of land, beaches, and marine attractions; problems with natural resources management; problems managing water, waste, and the urban environment in tourism cities; and industrial development in the area causes pollution management problems and the need for more effective pollution and waste management systems. Although the Active Beach Cluster is a vital tourism area in Thailand and has promoted Community based tourism, it is environmentally vulnerable due to climate change and the recent industrial expansion of the area.

Looking at the tourism-related studies in the Active Beach Cluster, it was found that the research study focuses on developing tourist attractions to raise revenue from tourism. However, more education on tourism management is still needed to achieve sustainable values. Therefore, research studies are necessary to develop sustainable tourism in the Active Beach Cluster area. It must be balanced and have sustainable value.

This work aims to study the key success factors of sustainable community based tourism development, including sustainable value, which consists of eco, social, and business values in the Active Beach Cluster, to develop the sustainable community based tourism management model. Sustainable values demonstrate the value of sustainable tourism development in the Active Beach Cluster, which is more important than the value or profit generated from the operation of the tourism business.

The sustainable value obtained from this research study will confirm the promotion and support of sustainable community based tourism management, which brings benefits and helps concretely raise the community's social, environmental, and economic development. It shows the strength of the community in cooperating in area

development, local knowledge development, human resources development, and management system development to improve the quality of life by using the potential and local resources. That will lead to the development of sustainable tourism that will improve the economy, society, and environment of the Active Beach Cluster and be a guideline for developing community based tourism in other regions of Thailand.

1.2 Research Question

1.2.1 Main Research Question

How can community based tourism management, based on sustainable development principles, create sustainable value?

1.2.2 Sub-Research Questions

1) What factors affect the success of sustainable community based tourism development in the Active Beach Cluster?

2) How does sustainable community based tourism development create sustainable value?

3) What is an appropriate community based tourism management model for enhancing the Active Beach Cluster's sustainability?

1.3 Research Objectives

1) To study policies that affect community based tourism in the Active Beach Cluster.

2) To study factors and their influences affecting the success of sustainable community based tourism development in the Active Beach Cluster.

3) To study the sustainable value of community based tourism development in the Active Beach Cluster.

4) To propose the sustainable community based tourism management model that creates sustainable value in the Active Beach Cluster.

1.4 Expected Benefits

1) Know about policies affecting community based tourism, the key success factors and the influence of various factors that affect the success of sustainable community based tourism development, and the sustainable value that arises from sustainable community based tourism development, which consists of eco, social, and business values, in the Active Beach Cluster.

2) Develop a sustainable community based tourism management model that relevant agencies can apply to develop community based tourism in various contexts.

3) Obtain important information from lessons learned in model development for community based tourism management.

4) Mechanisms for cooperation among agencies involved in driving community based tourism management have been established, which is beneficial and suitable for Thailand's development context.

5) The CBT master communities have learned, developed, and obtained guidelines for sustainable community tourism management that balance the environment, quality of life, and economy. This change occurred during the research because there was an exchange of knowledge between researchers and communities, leading to awareness and recognition of the importance of sustainable development.

1.5 Research Scope

This research, “Community based tourism Management Model Based on Sustainable Value and Key Success Factors”, can define the research scope as follows:

1) The scope of content is the management of sustainable community based tourism in Thailand by considering key success factors, and sustainable value.

2) The scope of population and key informants are communities that successfully manage community based tourism according to the specified criteria, namely having community based tourism capitals, eco-community qualifications, being promoted as OTOP Nawatwithi community based tourism, receiving awards and standards in tourism, receiving awards and standards related to the environment and natural resources that promote sustainable tourism, community participation in tourism,

having a network outside the community in tourism, and being sustainable in the community based tourism business.

3) The boundary of the area is the Active Beach Cluster, namely Chonburi, Rayong, Chanthaburi, and Trat, which is a group of provinces that have been promoted to be developed to be a colorful seaside tourism city and a learning center for community life and tourism internationally in Thailand, with some areas in Chonburi and Trat being “Tourism communities in particular areas” or “Designated Area” of Designated Areas for Sustainable Tourism Administration (Public Organization), that has been supporting and promoting community based tourism and sustainable tourism.

4) Time scope: The researcher used a total study period of 36 months, from April 2020 to May 2023.

This research will study community based tourism data from CBT and the CBT master communities in the Active Beach Cluster to collect data and extract lessons on success. After that, the results were analyzed and synthesized to develop a sustainable and worthwhile community based tourism management model with three dimensions: eco, social, and business value. Then, the created model will be brought together to develop with specialists, and the information obtained will be used to improve and develop the model to be more suitable.

1.6 Definition of Terms

1) Community based tourism refers to tourism that considers the sustainability of the environment, society, and economy. It is directed by the community and managed by the community for the community's benefit. The community has the role of owner with administrative rights and manages the property for the community's benefit. It focuses on the community's ability to care for themselves, be self-sufficient, and be self-supporting.

2) Key success factors are those that have an impact on community-managed and operated tourism management that has the potential to be successful and sustainable. These include factors in tourism policies and strategic plans, internal factors of the community (such as the capital of tourism in the community, the skills and expertise of the community, strategies and action plans for CBT, organization

structure, community based tourism operation system, shared values of the community, etc.), and external factors of the community (such as competitive conditions in the tourism business, the potential of competitors, customer factors, etc.).

3) Sustainable community based tourism management model means a model of community based tourism management that is appropriate for the context of Thailand and causes eco value, social value, and business value, as well as enabling communities to take care of themselves, become self-supporting, and create benefits for the community in the long term, which the tourism community can apply for operations.

4) Sustainable value refers to eco value, social value, and business value gained from community based tourism development.

5) Eco value refers to the environmental and resources benefits derived from community based tourism development, such as the restoration and preservation of the environment and resources in the community. Which results in a better environment for the community, etc.

6) Social value refers to social benefits from community based tourism development, such as people's quality of life, employment, etc.

7) Business value means business benefits from community based tourism development, such as expanding tourism-related businesses.

8) Physical potential refers to the carrying capacity of physical capital to take advantage of the community’s tourism, such as the abundance of resources, the beauty of the scenery, the popularity of tourist attractions, etc.

9) Biological potential refers to the carrying capacity of biological capital in taking advantage of community based tourism, such as biodiversity, etc.

10) Economic potential means the ability to be a tourism entrepreneur and the ability to produce tourism-related goods and services, including other related knowledge (such as marketing, advertising and public relations, accounting-finance and investment, etc.), having a source of working capital, having a market for tourism products and services, having a variety of additional careers, business opportunity, business partners both directly and indirectly, have a location within an economic development zone (e.g., located in the Eastern Economic Corridor, etc.).

11) Social potential means exciting ways of life, culture, traditions, wisdom, and local knowledge. That selling point attracts tourists or can be used to further the

community's tourism business. The strength of the participation of people in the community Strengthening the network of tourism cooperation. The community's ability to work with tourism stakeholders.

12) Management potential means the ability to manage tourism in the community. From planning, implementation, planning, evaluation, improvement, and development. The ability to develop tourism communities, such as by improving the quality of products and services. Community development to increase business competitiveness, such as receiving awards or obtaining certifications in tourism standards, is supported by the public and private sectors that continuously promote tourism, including expanding the customer base and increasing public relations channels to reach more customers.

13) Sustainable value from sustainable community based tourism development refers to the ability of communities to respond to current operational needs, and there is an arrangement that makes the community ready to exist in the future. This capability arises from the development of community based tourism, which creates eco value, social value, and business value and enables communities to take care of themselves and be self-reliant.

CHAPTER 2

LITERATURE REVIEW

The literature review and related research in this research consist of the following:

2.1 Sustainable Tourism Development

2.1.1 Global Sustainable Tourism Development

2.1.2 Thailand Sustainable Tourism Development

2.2 Tourism Situation and Impact

2.2.1 Global Tourism Situation and Impact

2.2.2 Thailand Tourism Situation and Impact

2.3 Thailand Tourism Development Plan

2.3.1 The First-Level Plan

2.3.2 The Second-Level Plan

2.3.3 The Third-Level Plan

2.4 Management to Promote Tourism in Thailand

2.4.1 Standards and Awards

2.4.2 Community Based Tourism

2.4.3 OTOP Nawatwithi Community Tourism

2.5 The Active Beach Cluster

2.5.1 The Active Beach Cluster Background

2.5.2 The Active Beach Cluster Development

2.6 Related Theory and Principle

2.6.1 Factor Analysis

2.6.2 Project Sustainability Assessment Based on the Principles of Sustainability Analysis

2.7 Sustainable Community Based Tourism Management Research Studies

2.7.1 International Sustainable Community Based Tourism Management Research Studies

2.7.2 Thailand Sustainable Community Based Tourism Management Research Studies

Details as follows:

2.1 Sustainable Tourism Development

2.1.1 Global Sustainable Tourism Development

"Sustainable Development" first appeared in the report of the World Commission on Environment and Development on Our Common Future by The Brundtland Commission in 1987, which meant that "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (United Nation, 1987)

Sustainable Development Statement Resulting in global environmental awareness in all sectors. Especially in the business of tourism. It has been a key driver of the global economy since 1950. It is a sector directly related to tourist destinations' resources abundance, environment, and social and cultural characteristics. Businesses are turning to sustainable development because of the economic growth and social changes brought about by the expansion of tourism, which directly affects the environment of tourist attractions due to the use of natural resources—waste disposal degradation of the area from tourist visits. The negative environmental impacts of tourism development were widely discussed in 1987 after the presentation of the report. From the study of the impact of tourism, it was found that tourism business leaders are well aware that if natural resources are exhausted, ecological stability and financial stability are also destroyed (Hawken, Hunter, & Amory, 1999). Moreover, over time, new forms of tourism that focus on the environment and focus on sustainable development have developed. Create a new market, a group of environmentally friendly customers. Many names include Rural Tourism, Ecotourism, Community Tourism, etc. (Salvador, Lúcio & Ferreira, 2011). No matter what the name is, all these forms of tourism have the same goal: to create sustainability in three dimensions: economy, society, and environment.

In 2005, the United Nations Environment Program (UNEP) and the United Nations World Tourism Organization (UNWTO) (United Nations Environment

Program and World Tourism Organization, 2005) defined the meaning “sustainable tourism” as “sustainable tourism can be defined as: tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.” from the definition can be seen that Sustainable tourism is an alternative to sustainable development, which reflects a change in the development direction that is planned and operated by the local context conservation of natural resources and giving back to the value of the community (Jepson & Edwards, 2010).

Sustainable tourism there are 12 development goals (United Nations Environment Program and World Tourism Organization, 2005) namely:

1) Economic Viability: To ensure the potential and competitiveness of tourism destinations. Entrepreneurs and enterprises that can continue to achieve results and generate long-term benefits

2) Local Prosperity: To encourage tourism to promote local economic stability. Including having income from tourists as working capital in the local

3) Employment Quality: Enhance the quantity and quality of local jobs resulting from tourism. Different levels of compensation standards and employment terms apply to everyone without discrimination.

4) Social Equity: To seek a wide and fair distribution of economic and social benefits from community tourism. Including increasing opportunities and income and providing good services for the poor.

5) Visitor Fulfillment: To provide a memorable experience and meet the needs of tourists without discrimination based on gender, race, disability, or other forms.

6) Local Control: Encouraging community participation and power in planning and making decisions about their localities’ future tourism management and development. By providing opportunities for stakeholders and related parties to participate in joint development consulting.

7) Community Wellbeing: To maintain and enhance the quality of life in the local community, including social structure and access to resources, facilities, and livelihood support systems, to avoid deterioration or social exploitation.

8) Cultural Richness: To create recognition and enhance the historical, cultural, tradition, and uniqueness of the local community that is a tourist destination.

9) Physical Integrity: Maintaining the integrity and enhancing the quality of urban and rural terrain and avoiding the physical and scenic degradation of the environment are important goals.

10) Biological Diversity: To support conserving natural areas, habitats, and wildlife, including reducing damage to living things and the environment.

11) Resources Efficiency: to reduce the use of scarce and exhausted resources. In the development and operation of tourist attractions and tourism services

12) Environmental purity: Maintain the purity of the environment. Reduce air pollution, water, soil, and waste caused by entrepreneurs and tourists.

As presented in Figure 2.1.

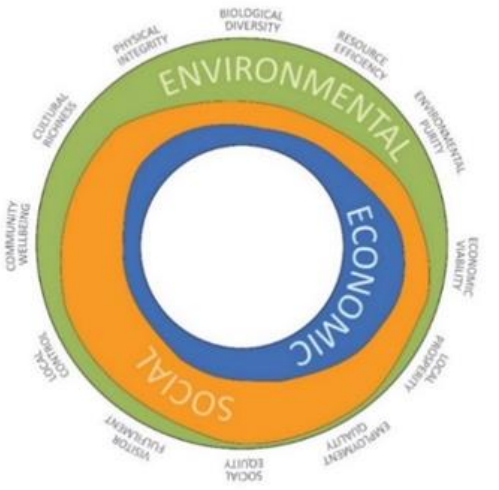

Figure 2.1 Development Balance and the 12 Goals of Sustainable Tourism
Source: United Nations Environment Program and World Tourism Organization (2005, p. 20).

Tourism development must operate by integrating cooperation and expertise from all sectors. Whether communities, agencies, entrepreneurs, and stakeholders to develop tourism in the area to be balanced and sustainable in three dimensions: economy, society, and environment. Most importantly, the community is involved in

setting goals, planning, designing, and implementing them every step of the way. To achieve tourism in the community, for the community, and by the community, pushing for tourism development is the same as local development. It is driven by local people to create truly sustainable tourism.

From the above information, sustainable tourism goals were set in 2005, during which the United Nations announced global development goals. MDG, or Millennium Development Goals, originated from the Millennium Summit in 2000, where the United Nations invited country leaders to share eight global development goals and set the time to achieve them in 2015 or 2015, totaling 15 years. Later, in the year 2015, SDGs or sustainable development goals. It will be a framework to drive operations to address problems and develop the world. From September 2015 to August 2030, a total of 15 years, the SDGs were developed based on an integrated view of the problem and development, linking the relationship between economic, social, and environmental systems. Development goals are divided into 17 goals 169 targets 241 indicators, which the United Nations has divided the main goals of the SDGs into five groups:

1) People: includes goal (1) poverty reduction, goal (2) hunger eradication, goal (3) health and well-being, goal (4) quality education. And the goal (5) gender equality.

2) Prosperity: includes Goal (7) Clean and Affordable Energy, Goal (8) Decent Work and Economic Growth, Goal (9) Industry, Innovation and Infrastructure, Goal (10) Reduce Inequality. and goal (11) sustainable cities and communities.

3) Planet: includes Goal (6) Water and Sanitation, Goal (12) Responsible and Sustainable Consumption and Production, Goal (13) Tackling Climate Change, Goal (14) Marine and Ocean Ecosystems. and targets (15) terrestrial ecosystems.

4) Peace: consist of goals (16) of peace and strong institutions.

5) Partnership: consists of goals that (17) development partners (United Nations Thailand, 2017).

When considered, the People, Prosperity, and Planet groups are consistent with the latter elements of sustainable development in economic dimensions, society, and the environment. At the same time, Peace and Partnership will contribute to achieving

the first three components. Therefore, the success of sustainable development is due to the harmonization of operations in all areas.

The tourism sector plays a vital role in achieving sustainable development goals. Details are shown in Table 2.1.

Table 2.1 Tourism and Sustainable Development Goals Achievement

Sustainable Development Goals
 GOAL 1: NO POVERTY As one of the largest and fastest growing economic sectors in the world, tourism is well-positioned to foster economic growth and development at all levels and provide income through job creation. Sustainable tourism development, and its impact at community level, can be linked with national poverty reduction goals, those related to promoting entrepreneurship and small businesses, and empowering less favored groups, particularly youth and women.
 GOAL 2: ZERO HUNGER Tourism can spur agricultural productivity by promoting the production, use and sale of local produce in tourist destinations and its full integration in the tourism value chain. In addition, agro-tourism, a growing tourism segment, can complement traditional agricultural activities. The resulting rise of income in local communities can lead to a more resilient agriculture while enhancing the value of the tourism experience.
 GOAL 3: GOOD HEALTH AND WELL-BEING Tourism’s contribution to economic growth and development can also have a knock-on effect on health and well-being. Foreign earnings and tax income from tourism can be reinvested in health care and services, which should aim to improve maternal health, reduce child mortality and prevent diseases, among others.

Sustainable Development Goals

GOAL 4: QUALITY EDUCATION

A well-trained and skillful workforce is crucial for tourism to prosper. The sector can provide incentives to invest in education and vocational training and assist labor mobility through cross-border agreements on qualifications, standards and certifications. In particular youth, women, senior citizens, indigenous peoples and those with special needs should benefit through educational means, where tourism has the potential to promote inclusiveness, the values of a culture of tolerance, peace and non-violence, and all aspects of global exchange and citizenship.

GOAL 5: GENDER EQUALITY

Tourism can **empower women** in multiple ways, particularly through the provision of jobs and through income-generating opportunities in small and larger-scale tourism and hospitality related enterprises. As one of the sectors with the highest share of women employed and entrepreneurs, tourism can be a tool for women to unlock their potential, helping them to become fully engaged and lead in every aspect of society.

GOAL 6: CLEAN WATER AND SANITATION

Tourism can play a critical role in achieving **water access and security, as well as hygiene and sanitation for all.** The efficient use of water in the tourism sector, coupled with appropriate safety measures, wastewater management, pollution control and technology efficiency can be key to safeguarding our most precious resources.

GOAL 7: AFFORDABLE AND CLEAN ENERGY

As a sector that requires substantial energy input, tourism can accelerate the shift toward renewable energy and increase its share in the global energy mix. Consequently, by promoting sound and long-term investments in sustainable energy sources, tourism can help to reduce greenhouse gas emissions, mitigate climate change and

Sustainable Development Goals

contribute to innovative and new energy solutions in urban, regional and remote areas.

GOAL 8: DECENT WORK AND ECONOMIC GROWTH

Tourism is one of the driving forces of **global economic growth** and currently provides for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector, society –particularly youth and women – can benefit from increased skills and professional development. The sector's contribution to job creation is recognized in Target 8.9 **"By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products".**

GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Tourism development relies on good public and privately supplied infrastructure and an innovative environment. The sector can also incentivize national governments to upgrade their infrastructure and retrofit their industries, making them more sustainable, resource-efficient and clean, as a means to attract tourists and other sources of foreign investment. This should also facilitate further sustainable industrialization, necessary for economic growth, development and innovation.

GOAL 10: REDUCED INEQUALITIES

Tourism can be a powerful tool for **community development** and reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development and reduce regional imbalances by giving communities the opportunity to prosper in their place of origin. Tourism is also an **effective means for developing countries to take part in the global economy.** In 2014, Least Developed Countries (LDCs) received US$ 16.4 billion in exports from international tourism, up from US$ 2.6 billion in 2000, making the

Sustainable Development Goals

sector an important pillar of their economies (7% of total exports) and helping some to graduate from the LDC status.

GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES

A city that is not good for its citizens is not good for tourists. Sustainable tourism has the potential to advance urban infrastructure and universal accessibility, promote regeneration of areas in decay and preserve cultural and natural heritage assets on which tourism depends. Greater investment in green infrastructure (more efficient transport facilities, reduced air pollution, conservation of heritage sites and open spaces, etc.) should result in smarter and greener cities from which not only residents, but also tourists, can benefit.

GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

A tourism sector that adopts sustainable consumption and production (SCP) practices can play a significant role in accelerating the global shift towards sustainability. To do so, as set in Target 12.b of Goal 12, it is imperative to **"Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products". The Sustainable Tourism Program (STP) of the 10-Year Framework of Programs on Sustainable Consumption and Production Patterns (10YFP)** aims at developing such SCP practices, including resources efficient initiatives that result in enhanced economic, social and environmental outcomes.

GOAL 13: CLIMATE ACTION

Tourism contributes to and is affected by climate change. It is, therefore, in the sector's own interest to play a leading role in the global response to climate change. By lowering **energy consumption** and shifting to **renewable energy sources,** especially in the transport and accommodation sector, tourism can help tackle one of the most pressing challenges of our time.

Sustainable Development Goals

GOAL 14: LIFE BELOW WATER

Coastal and maritime tourism, tourism's biggest segments, particularly for Small Island Developing States' (SIDS), rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, in line with Target 14.7: "by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism".

GOAL 15: LIFE ON LAND

Majestic landscapes, pristine forests, rich biodiversity, and natural heritage sites are often main reasons why tourists visit a destination. **Sustainable tourism** can play a major role, not only in conserving and preserving biodiversity, but also in respecting terrestrial ecosystems, owing to its efforts towards the reduction of waste and consumption, the conservation of native flora and fauna, and its awareness-raising activities.

GOAL 16: PEACE AND JUSTICE

As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster **multicultural and inter-faith tolerance and understanding,** laying the foundation for more peaceful societies. Sustainable tourism, which benefits and engages local communities, can also provide a source of livelihood, strengthen cultural identities and spur entrepreneurial activities, thereby helping to prevent violence and conflict to take root and consolidate peace in post-conflict societies.

GOAL 17: PARTNERSHIPS FOR THE GOALS

Due to its cross-sectorial nature tourism has the ability to strengthen **private/public partnerships** and engage **multiple stakeholders** –

Sustainable Development Goals	
	international, national, regional and local – to work together to achieve the SDGs and other common goals. Indeed, public/public cooperation and public/private partnerships are a necessary and core foundation for tourism development, as is an increased awareness in the role of tourism in the delivery on the post-2015 Development Agenda.

Source: World Tourism Organization (2023).

Tourism has the potential to contribute, directly or indirectly, to all of the goals. In particular, Goals 8, 12, and 14 have been included as targets for inclusive and sustainable economic growth, sustainable consumption and production (SCP), and the sustainable use of oceans and marine resources, respectively. Sustainable tourism is firmly positioned on the 2030 Agenda. Achieving this agenda, however, requires a clear implementation framework, adequate financing, and investment in technology, infrastructure, and human resources. (World Tourism Organization, 2023)

2.1.2 Thailand Sustainable Tourism Development

The development of Thailand's tourism before it became "sustainable tourism," operating in the tourism business sector, was in the same direction as the country's development. That started mainly from economic development until it caused other accumulated problems to follow. For the direction of Thailand's current development, policies and operations align with the global community to lead to sustainable development.

When considering the overall picture of Thailand's development, it was found that Thailand had a national economic and social development plan that was first used in 1961 until now. The total period is approximately 62 years, currently in the 13th National Economic and Social Development Plan (2023-2027), which is used as a framework for developing and directing the country's operations.

When considering the development path of Thailand, it was found that the country's development in the first 25 years focused on developing the economy and

production factors and improving the quality of life of the people. It began to give importance to the environment and natural resources in 1987. It developed as a starting point for sustainable development by introducing the Sufficiency Economy Philosophy to develop the country in 2002. In 2015, a 20-year long-term national strategy (2017-2036) was prepared to serve as a framework for developing and elevating Thailand to strengthen the nation and its people's well-being.

The development goals are set for Thailand to be "Stable, Prosperous, Sustainable," and the government has determined that the National Economic and Social Development Plan No. 12-15 is in line with the 20-year long-term national strategy to concretely transfer the national strategy into practice during the five years of each plan. Which is an overview of the development of Thailand from the past to the present presented in Figure 2.2.

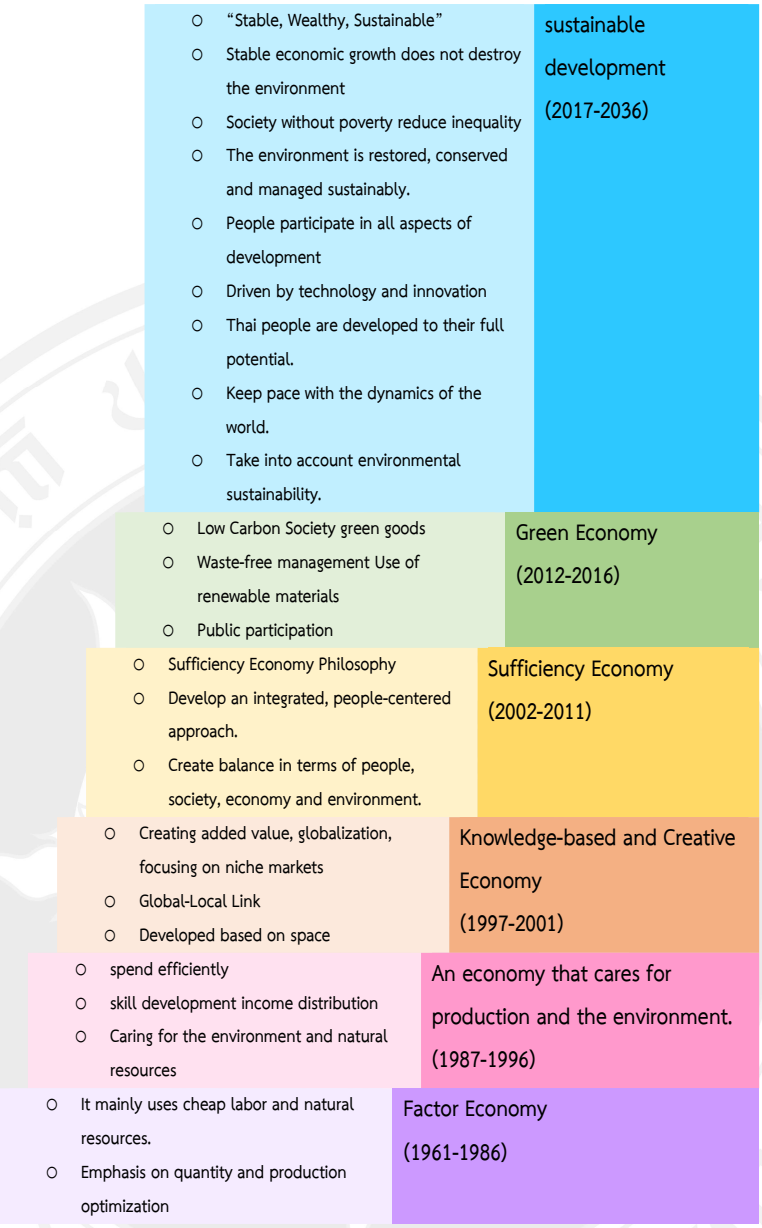

Figure 2.2 Development of Thailand Development (1961-2036)

Source: Developed from the development data of sustainable development in Thailand (Kongsri, 2017). and the 13th National Economic and Social Development Plan (Office of the National Economic and Social Development Council, 2023)

Currently, Thailand is in the phase of the 13th National Economic and Social Development Plan, whose main objective is to transform Thailand into a country with a “Progressive Society and Sustainable Value-Creating Economy” based on four principles and concepts: Sufficiency Economy Philosophy, Building the Ability to “Fall

and Rise Fast," United Nations Sustainable Development Goals and bio-economy development circular economy green economy. The five main goals of development are:

1) Restructuring the manufacturing and service sectors towards an innovation-based economy to raise the national income per capita to at least 300,000 baht per year.

2) Human development for the new world: Keep the Human Progress Index (HAI) high.

3) Towards a society of opportunity and fairness: By reducing the difference in living conditions among the population with the highest economic status, the percentage ten and the lowest 40 percent is five times lower.

4) Shifting production and consumption towards sustainability by reducing the amount of greenhouse gas emissions by not less than 20% compared to the amount of greenhouse gas emissions in the typical case.

5) Strengthening capacity to cope with changes and risks in the new world context, including international health compliance and emergency preparedness capabilities, climate risk rankings, digital competitiveness rankings, and government efficiency rankings (Office of the National Economic and Social Development Council, 2023).

From the overview of Thailand's development as presented above, it is found that Thailand currently has a country development approach that is aware of long-term outcomes. That can be seen from the preparation of the country's vision and the 20-year national development strategy as a framework for national development, which determines the development direction in the 5-year National Economic and Social Development Plan, which will lead to the preparation of action plans at various levels to be consistent and in the same direction. To drive sustainable development and adaptation in development to be in line with the situation, as can be seen in the preparation of the 13th National Economic and Social Development Plan, which focuses on developing people for the new world and enhancing their ability to cope with changes and risks under the new world context. So that Thailand can develop sustainably.

Considering the development of the tourism industry, the tourism sector is promoted as one of the main factors in the country's development. Considering the potential of the country, it was found that Thailand has a high tourism potential. In 2016, the World Tourism Organization (2017) ranked Thailand as the most eye-catching tourist destination in the world because it is a destination that attracts tourists and can continuously generate higher income from tourism. In 2016, Thailand was able to generate income from tourism, the third highest in the world, and before COVID-19, Thailand was ranked 1 in the top 10 countries that tourists visited continuously. After the world had gone through the COVID-19 crisis, Thailand's tourism has recovered again. As can be seen from the UNWTO Tourism Recovery Tracker report as of May 2023, it found that In March 2023, Thailand had more foreign tourists visiting compared to March 2022, which is still in the crisis of COVID-19 up to 953%, which is ranked as the country with the number 1 increase in tourists in the world (World Tourism Organization, 2023).

Thailand pays attention to tourism development. The government sees tourism as a high-growth industry. It plays a vital role in the country's economic and social system because it is an essential source of income that helps the economy recover faster than other manufacturing and service sectors and brings job creation and prosperity to the region. It also plays a vital role in developing the transportation infrastructure: country trade and investment. However, the tourism industry tends to be more intensely competitive. It is fast-changing and highly sensitive to negative factors inside and outside the country. Therefore, tourism in Thailand can adapt to various situations with quality and sustainable growth to compete with the global market. The cabinet, thus, resolved to make tourism a national agenda on April 17, 2009, and assigned the Ministry of Tourism and Sports to prepare short-term and long-term tourism crisis recovery strategies and assigned the National Tourism Policy Board to prepare a National Tourism Development Plan to submit to the cabinet for approval to develop and enhance the quality of tourism in Thailand. Increase the ability to compete with other countries and drive sustainable tourism (Ministry of Tourism and Sports, 2011).

From the past to the present, Thailand has 4 National Tourism Development Plans: which is the 1st National Tourism Development Plan (2012-2016), The 2nd National Tourism Development Plan (2017-2021), the National Tourism Development

Plan (2021-2022), and currently in the range of the range is the 3rd National Tourism Development Plan (2023-2027). Each plan has determined the guidelines and essence of the country's tourism development that focuses on sustainable tourism, namely developing quality tourist attractions and competitive potential. Each plan has determined the guidelines and essence of the country's tourism development, which focuses on sustainable tourism, namely developing quality tourist attractions and competitive potential. Including consideration of resources and the environment, reducing the environmental impact of tourism, and involving the community in the tourism development of their area. There is fair and transparent management—emphasis on operations that balance the economy, society, and environment for sustainability.

Sustainable tourism development in Thailand in the past. There are essential points and exciting results in each phase of the development plan, as follows:

The 1st National Tourism Development Plan (2012-2016) has a vision for the development of tourism in Thailand, which: "Thailand is a quality tourist destination. capable of competing in global tourism able to generate income and distribute income considering fairness, balance and sustainability." The objectives are to (1) increase Thailand's tourism competitiveness and (2) increase tourism revenue. By focusing on the development of activities that create value and value. (3) Generate income and distribute income considering balance and sustainability (The National Tourism Policy Board, 2011). However, the performance evaluation according to the 1st National Tourism Development Plan (2012-2016) survey revealed a significant approval rate, with over 61 percent strongly agreeing that the development plan's vision effectively propels tourism in Thailand. Moreover, there were suggestions to enhance the focus on developing quality tourist attractions to attract high-value tourists, indicating a positive direction for future planning (The National Tourism Policy Board, 2017).

The 2nd National Tourism Development Plan (2017-2021), which aims to develop, maintain, and upgrade Thai tourism to be a mechanism to drive Thailand into a developed country. Based on stability, wealth, and sustainability, the 20-year National Strategic Plan framework has set a vision for Thai tourism in the 20 years from 2017-2036: "Thailand is the world's leading quality tourist destination that grows with equilibrium. Based on Thai identity, promote economic and social development and

distribute income to people in all sectors sustainably. The objectives of the 2nd National Tourism Development Plan (2017-2021) are (1) to be a quality tourist destination. (2) increasing the economic value of the tourism industry in a balanced manner; (3) distribution of income and benefits from tourism to all areas and sectors; and (4) sustainable tourism development based on Thai identity and way of life (The National Tourism Policy Board, 2017). However, COVID-19 situation, the tourism sector has been disrupted. Unable to operate as planned. Therefore, the 2nd National Tourism Development Plan (2017-2021) has been revised to be the National Tourism Development Plan (2021-2022), which was announced on 28 January 2022 as a guideline to drive and revitalize the country's tourism to be ready to handle sensitive situations and the aftermath of the crisis (The National Tourism Policy Board, 2021).

The essence of the National Tourism Development Plan (2021-2022) focuses on laying the foundation and resolving the disruption of tourism caused by the coronavirus disease 2019 epidemic, as well as balancing development in terms of space, time, activity, format, and tourist groups. The objective is to generate and distribute income to the community, including preparing the tourism industry for future growth based on investment in modern information technology development. It also gives importance to the integration between the public sector, the private sector, the public, and between countries with a vision: "Strength from within - responsible recovery, regional tourism connectivity." The plan's target is to (1) increase domestic tourism spending, (2) make Thailand a destination for quality tourists, and (3) make Thailand a regional tourism hub (The National Tourism Policy Board, 2021).

The 3rd National Tourism Development Plan (2023-2027) focuses on building forward a better tourism for all with a vision: "Thailand's tourism is a value-based industry. Can adapt sustainable and inclusive growth" (Rebuilding with resilience, sustainability, and inclusive growth) by developing Thailand's tourism in the future from now on. It will focus on actions to develop and upgrade the tourism industry to be strong. Continuing to turn around the crisis is an opportunity to change and develop the industry to align with the following next normal for inclusive growth with a holistic approach, transforming the face of Thai tourism. This plan has the following development goals:(1) Thai tourism is solid and balanced (Resilience & re-balancing tourism), (2) Improving connectivity and tourism infrastructure (Connectivity), (3)

Building trust and providing high-value travel experiences (Entrusted Experience), and (4) Sustainable tourism management (Sustainable development).

It can be seen that the development of sustainable tourism in Thailand for 15 years, from the 1st National Tourism Development Plan (2012-2016) to the 3rd National Tourism Development Plan (2023-2027), Thailand has set development guidelines to drive tourism operations to be environmentally friendly. It can be self-reliant. Management is appropriate to the context of the area to achieve sustainability. However, performance in each period may only accomplish some goals. Due to the reversal of the world situation, Thailand has tried to adapt and recover. It is developing tourism to drive the country towards sustainability according to the truly desired vision. When considering the goals of the SDGs, integrated problem management is needed to create and solve global community problems at all levels. Sustainable tourism is a critical factor in driving the development goals of the SDGs, especially the goals that (1) reduce poverty, (8) decent work and economic growth, (9) industry, innovation, and infrastructure, (12) responsible and sustainable production and consumption and (14) marine and ocean ecosystems. This covers development in the People group or the Social/Livelihood group, the Prosperity group or the Economic and Wealth group.

Moreover, the planet group or groups are related to natural resources and the environment. That will result in efficient resources use, reduce environmental impact, and ultimately lead to the success of sustainable development across all regions of the country.

2.2 Tourism Situation and Impact

2.2.1 Global Tourism Situation and Impact

Overview of the global tourism situation The World Tourism Organization (2023) stated that tourism is on track for full recovery as new data shows a solid start to 2023. International tourism is well on its way to returning to pre-pandemic levels, with twice as many people traveling during the first quarter of 2023 than in the same period of 2022. The second UNWTO World Tourism Barometer of the year shows that the sector's swift recovery has continued into 2023. It shows that:

1) Overall, international arrivals reached 80% of pre-pandemic levels in the first quarter of 2023

2) An estimated 235 million tourists traveled internationally in the first three months, more than double the same period in 2022.

3) The tourism sector has demonstrated remarkable resilience. Revised data for 2022 shows over 960 million tourists traveling internationally last year, indicating a recovery of two-thirds (66%) of the pre-pandemic numbers.

Regional recovery in Q1 2023:

The Middle East saw the most robust performance, as it was the only region exceeding 2019 arrivals (+ 15%) and the first to recover pre-pandemic numbers in an entire quarter.

1) Europe reached 90% of pre-pandemic levels, driven by intra-regional solid demand.

2) Africa reached 88% and the Americas about 85% of 2019 levels

3) Asia and the Pacific accelerated its recovery with 54% of pre-pandemic levels, but this upward trend is set to accelerate now that most destinations, particularly China, have re-opened.

The UNWTO data also analyze recovery by subregion and destination: Southern Mediterranean Europe and North Africa recovered pre-pandemic levels in Q1 2023, while Western Europe, Northern Europe, Central America, and the Caribbean all came close to reaching those levels.

International tourism receipts reached the USD1 trillion mark in 2022, growing 50% in real terms compared to 2021, driven by the critical rebound in international travel. International visitor spending reached 64% of pre-pandemic levels (-36% compared to 2019, measured realistically). By regions, Europe enjoyed the best results in 2022, with nearly USD 550 billion in tourism receipts (EUR 520 billion), or 87% of pre-pandemic levels. Africa recovered 75% of its pre-pandemic receipts, the Middle East 70%, and the Americas 68%. Due to prolonged border shutdowns, Asian destinations earned about 28% (World Tourism Organization, 2023), as presented in Figure 2.3.

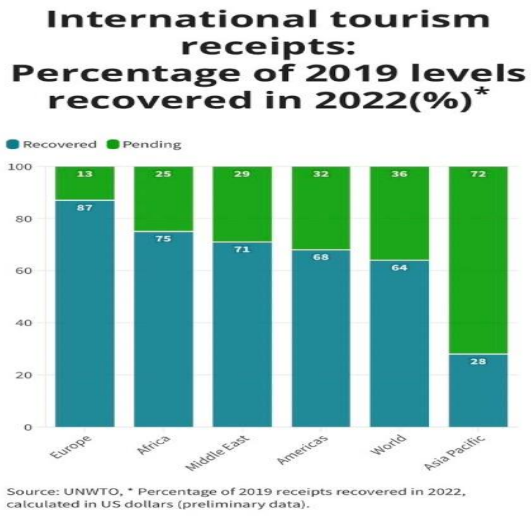

Figure 2.3 International Tourism Receipts: Percentage of 2019 Levels Recovered in 2022 (%)

Source: World Tourism Organization (2023).

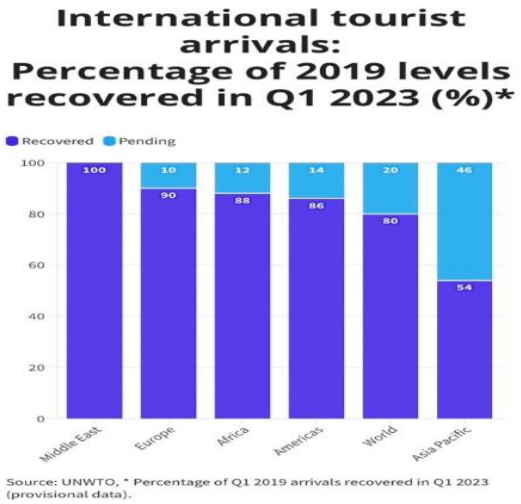

Figure 2.4 International Tourist Arrivals: Percentage of 2019 Levels Recovered in Q1 2023 (%)

Source: World Tourism Organization (2023).

The Q1 2023 results align with UNWTO's forward-looking scenarios for the year, which project international arrivals to recover 80% to 95% of pre-pandemic levels. The UNWTO's Panel of Experts has expressed their confidence in a strong peak

season (May-August) in the Northern Hemisphere, as reflected in the latest UNWTO Confidence Index. This index suggests that the performance for the period is on track to be even better than in 2022, reinforcing an optimistic outlook. (World Tourism Organization, 2023)

However, tourism's recovery also faces some challenges. According to the UNWTO Panel of Experts, the economic situation remains the main factor weighing the effective recovery of international tourism in 2023, with high inflation and rising oil prices translating into higher transport and accommodation costs. As a result, tourists are increasingly expected to seek value for money and travel closer to home. Uncertainty derived from the Russian aggression against Ukraine and other mounting geopolitical tensions also continues to represent downside risks (World Tourism Organization, 2023). International tourist arrivals, world and regions comparison between 2019 to Q1 2023 as in Figure 2.5.

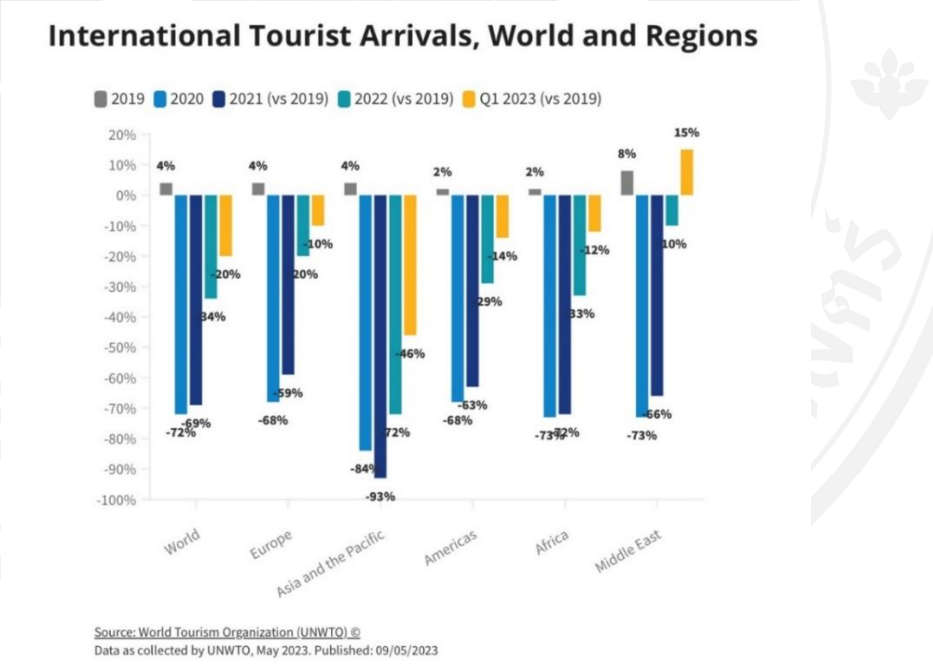

Figure 2.5 International Tourist Arrivals, World and Regions in 2019 to Q1 2023
Source: World Tourism Organization (2023).

Thailand is ranked among the top 10 global tourist destinations (World Tourism Organization, 2023). The global tourism situation mentioned above shows that the

tourism sector is critical to the growth of the world's economy, which has been expanding vigorously and continuously. Despite being affected by COVID-19, it has been able to recover continually.

The impact of tourism from the online survey across 15 countries targeted 12,000 people to understand better residents' perception of city tourism, its effects, and management strategies conducted by the World Tourism Organization (UNWTO). The survey found that:

The positive side:

1) 47% of respondents think "they live in a city with many tourists visiting."

2) The mixed picture of urban tourism's perceived impacts in different countries demonstrates the complexity of destinations' current economic, social, and environmental issues.

3) On the positive side, 52% think tourism significantly or moderately impacts generating wealth and income.

4) 49% of respondents think "there should be measures to manage tourism."

On the other hand, the survey found:

1) 46% of respondents think "Creates overcrowding on the streets/shops/transports."

2) 45% of respondents think "Increases cost of housing."

4) 45% There is an opinion that "Increases cost of goods and services."

5) 36% of respondents think "Increases cost of transport."

The overall opinion found that:

Respondents are most receptive to the following measures: 'improve infrastructures and facilities' (72%), 'create experiences and attractions that benefit both residents and visitors' (71%), and 'ensure local communities benefit from tourism' (65%).

Results also show that half of the responses emphasized communicating and engaging with local communities (50%) and visitors (48%) as an essential measure. In contrast, only 12% think there should be a 'limit to the number of tourists,' and only 9% think tourism promotion should be stopped (World Tourism Organization, 2019).

When considering the environmental impacts of tourism, it was found that among the most significant and fastest growing sectors in the world, tourism contributes 10% of global GDP, 7% of global exports, and accounts for one in every ten jobs worldwide. Its capacity to attract significant investment, generate jobs, increase exports, and adopt new and emerging technologies makes it essential for economic growth and development, particularly for least-developed countries (LDCs) and small island developing states (SIDS) (United Nations Environment Programme, 2023).

However, this growth has its impacts. UN Environment research has indicated that the tourism sector's consumption of key resources-energy, water, land, and materials (such as fossil fuels, minerals, metals, and biomass)-is growing commensurately with its generation of solid waste, sewage, loss of biodiversity, and greenhouse gas emissions. In a 'business-as-usual' scenario, tourism would generate through 2050 an increase of 154% in energy consumption, 131% in greenhouse gas emissions, 152% in water consumption and 251% in solid waste disposal. That is why sustainability must now define tourism development in the 21st century (United Nations Environment Programme, 2023).

From the positive and negative impacts of global tourism that have already been presented, it can be seen that the awareness of resources and the environment from tourism activities. It is not just about governments, entrepreneurs, or the tourism community. However, cooperation needs to be integrated in all sectors, including the tourists themselves, so that tourism activities are sustainable from origin to destination and do not cause any harm or burden to society.

2.2.2 Thailand Tourism Situation and Impact

Thailand's tourism situation in 2023 found that Thailand has a total of 315,550,167 tourists coming to visit, both Thai tourists and foreign tourists, divided into 249,081,328 Thai tourists and 66,468,839 foreign tourists. The number of tourists in 2023 will be higher than in 2022, when it reached 39.21%. As for income from tourists, it was found that in 2023 Thailand received income from tourists totaling 2,173,887.59 million baht, divided into income from Thai tourists (858,906.79 million baht) and income from foreign tourists (1,314,980.80 million baht), which is 77.89% greater than in 2022 (Ministry of Tourism and Sports, 2024), as presented in Table 2.2.

Table 2.2 Number of Tourists and Income from Tourism in Thailand, 2022-2023

Quantity		Tourism Statistics Comparing between 2022-2023		
		Jan.-Dec. 2022	Jan.-Dec. 2023	% Change
Tourist (Person)	Thai tourists	204,865,613	249,081,328	+ 21.58
	Foreign tourists	21,806,948	66,468,839	+ 204.81
	Sum	226,672,561	315,550,167	+ 39.21
Income from Tourists (Million Baht)	Thai tourists	716,895.65	858,906.79	+ 19.81
	Foreign tourists	505,178.43	1,314,980.80	+ 269.00
	Sum	1,222,074.18	2,173,887.59	+ 77.89

Source: Ministry of Tourism and Sports (2024).

When considering tourism by region in 2023, it was found that:

1) Central Region: 88,571,692 tourists were visiting, and income from tourists was 189,596.38 million baht. The province with the highest number of tourists was Kanchanaburi province. Fourteen million four hundred fifty-two thousand three hundred five tourists were visiting, and the province that can generate the most income from tourism in the central region is Prachuap Khiri Khan province. And has an income from tourism of 44,240.75 million baht

2) Eastern Region: 23,838,687 tourists visited; their income was 304,314.51 million baht. Chonburi province has the highest number of tourists and can generate the most income from tourism in the Eastern Region. 23,263,746 tourists were visiting, and their income was 233,681.11 million baht.

3) Southern region: 44,874,095 tourists visited, and the income from tourists was 642,277.36 million baht. Phuket province has the highest number of tourists and can generate the most income from tourism in the southern region. 11,300,498 tourists visited, and the income from tourism was 388,017.18 million baht.

4) Northern region: 39,488,402 tourists were visiting, and income from tourists was 199,249.76 million baht. Chiang Mai province has the highest number of tourists and can generate the most income from tourism in the northern region, with 10,678,764 tourists visiting. Income from tourism was 61,481.09 million baht.

5) Northeastern Region: 41,658,727 tourists visited, and income from tourists was 88,298.98 million baht. Nakhon Ratchasima province has the highest number of tourists and can generate the most income from tourism in the Northeastern Region, with 7,939,895 tourists visiting. Income from tourism was 14,895.28 million baht.

6) Bangkok: 56,263,370 tourists are coming to travel, able to generate income from tourists up to 750,150.60 million baht (Ministry of Tourism and Sports, 2024).

Table 2.3 Number of Tourists and Tourism Income by Region of Thailand, 2023

Area	Number of Tourists (People)	Province with the Highest Number of Tourists	Income from Tourists (Million Baht)	Provinces with the Highest Income from Tourists
Central	88,571,692	Kanchanaburi (14,452,305)	189,596.38	Prachuap Khiri Khan (44,240.75)
Eastern	23,838,687	Chonburi (11,300,498)	304,314.51	Chonburi (233,681.11)
South	44,874,095	Phuket (11,300,498)	642,277.36	Phuket (388,017.18)
North	39,488,402	Chiang Mai (10,678,764)	199,249.76	Chiang Mai (61,481.09)
Northeast	41,658,727	Nakhon Ratchasima (7,939,895)	88,298.98	Nakhon Ratchasima (14,895.28)
Bangkok	56,263,370	-	750,150.60	-

Area	Number of Tourists (People)	Province with the Highest Number of Tourists	Income from Tourists (Million Baht)	Provinces with the Highest Income from Tourists
Thailand	315,550,167	1. Bangkok 2. Chonburi 3. Kanchanaburi	2,173,887.59	1. Bangkok 2. Phuket 3. Chonburi

Source: Ministry of Tourism and Sports (2024).

From the tourism situation separated by region as presented in Table 2.3, it can be seen that when considering each region, it was found that the central region is the destination that tourists are most interested in. while the southern region is the region with the highest income from tourists because it is popular with foreign tourists. When considering each province, it was found that Bangkok had the highest number of tourists (56,263,370 people), followed by Chonburi (23,263,746 people), and third place was Kanchanaburi (14,452,305 people). The province with the highest tourist income was Bangkok (750,150.60 million). baht), second place is Phuket (388,017.18 million baht) and third place is Chonburi (233,681.11 million baht).

Tourism in the Active Beach Cluster found that in 2023, the Active Beach Cluster had a total of 34,530,580 tourists, an increase from 2022 of + 70.36%, and income from tourists of 284,781 million baht, an increase from the previous year of + 116.46. %. When considering each province in the Active Beach Cluster, it was found that in 2023, Chonburi had the highest number of tourists visiting and earning the highest income from tourism, followed by Rayong, Trat, and Chanthaburi, respectively. In 2022, tourists visited Chonburi most, followed by Rayong, Chanthaburi, and Trat. As for income from tourism, Chonburi has the highest revenue from tourism, followed by Rayong, Trat, and Chanthaburi, respectively (Ministry of Tourism and Sports, 2024), as detailed in Table 2.4.

Table 2.4 Number of Tourists and Tourism Income of Active Beach Cluster 2022-2023

Area	Type of Traveler	Tourist (Person)			Income from Tourists (Million Baht)		
		2022	2023	%Change	2022	2023	%Change
Chonburi	Thai			+ 7.98	74,887.78	85,565.99	+ 14.26
	Tourists	12,704,066	13,717,882				
	Foreign	1,848,705	9,545,864	+ 416.35	30,253.83	148,115.12	+ 389.57
	Tourists						
	Sum			+ 59.86			+ 122.25
		14,552,771	23,263,746		105,141.61	233,681.11	
Rayong	Thai	2,830,657	4,191,746	+ 48.08	12,204.18	16,119.47	+ 32.08
	Tourists						
	Foreign	110,900	727,428	+ 555.93	530.67	5,078.40	+ 856.98
	Tourists						
	Sum	2,941,557	4,919,174	+ 67.23	12,734.85	21,197.87	+ 66.46
Chanthaburi	Thai	1,392,357	4,461,030	+ 220.39	4,583.62	16,045.60	+ 250.06
	Tourists						
	Foreign	9,912	23,236	+ 134.42	36.36	137.92	+ 279.32
	Tourists						
	Sum	1,402,269	4,484,266	+ 219.79	4,619.98	16,183.52	+ 250.29
Trat	Thai	1,327,428	1,607,834	+ 21.12	8,542.57	10,810.57	+ 26.55
	Tourists						
	Foreign	44,994	255,560	+ 467.99	522.37	2,908.31	+ 456.75
	Tourists						
	Sum	1,372,422	1,863,394	+ 35.77	9,064.94	13,718.88	+ 51.34
Active Beach	Thai	18,254,508	23,978,492	+ 31.36	100,218	128,542	+ 28.26
Cluster	Tourists						
	Foreign	2,014,511	10,552,088	+ 423.80	31,343	156,240	+ 398.48
	Tourists						
	Sum	20,269,019	34,530,580	+ 70.36	131,561	284,781	+ 116.46

Source: Ministry of Tourism and Sports (2024).

The statistics presented above clearly show that the overall tourism situation in 2023 increased compared to last year. There were 315,550,167 visitors, an increase of 39.21 percent, and tourism income of 2,173,887.59 million baht, an increase of 77.89 percent.

An overview of the tourism situation in the domestic market in 2023 found that there has been an apparent increase in growth compared to the same period last year. There were 249,081,328 Thai visitors, an increase of 21.58 percent, and tourism income of 858,906.79 million baht, an increase of 19.81 percent. This improved tourism direction is a result of supporting factors from TAT activities. Collaborating with the public and private sectors, such as promoting traveling within the country every day through the 365 Days Project, Miraculous Thailand, traveling every day, organizing promotions with hotel operators, increasing the number of flights, and arranging price promotions for domestic tickets, the trend of traveling in the footsteps of famous dramas like Destiny, the trend of taking trains to travel along southern railway routes, as well as tourism to enhance the auspiciousness of the Sai Mu group in the northeast and central regions, promoting weekday travel activities in the eastern and northern regions.

The economic situation in the country, the cost of living, and high energy prices are still important factors in planning travel. That has led to a change in travel patterns to suit the purchasing power available by reducing the number of travel days, choosing short-distance travel, and spending as much as necessary. In addition, the desire of Thai people to travel abroad combined with marketing promotions to attract tourists to competing countries such as Japan, Taiwan, Vietnam, and Singapore, as well as the weakening of the yen, will be a pull. Let more Thai people travel abroad. That is another challenging factor in promoting domestic travel (Tourism Authority of Thailand, 2024).

An overview of the tourism situation in foreign markets in 2023 found that there has been a clear improvement compared to the previous year. Throughout the year 2023, it is expected that approximately 66,468,839 million foreign tourists will travel to Thailand and generate tourism income of roughly 1,314,980.80 million baht, or a recovery ratio of 204.81 percent and 269 percent of what Thailand received in 2019. The improved situation results from Thailand's main customer markets, including Russia, China, and India, loosening restrictions on international travel since the beginning of last year and gradually resuming direct flight routes and inbound charter flights. The trend of traveling to follow the footsteps of artists and performers, such as Influencer/KOL, and concert viewing-fan meet of foreign artists held in Thailand for fans of artists from East Asian countries (Vietnam, Malaysia, Indonesia, China).

Along with TAT's foreign marketing promotion activities, such as promoting the brand Amazing Thailand, the campaign for the Thai Tourism Year 2023, "Visit Thailand Year 2023", penetrating the Saudi market for tourists with high purchasing power after restoring Thai-Saudi relations in 2022, LGBTQ+ tourist groups in the Israeli and Latin American markets, stimulating the promotion of the caravan market. Travel by train, especially in the Chinese and Malaysian markets, because it is convenient to travel into Thailand through land checkpoints by high-speed trains on the China-Laos route. Special trains from Malaysia, including caravan-big bike driving groups, and stimulating the travel of foreign tourists into Thailand, promoting food and sports tourism, such as Thailand hosting the MotoGP 2024 race, including the Launch of the "Michelin Guide Thailand 2024 manual" (Tourism Authority of Thailand, 2024).

Natural resources and the environment are affected by the growth of the tourism business, which is not in line with the area's carrying capacity, which is a significant problem in the sustainability of development—ranked 36 from 117 countries around the world, in terms of sustainability of the environment. Thailand ranks 97 out of 117 countries worldwide (World Economic Forum, 2022).

When considering the impact of tourism in Thailand, it was found that Thailand has the potential to become a world-class popular tourist destination. Earning success and high competitiveness but there are problems with natural resources and the environment, such as the cost of development deteriorating and the problem of tourism growth needing to be consistent with the area's carrying capacity of tourist attractions. That is a fundamental problem in the sustainability of development.

In 2021, the World Economic Forum (WEF) ranked Thailand as a competitive in tourism. It is ranked 36 from 117 countries around the world. However, regarding environmental sustainability, Thailand ranks 97 out of 117 countries worldwide (World Economic Forum, 2022) due to the deterioration of natural attractions. Management of waste and waste from tourism is still inefficient, as can be seen from the problem of overflowing islands in marine tourist destinations such as Koh Kood and Koh Chang; after the COVID-19 period, natural tourist attractions that tourists do not visit have revived themselves to be fertile, alternatively, in historical tourist areas such as Phra Nakhon Si Ayutthaya Historical Park, which is popular with many foreign tourists.

There are also problems with waste management and congestion in the area, causing problems with people's quality of life. Therefore, the environmental management of tourism is essential. Therefore, we must develop and improve management efficiency in this area. Because it affects the quality of life of people in the area, the area's tourism potential is affected. If we can manage it effectively, it will enable tourism and the community to grow together sustainably.

2.3 Thailand Tourism Development Plan

Tourism is essential for developing and driving the country's economy and society. The government has continued to give importance and support through tourism strategies and plans, including plans to develop tourist areas. In this case, we would like to present a 3-level tourism development plan divided according to the division criteria of the Office of the National Economic and Social Development Council (2019), which is the first-level plan, namely the national strategy. The second-level plan include the 13th National Economic and Social Development Plan, the Master Plan under the National Strategy, and the National Reform Plan. The security plan and the third-level plan are other plans that support the first-level plan and the second-level plan, except for the agency's annual budget plan. In this case, we would like to present a policy and strategic plan for tourism. In an essential overview as follows:

2.3.1 The First-Level Plan

The first level plan is the national strategy. The researcher presents the essence of the four crucial Level 1 plans: 1) The 20-year National Strategic Plan 2018-2037, 2) the BCG Economy Model 2021-2026, 3) the ASEAN Tourism Strategic Plan 2016-2025, and 4) the Strategic Plan for the Development of Thailand's Tourist Attractions 2017-2021

2.3.1.1 The 20-Year National Strategic Plan 2018-2037

The 20-year National Strategic Plan 2018-2037 is a goal for sustainable national development based on good governance to be used as a framework for preparing various plans to be consistent and integrated. That will cause a force to push together towards the goal of the time specified in the 20-year National Strategic Plan,

with the country's vision set to be "Thailand is stable, prosperous, sustainable, being a developed country with development according to the philosophy of sufficiency economy" and has a national development goal of "a stable nation happy people The economy continues to develop society is fair Sustainable Natural Resources Base" by elevating the country's potential in various dimensions Develop people in all dimensions and in all ages to be good, talented and qualified people, creating opportunities and social equality. Create growth in the quality of life that is friendly to the environment. Furthermore, there is a public sector of the people for the people and the common good (Office of the Secretariat of the National Strategy Committee, 2018).

The 20-year National Strategic Plan 2018-2037 has important tourism-related issues, as seen in strategy 2 on building competitiveness. Point 3 is about creating diversity in tourism. By maintaining an important global tourism destination that attracts tourists of all levels and increases the proportion of high-quality tourists. In addition, under the said plan, the "tourism model" is consistent with sustainable community based tourism and is classified into four forms, consisting of

1) Creative and cultural tourism by promoting tourism through creating and developing products and services with local wisdom, creativity, and cultural capital, along with supporting the use of technology and innovation in tourism business development, marketing, and management of places that are important in history, way of life, and culture, such as community tourism. Agritourism, Ecotourism and the promotion of Buddhist tourism, etc.

2) Business tourism is conducted through leisure activities during meetings from major cities to other potential cities in Thailand. It is an incentive and further promotion of creative and cultural tourism that focuses on sustainable tourism forms and promotes the community economy. As well as supporting other forms of tourism that Thailand has potential and linking tourism routes in other areas to achieve economic growth together

3) Water excursions promote Thailand as a center for marine and coastal pleasure tourism, weaving stories of history, way of life, and Thai culture along the waterway. Cruise ships, yachts along the Andaman coast and the Gulf of Thailand, beautiful islands and rapids, and tourism along the canals.

4) Regional Linkage Tourism Take advantage of geographical location to connect tourism with foreign countries. To expand tourism in Thailand and the region at the same time by making travel routes linking between countries through natural historical and cultural attractions along with taking advantage of tourism to contribute to community products as well as industrial and downstream services to expand the opportunity to generate income to cities and communities in addition to the country's tourism.

2.3.1.2 BCG Economy Model 2021-2026

BCG Economy Model 2021-2026 has a vision of "Economic growth with quality and sustainability. People have good incomes and a good quality of life. Maintain and restore the resources base and biodiversity to good quality by using knowledge, technology and innovation" (Ministry of Higher Education, Science, Research and Innovation, 2020).

Community based tourism is included in tourism as part of the BCG Economy Model 2021-2026. The BCG Economy Model is aligned with the Sustainable Development Goals (SDGs) and the Sufficiency Economy Philosophy (SEP) principles, a cornerstone of Thailand's economic and social development. The BCG economic model serves to integrate development from upstream to downstream. Use science, technology, and innovation knowledge to create added value (value creation) from the diversity of biological and cultural resources with the Quadruple Helix mechanism (Ministry of Higher Education, Science, Research and Innovation, 2020). The main activities under the BCG economic model include (1) conservation, restoration, development, and enhancement of resources, biological diversity, and culture; (2) sustainable management, utilization, and consumption; (3) reduction and utilization of waste from the production of goods and services; (4) value creation throughout the value chain, from the agricultural sector upstream to the manufacturing and service sectors; and (5) building immunity, self-reliance, and capacity for rapid recovery.

2.3.1.3 ASEAN Tourism Strategic Plan 2016-2025

The ASEAN Tourism Strategic Plan (2016–2025) has a 10-year vision for ASEAN tourism until 2025: "By 2025, the ASEAN region will be a quality tourism destination offering unique and diverse tourism experiences. Under development,

Responsible Tourism Sustainable ensures that all sectors are involved, balanced and can promote the well-being of the people's social and economic aspects. This strategic plan focuses on developing tourism in the ASEAN region and creating economic value by integrating ASEAN countries. Grow with participation. It is environmentally friendly and relies on knowledge to develop more (Division of Foreign Affairs Office of the Permanent Secretary Tourism and Sports, 2015).

The main challenge of implementing the vision of ASEAN tourism can be divided into two crucial strategic groups, namely:

1) Strategy 1: Elevating ASEAN's competitiveness as a single tourist destination.

2) Strategy 2: Promoting sustainable ASEAN tourism and providing opportunities for all sectors to participate.

Anticipating when operations will be accomplished as planned, this found that: Community based tourism promotion projects, which involve specific value chain development, have increased from 43 to more than 300 (Division of Foreign Affairs Office of the Permanent Secretary Tourism and Sports, 2015).

2.3.1.4 The Strategic Plan for the Development of Thailand 's Tourist Attractions 2017-2021

The Strategic Plan for the Development of Thailand's Tourist Attractions 2017-2021 has been prepared by the guidelines of the 2nd National Tourism Development Plan (2017-2021). The vision of the Strategic Plan for the Development of Thailand's Tourist Attractions 2017-2021 is "Aiming to be a quality tourist destination that grows in a balanced and sustainable manner based on Thainess in line with the sufficiency economy and environmental preservation."

The country's tourist attraction development strategy is a crucial part of our plan, consisting of 4 strategies that are integral to our success:

1) Strategy 1: Raise the quality of tourist attractions to be internationally recognized by emphasizing the sustainability of tourist attractions, the environment, and Thai identity.

2) Strategy 2: Develop knowledge and promote innovation in the development of tourist attractions with sustainable quality.

3) Strategy 3: Develop personnel related to tourist attraction development, including you, to know about sustainable tourism development and management according to the sufficiency economy principle.

4) Strategy 4: Develop a mechanism for integrating collaboration with network partners, including you, to promote sustainable tourism (Department of Tourism, 2017).

Implementing the Strategic Plan for the Development of Thailand's Tourist Attractions 2017-2021 is a short-term approach (Preparation-term 2017-2021) used to implement the plan according to the 20-year tourism vision (2036). This guideline can be implemented during the first 1-5 years of the development plan. It's crucial to prepare for the full development of sustainable tourism.

2.3.2 The Second-Level Plan

The second-level plan include the National Economic and Social Development Plan, the Master Plan under the National Strategy, and the National Reform Plan. The researcher would like to present the essence of the second-level plan that is important in the amount of 5 plans as follows: (1) National Economic and Social Development Plan No. 13 (2) Master Plan under the National Strategy 20 years 2023-2037 (amended edition) (3) National Reform Plan (revised edition) 2021 (4) The 3rd National Tourism Development Plan (2023-2027) and (5) National Sports Development Plan No. 7 (2023-2027).

2.3.2.1 The 13th National Economic and Social Development Plan

The 13th National Economic and Social Development Plan (2023-2027) is the second-level plan, an essential mechanism for transforming the national strategy into action. It can also be used as a framework for preparing the third-level plan so that the work of relevant development partners can support the achievement of national strategic goals within the expected timeframe. The 13th National Economic and Social Development Plan began on October 1, 2022, covering the fiscal year 2023-2027, the second five-year phase of the national strategy. The direction of national development in the phase of the 13th National Development Plan aims to transform Thailand into an "Economic progressive society creates sustainable value" (Office of the National Economic and Social Development Council, 2023).

The 13th National Development Plan has set 13 development milestones, which indicate what Thailand wishes to "be" or aim to "have" to reflect the development issues that are of high priority to transform Thailand into an "Advanced Society, Sustainable Value Creation Economy."

The tourism-related pin is the second pin, "Thailand is a tourism destination that emphasizes quality and sustainability." This pin is linked to the national strategy of building competitiveness, which focuses on creating a variety of tourism, maintaining a crucial global tourism destination that attracts tourists of all levels, and increasing the proportion of high-quality tourists.

It is also linked to four main goals of the 13th Plan, namely: Goal 1) restructuring the manufacturing and service sectors towards an innovation-based economy by upgrading the tourism sector to have higher competitiveness and encourage micro-entrepreneurs and communities to connect with the value chain; Goal 2) Human Development for the New World; Goal 3) Towards a Society of Opportunity and Justice; and Goal 4) Shifting production and consumption towards sustainability with an emphasis on efficient and sustainable resources management.

However, the issue of national development in the second milestone is to drive tourism development. There are nine relevant indicators, for example, Indicator 3.2 in Goal 3, "Community tourism receives an increase in Community based tourism standards of not less than 50 communities per year." Indicator 2.3, Goal 2, "There is an average increase in communities of social enterprises by 50 communities per year", etc. There are three main strategies related to driving Community based tourism, consisting of:

1) Strategy 2: "Developing and upgrading potential tourism to support general tourists."

2) Strategy 3 "Upgrading tourism services and management to meet standards accepted by international markets"

3) Strategy 5: "Improving outdated laws/regulations and procedures that impede small-scale business operations and licensing."

2.3.2.2 Master Plan under the National Strategy 20 years 2023-2037 (amended edition)

Master Plan under the National Strategy 20 years 2023-2037 (amended version) by the Office of the National Economic and Social Development Council (2023) found that the plan explicitly addresses tourism development issues, which has set a tourism style that aligns with the needs of tourists in the master plan under the national strategic plan. There are five types of tourism issues, namely creative and cultural tourism. Business travel, health tourism, beauty and Thai traditional medicine, Water tourism, and regional tourism by the master plan under the national strategic plan. Tourism issues consist of 6 sub-plans, with four sub-plans related to Community based tourism as follows:

1) Creative and Cultural Tourism Sub-Plan:

With a goal and related indicators are the target of increasing creative and cultural tourism revenue. Cities and communities with increased potential for creative and cultural tourism and creative and cultural tourism products have received more intellectual property registrations. Through creating value and adding value to goods and services based on cultural capital, local wisdom, and natural resources with local identity, building a network of tourism enterprises to be the center of tourism in the region, and presenting the identity of Thailand and each locality.

2) Business Travel Sub-Plan:

With a goal, and the relevant indicators are the target of increased business tourism revenue. Through the promotion of small and medium enterprises, start-up enterprises, and local communities in presenting products and services to support business travel. Including strengthening entrepreneurs and personnel in related industries.

3) Marine tourism sub-plan:

With a goal, and the relevant indicators are the increase in marine tourism revenue targets. Through mechanisms to develop tourist attractions and tourism activities to link with marine, coastal, and important watershed tourism routes. In line with the context of the area, focusing on diversifying activities in different areas and building readiness for communities to accommodate tourists in potential tourist areas

along the coast and islands. Both the Gulf of Thailand and the Andaman Sea and along important river basins.

4) Tourism Ecosystem Development Sub-Plan:

With a goal and related indicators are the goal of tourism with better social and environmental responsibility. Through guidelines for community development, entrepreneurs and tourism personnel in all sectors are ready to support the expansion of the tourism industry and promote the participation of communities and people in the development of tourism in the area.

2.3.2.3 National Reform Plan (Revised version) 2021

National Reform Plan (Revised Edition) 2021 is prepared to drive the National Strategy 2018 - 2037 and the Master Plan under the National Strategy by requiring that all government agencies have the duty to implement the National Reform Plan in order to be a force to jointly drive towards the development goals according to the National Strategy, consisting of 13 National Reform Plans. Reforming the tourism sector is part of the National Economic Reform Plan.

The operations in the second reform activity, promoting and developing high-quality tourism under the National Reform Plan in terms of economy, focus on health-conscious customers. The Happy Model focuses on the “Happy Model: eat well, live well, exercise well. share good things.” Eating well is local food and herbs that are useful, clean, and non-toxic. Living well is standard accommodation. There is a good environment with waste and wastewater care, along with facilities, as well as physical and mental health promotion activities such as massage / local spa, meditation, recreation, various activities that are popular with tourists, doing activities with local communities, volunteers and learning from local sages. This model will be a guideline and tool to promote and develop high-quality tourism, especially in driving the Medical & Wellness Hub that will help build confidence among tourists and combine local wisdom. by promoting the development of community based tourism and agricultural tourism to create jobs and distribute income to the local and community, which will lead to sustainable development. In addition, the concept of creative economy can also be used in conjunction with promoting the tourism industry, which will create continuous industries and increase employment (Office of the National Economic and Social Development Council, 2021).

2.3.2.4 The 3rd National Tourism Development Plan (2023 - 2027)

The 3rd National Tourism Development Plan 2023-2027 has focused on making Thailand's tourism better for everyone (Building Forward a Better Tourism for All) by taking into account the benefits from 3 main groups:

1) People: To allow citizens and tourists to benefit in terms of cleanliness, safety, and equal standards in infrastructure, both transportation and public consumption, as well as access and use information from the Tourism Database data center.

2) Income: Focus on tourism that attracts balanced, high-quality tourists from different countries by creating an impressive, innovative, and valuable travel experience. It also focuses on reducing the leakage of tourism revenue and spreading prosperity to all areas in Thailand by promoting and innovating the manufacturing sector to make Thailand more competitive globally.

3) Sustainability: Thai tourism will play a part in preserving the environments and culture's richness. By applying technology and innovation to manage the number of tourists effectively

The main goals of the draft National Tourism Development Plan consist of 4 main topics:

1) Thai tourism is solid and balanced
2) Upgrading tourism connectivity and infrastructure
3) Building trust and delivering high-value travel experiences
4) Sustainable Tourism Management

The primary mission will focus on strengthening the manufacturing sector (supply side) and spreading prosperity. Moreover, it reduces the leakage of the value chain and develops transportation infrastructure. Facilities and personnel to be of international quality. Ready to develop and enhance the travel experience throughout the various customer journeys and deliver marketing communications that meet needs to promote the sustainability of the tourism industry based on the abundance of natural and cultural resources (The National Tourism Policy Board, 2023).

2.3.2.5 The 7th National Sports Development Plan (2023-2027)

Ministry of Tourism and Sports (2023) has prepared the 7th National Sports Development Plan (2023-2027) with the vision of "Sports develops people, society and adds value to the Thai economy."

According to the study of the 7th National Sports Development Plan (2023-2027), community based tourism is one form of tourism mechanism of sports tourism. As part of mission 2 and development issue 5: Promotion and support for the development of the sports industry. To develop the competitiveness of the business related to the sports industry. Covering both the manufacturing sector, the trade sector, and the sports service sector. Support the organization of national and international sports events and exhibitions and organize commercial sports activities of the private sector to strengthen sports tourism. To create added economic value for the sports industry to expand continuously.

Indicator 1.4: The number of sports tourism activities in government and private sectors in every province. Increased by not less than 10% per year, which has three development approaches: 1) supporting the development of business competitiveness in the sports industry, 2) supporting factors that promote and support the development of the sports industry, and 3) enhancing the management level. To promote and support the development of the sports industry (Ministry of Tourism and Sports, 2023).

The operation to drive the national sports development plan. Directly affects the development of sports tourism, especially in areas or communities that have the potential to be developed as tourist attractions.

2.3.3 The Third-Level Plan

The third-level plan includes other plans that support the first-level plan and the second-level plan, except for the agency's annual budget plan. The researcher presents the essence of eight of the third-level plans: (1) Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018-2022 (2) 4-year plan for Designated Areas for Sustainable Tourism Administration (Public Organization) (2019-2022) (3) Tourism Enterprise Plan of Thailand 2023-2027 (4) Action Plan for Recreation Phase 3 (2020-2022) (5) Action Plan for Tourism Development within

Active Beach Cluster 2020-2022 (6) Action Plan for Development and Promotion of Tourism in the Eastern Economic Corridor (EEC) (7) Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) for the fiscal year 2023-2027 (8) Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) fiscal year 2023-2027.

2.3.3.1 Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018 – 2022

Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018-2022 is operated according to the strategy under the Sustainable Community Based Tourism Strategic Plan 2016-2020 of the Special Areas for Sustainable Tourism Administration (DASTA.), which is a plan used to drive Community based tourism, consisting of 5 strategies as follows:

1) Strategy 1: Enhance quality skills and abilities of human resources in the community to have the potential to manage self-reliant community based tourism on the base of sufficiency and knowledge, emphasizing knowledge and personnel development for community based tourism.

2) Strategy 2: Promote value added and the value of community resources capital to become products and services based on identity and community participation as a model as a source of learning development and management of Community based tourism at various levels.

3) Strategy 3: Develop community based tourism marketing management that focuses on creating a balance of happiness for both the community and the tourists.

4) Strategy 4: Develop a driving mechanism management system and work related to the civil state network that is unity, stable and sustainable.

5) Strategy 5: Develop happiness indicators between communities and tourists. As well as developing into a learning center in the ASEAN region.

In addition, the Action Plan to Drive Sustainable and Creative Community based tourism Development 2018-2022 also provides policy recommendations on community based tourism development in 3 issues: (1) establishing an administrative structure that supports community based tourism

development; (2) supporting the development of value-added products for community based tourism; and (3) promoting the development of homestays for tourists in rural areas. The details are as follows.

1) Set up an administrative structure that supports the development of community based tourism.

(1) Determine main units The one-stop management covers all areas in community based tourism and coordination between relevant agencies.

(2) Set a central definition It is the principle of developing tourism by the community.

(3) Budget support for project implementation under the Sustainable Community Based Tourism Strategic Plan (CBT Thailand) 2016-2020.

(4) Support to create understanding of the roles and responsibilities of personnel from all sectors in the development of community based tourism.

(5) Develop a working network for the development and promotion of community based tourism.

(6) Promote small and medium entrepreneurs.

(7) Establish Community based tourism management standards.

(8) Creating facilitating factors to support the development of community based tourism.

(9) Marketing promotion design.

2) Support the development of value-added products for community based tourism.

(1) Encourage the use of existing capital in local development such as local handicraft products by developing it as a tourist attraction, a learning center from handicraft activities or local wisdom. to be linked as part of the main tourist routes, such as the development of handicraft villages for tourism Mulberry silk village, OTOP village for tourism in different regions.

(2) Promote the development of community based tourism that are linked to the livelihood context occupation and daily life in the local area such as Integrating agricultural activities, fisheries, or cultural highlights with community

based tourism product development. Koh Klang Community based tourism with the presentation of the culture showing the way of life of the community or a tourism community that learns the way of life of local people in various fields.

(3) Directly and indirectly support local products into the tourism system. For example, presenting produce from local food to serve in tourism activities. The production of souvenirs using materials and materials in the community or the production of local wisdom for tourists, presenting local products into the main tourism system. Formatting of sports tourism activities, including the management of distribution areas for connecting products and tourism.

3) Promote the development of homestays for tourists in rural areas.

(1) Promote the use of homestay standards to lead to widespread practice. Related agencies understand and agree to operate in accordance with the same standards.

(2) Conduct a review of homestay standards that facilitate the community's ability to implement them appropriately in each area. When preparing this standard, the standard criteria should be consistent with the community context. There should be practical guidelines that cover both service providers and service users. To understand and accept the rules and restrictions of the homestay in the matter of things. The facilities may not be comparable to private hotels or accommodations, but tourists will have a unique experience. They received the warmth of the homeowner's goodwill. Be close and learn about unfamiliar cultures, like people in the same family.

(3) Encourage the community to develop a form for tourists to access the accommodation, such as arranging a homestay package with travel activities that balance both spatial and time. To present tourists with the authenticity of the community that has its own identity. suitable for the needs of tourists, the format of the presentation focuses on engaging in activities with the homeowner to experience the authenticity. is safe and hygienic, such as learning activities to cook local food, local coastal fishing activities, etc.

(4) Promote and support the development of new, modern marketing channels that can convey information directly to tourists, such as marketing through social media networks. and main tourism official platforms community based

tourism information is linked. Compatible with international online systems that are popular with tourists. Which prefer to search tourist attractions from search engines according to their interests and get current information from other travelers who mention or have reviews of that place from personal Facebook bloggers. From the Trip Advisor website, finding accommodation through the Airbnb application, etc. (Office of the Permanent Secretary, Ministry of Tourism and Sports, 2018).

Driving the Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018-2022 requires the integration of work in all sectors, including government, private sector, academia, independent organizations and most importantly, community based tourism.

2.3.3.2 Designated Areas for Sustainable Tourism Administration (Public Organization) 4-year plan (2019 - 2022)

Designated Areas for Sustainable Tourism Administration (Public Organization) 4-year plan (2019- 2022) or the 4-year DASTA. “To be an organization of excellence in sustainable tourism development to create a happy community.”

The seven main objectives are as follows: 1) Develop tourism in particular areas aiming for communities of happiness; 2) Enhance and distribute income to reduce inequality through Community based tourism; 3) Create a model of sustainable tourism development to expand to other areas; 4) an area developed according to the Global Sustainable Tourism Criteria (GSTC); 5) increasing competitiveness in tourism; and 6) co-developing tourism in the Eastern Economic Corridor (EEC).

DASTA driving plan (2019-2022) has goals and guidelines for sustainable tourism development, linking important development areas to create social and environmental balance in line with the focus of the Master Plan under the National Strategy for Integrated Tourism. And to coordinate with local administrative organizations or areas that are tourist attractions to develop areas with tourism potential. To have a quality tourism area management with a co-creation participation process, eco-friendly tourism (Low Carbon Tourism), and creative tourism (Creative Tourism) in particular areas under the management framework according to the Global Sustainable Tourism Criteria or GSTC of the World Tourism Organization (United Nations World Tourism Organization: UNWTO). Which will become a leader in the

development of sustainable tourism in the region (Administrative Organization for the Development of Special Areas for Sustainable Tourism, 2019).

2.3.3.3 Tourism Enterprise Plan of Thailand 2023-2027

Tourism Authority of Thailand Enterprise Plan 2023-2027 has a vision: "TAT is the driver of Thailand Tourism Strategy in creating valuable experiences and aiming for sustainability."

According to the Tourism Authority of Thailand Enterprise Plan 2023-2027 study by the Tourism Authority of Thailand (2023). It was found that the Tourism Authority of Thailand has a direction to promote Community based tourism, which is a form of tourism that operates under the mission of the Tourism Authority of Thailand by emphasizing marketing promotion. Public relations and operations that focus on sustainable quality tourism, creating quality, and upgrading the tourism industry.

2.3.3.4 Action Plan for Recreation Phase 3 (2020-2022)

According to the Study of Action Plan for Recreation Phase 3 (2020-2022) by the Department of Physical Education (2020), the action plan focused on building a solid and sustainable social foundation. However, the dimensions above of construction and development are not related to the promotion of community based tourism.

2.3.3.5 Tourism Development Action Plan within the Active Beach Cluster 2020-2022

The Tourism Development Action Plan within the Active Beach Cluster 2020-2022 has a vision of "Creative Tourism the Magical Colors of the East" and has explained that the vision is to develop the Eastern Seaboard Tourism Development Zone into a creative tourist destination. That is convenient, clean, safe, and filled with a variety of activities and festivity, consisting of 5 missions:

1) Develop the eastern seaboard tourism development zone into a creative tourism city with various activities, festivals, cultural learning centers, and community lifestyles.

2) Promote and increase the competitiveness of tourist cities in the tourism development area—East Coast with digital marketing.

3) Support the environmentally friendly tourism industry and solve tourism environmental problems in the eastern seaboard tourism development area.

4) Upgrade and drive tourism safety measures in the Eastern Seaboard Tourism Development Zone.

5) Connecting tourism both inside and outside the Eastern Seaboard Tourism Development Zone, including neighboring countries and international countries (Eastern Seaboard Tourism Development Zone Operation Center, 2019).

Development of tourism on the East Coast according to that plan Focuses on development in 5 issues, namely:

1) Creative development and value addition and value to resources, products, products, and tourism activities in the Eastern Seaboard Tourism Development Area, carried out by developing a database of tourism resources in the area, creating value and adding value to tourism resources. Developing the competitiveness of being a creative tourism city, Promote and develop Creative Community based tourism (CCBT) to have standards and potential to welcome tourists.

2) Development and promotion of digital marketing to increase the quality of tourists both domestically and internationally by promoting digital marketing, promoting tourism entrepreneurs to organize promotional activities through innovative e-commerce marketing. To support quality tourists both domestically and internationally, promoting digital marketing in specific interest groups (niche market), including marine tourism groups, ecotourism groups, Agricultural tourism groups, Historical and cultural tourism groups, and MICE groups, creating identity and product identity in line with the changing tourism context and situation.

3) Developing the tourism industry to be environmentally friendly and reach international standards by disseminating and promoting environmentally friendly tourism management guidelines, developing tourism personnel's potential in managing environmentally friendly tourism, and developing and upgrading tourism establishments to be certified according to national and international environmentally friendly.

4) Upgrading and driving safety measures and building confidence in tourism by increasing security measures for tourists in the area, developing personnel's potential to have knowledge and expertise in helping prevent and reduce accidents, developing safety facilities, and building confidence for tourists.

5) Development of tourism connecting the region's Neighboring countries and international operations by linking tourism routes within the Eastern Seaboard Tourism Development Zone and other tourism development zones, connecting the tourism routes of the Eastern Seaboard Tourism Development Zone with neighboring countries such as Cambodia, Vietnam and internationally, linking tourist attractions to support yacht and cruise tourists, developing routes and tourism activities to support trade, investment, and urban development according to the Eastern Economic Corridor project.

According to the tourism development action plan within the Eastern Seaboard Tourism Development Zone 2020-2022, to achieve the vision, mission, and aims of tourism development, it is essential to focus on developing the area in line with the local community's cultural identity while spreading the benefits of development to the community and the beneficiaries at large.

2.3.3.6 Action Plan for Development and Promotion of Tourism in the Eastern Economic Corridor (EEC).

The office of the Policy Committee of the Eastern Special Development Zone (2018) prepares an action plan for tourism development and promotion in the Eastern Economic Corridor (EEC), one of the sub-plans under the Eastern Economic Corridor. To raise the level of tourism in the three provinces, Chachoengsao, Chonburi, and Rayong, to world-class tourism. Supporting high-income and health-oriented tourists, Pattaya, Sattahip, and Rayong are the main tourism rings. They have expanded to Chachoengsao, a cultural and natural tourist attraction. Moreover, expand to other tourist attractions to generate higher income from tourism for people in the area.

The direction of tourism development of each province is determined. The potential and uniqueness of each area are as follows: "Chonburi: Modern of the East" because it combines modernity with locality, and Pattaya City is one of the 5 MICE Cities in Thailand. At the same time, "Chachoengsao: Thai Way of Life" has its strengths in lifestyle, culture, and agriculture, and "Rayong: BIZ City" because it is an

industrial estate area with many business operations.to developing and promoting tourism in the EEC, namely 1) tourist attraction development, 2) tourism personnel development, 3) tourism personnel development, and 4) tourist confidence building (Office of the Policy Committee of the Eastern Special Development Zone, 2018).

The study of the action plan for developing and promoting tourism in the Eastern Economic Corridor (EEC) found that tourism in the area was prioritized. Community based tourism is vital in developing tourist attractions, creating a tourism festival, developing community products, developing infrastructure, and developing facilities to support tourism and create an efficient environmental and waste management system. There is an international security system. There is a travel system that supports tourists to travel to tourist attractions more easily. It also pays attention to developing tourism personnel in the personal, community, and tourism-related fields. Provide personnel with knowledge and ability to provide tourism services according to international standards, Including focusing on enhancing the image of tourism to build confidence and attract high-quality tourists. To create added economic value to the area.

2.3.3.7 Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) fiscal year 2023-2027

Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) 2023-2027 prepared by Strategic Management Group of Eastern Provinces 1 (2023) to develop the Eastern Province Cluster 1 for a period of 5 years (2023 -2027) which is “The leading economy. Balanced and Sustainable Development based on a happy society.”

A tourism and service development plan has been established to achieve the goal of tourism development in the Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) 2023-2027. The goal is to develop tourism from upstream to downstream, namely from the development of tourist attractions, creating added value and innovation, and marketing promotion, which includes the development of infrastructure in terms of transportation routes/facilities/safety for sustainable tourism, Promotion of tourism, and upgrading of tourism products, including the development of personnel in tourism.

Other plans, namely the area development plan for the Eastern Economic Corridor (EEC), are excellent and modern such as Agricultural development plan,

Natural resources and environment development and management plan, and plans to improve the quality of life. Although it is not a direct development of tourism in the area, it is a development that impacts improving the quality of local tourism.

2.3.3.8 Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) fiscal year 2023-2027

Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) 2023-2027 prepared by the Strategic Management Group of Eastern Provinces 2 (2023) to develop the Eastern Provinces 2 for a period of 5 years (2023 -2027) is “a city of quality of life. ecotourism hub community way and culture source of fruit and safe agriculture.”

From the study of the Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) 2023-2027, it was found that the Eastern Province 2 group focused on the development of tourism by ranking it as the first issue of area development, by focusing on developing tourism that is of international standards, supporting ecotourism community way of life and culture, which is the potential of local tourism. It has operated in many dimensions, namely promoting cultural and historical tourism of ethnic groups in Chanthaburi and Trat provinces and developing and promoting creative cultural tourism. Development of the foundation economy, development of infrastructure in tourist attractions and tourism facilities in Prachan Satra Nakhon, promotion and development of tourism standards, development of tourism personnel potential, development of new regular tourism routes, New Normal FAM Trip, promotion and development of tourism to meet standards to support ecotourism and promotion and development of creative tourism. Way of life, community, arts, culture, traditions.

It can be seen that from this development plan, Chanthaburi and Trat, which is the study area of the research and is in the development area of this plan, has received support for tourism both in terms of strengthening community tourism ecotourism cultural tourism to have standards in terms of services, products, and personnel, as well as facilities and various infrastructures that support tourism in the area to upgrade to high-quality tourism.

2.4 Management to Promote Tourism in Thailand

2.4.1 Standards and Awards

2.4.1.1 Tourism Standards that Promote Sustainable Tourism

Tourism standards in Thailand developed by the Department of Tourism Ministry of Tourism and Sports (2023) aim to raise the level of tourism in Thailand, divided into three categories, consisting of tourism service standards. Tourist attractions standards and Tourism business registration standards, each category of which consists of sub-standards that have a manual to show details of standards and standard assessments. For entrepreneurs, those involved and those interested can apply it as follows:

Tourism service standards are divided into four aspects: Accommodation standards, Tourism service standards, Tourism activities standards, and ASEAN standards. A total of 32 standards, namely:

1) Accommodation standards for tourism consisting of 1) Accommodation standards for tourism, 2) Standards at Thai homestay standards, 3) Thai tourism standard resort 1-4 stars, 4) 5-star resort tourism standard, 5) Tourist standards, 1-4 star hotels, 6) Thai tourism standards, 5-star hotels, and 7) Accommodation standard for long stay tourism (Department of Tourism Ministry of Tourism and Sports, 2023).

2) Standards for tourism services, consisting of 1) Street food standards for tourism, 2) Bus service standards tourists 3) Tour boat standards, 4) Standards of service management in medical tourism establishments, 5) The standard of small halal restaurants for tourism, 6) Service standards in places where souvenirs are sold (jewelry products) 7) Restaurant ship standards 8) Safety service standards in shopping centers for tourism 9) Air-conditioned van service standards for tourist 10) Service standards for tourists with disabilities, the elderly and families with small children and pregnant women 11) Halal food service standard for tourism 12) Food service standards for tourism 13) Service standards in places where souvenirs are sold 14) Standard of tourist information center 15) Public toilet standards for international tourism and 16) Standard of service rafts for tourism (Department of Tourism Ministry of Tourism and Sports, 2023).

3) Tourism activities standards consist of 1) Butterfly observation standard, 2) Diving standard, 3) Jet ski standard, 4) Camping standard, 5) Eco lodging standard, and 6) Standards for bicycle tourism activities (Department of Tourism Ministry of Tourism and Sports, 2023).

4) ASEAN standard consists of 1) ASEAN public toilet standards, 2) ASEAN green hotel standards, and 3) ASEAN spa standard (Department of Tourism Ministry of Tourism and Sports, 2023).

Tourist attractions standards consist of: 1) Tourist attraction quality standards in the arts and sciences 2) Quality standards for natural attractions 3) Quality standards of cultural attractions 4) Health tourism quality standards types of natural hot springs 5) Quality standards for natural attractions in the category of rapids 6) Quality standards for natural attractions in the category of islands 7) Historical site quality standards 8) Quality standards for recreational attractions 9) Quality standards for tourist attractions in the category of waterfalls 10) Beach tourist attractions quality standards 11) Quality standards for agricultural tourism 12) Quality standards for natural attractions geomorphic type 13) Quality standards for natural attractions, cave type 14) Tourist attraction management standards 15) Ecotourism quality Standards 16) Quality standards for island-type natural attractions 17) Quality standards for natural attractions in the category of rapids There are also 18) Guidelines for managing ecotourism, and 19) Tourist attraction management guidelines: facilities and physical components (Department of Tourism Ministry of Tourism and Sports, 2023).

Tourism business registration standards consist of 1) Tourist business standards and 2) Tourist guide standards (Department of Tourism Ministry of Tourism and Sports, 2023).

In this regard, agencies and interested parties can apply to assess and certify tourism standards at the services and tourism standard department, department of tourism.

The Department of Tourism establishes community based tourism standards. The Ministry of Tourism and Sports (2018) will use this to assess and certify community based tourism standards with the objectives of 1) promoting, supporting, and developing potential tourism communities that have yet to be assessed. Log in to the community based tourism standards audit system. 2) assess tourism communities

applying for standard certification throughout the country. Moreover, supervise and monitor the service quality according to community based tourism standards of the Department of Tourism; and 3) disseminate certified tourism communities. To be known to both Thai and foreign tourists even more.

The evaluation criteria for community based tourism standards consist of 6 aspects: 1) Management of community based tourism; 2) management of the economy, society, and good quality of life; 3) conservation and promotion of community cultural heritage; 4) systematic and sustainable management of natural resources or the environment; 5) quality of community based tourism services.

Community based tourism standards have six aspects. There are a total of 31 objectives as follows:

1) Community based tourism management consists of 9 goals, totaling 36 points, as follows:

2) Economic, social, and good quality of life management consists of 4 goals, totaling 16 points as follows:

3) Conservation and promotion of community cultural heritage consist of 3 goals, totaling 12 points as follows:

4) Systematic and sustainable management of natural resources or the environment, consisting of 5 goals, 20 points, as follows:

5) The quality of community based tourism services consisted of 8 goals, 32 points, as follows:

6) Promoting public relations and collaboration between communities and operators regarding market access and working with external tour operators consists of 2 goals and 4 points.

In this regard, the community that is certified by community based tourism standards must be a community with a combined score of 6 aspects, representing 60 % or more, divided by the score level as follows:

1) The community that received a total score of 80-100 percent was at an excellent level.

2) The communities that received a total score of 60-79 percent were at a reasonable level.

3) Communities that received a total 0-59 percent score were at the improvement level.

The Department of Tourism's community based tourism standards assessment aims to promote and support tourism communities that still need to be certified as community based tourism standards-certified tourism communities. From 2019 to 2022, 162 communities were certified with this standard: 19 communities in 2019, 58 communities in 2020, 35 communities in 2021, and 50 communities in 2022 (Department of Tourism, Ministry of Tourism and Sports, 2022).

According to the standards set by the Department of Tourism, community certification quality can build confidence in the community, entrepreneurs, and tourists. It also creates a good image for community tourism, generates income for the local tourism community, and drives the country's foundational economy to be stable and sustainable.

In addition to the tourism standards implemented by the Department of Tourism Ministry of Tourism and Sports Thailand, there are essential tourism awards, including the "Thailand Tourism Awards," also known as the "Kinnaree Award," of which the Tourism Authority of Thailand (TAT) is the project operator. The Thailand Tourism Awards contest was created in 1996 and is held every two years (Tourism Authority of Thailand, 2018).

For the 2021 Thailand Tourism Awards, there were 25 Thailand Tourism Gold Awards and 53 Thailand Tourism Awards-winning attractions, 26 Thailand Tourism Gold Awards-winning accommodations, 42 Thailand Tourism Awards-winning accommodations, 21 Thailand Tourism Gold Awards-winning health and wellness tourism providers, and 6 Thailand Tourism Awards-winning accommodations (Tourism Authority of Thailand, 2023).

Currently, the Tourism Authority of Thailand (TAT) is organizing the 14th Thailand Tourism Awards 2023 to select Thai tourism operators with international quality standards, both in terms of safe and sustainable tourism and responsible tourism, for the common goal of elevating the Thai tourism industry to high value and sustainability.

Thailand Tourism Awards is an award that guarantees the quality of tourism products and services with sustainable tourism standards and social

responsibility. Responsible tourism pushes operators to upgrade product quality. Moreover, exemplary service to upgrade and develop standardized “white tourism” that is convenient, clean, safe, fair, and environmentally friendly. To create value and the value of Thai tourism products at the international level.

The Thailand Tourism Awards are divided into three levels: 1) Thailand Tourism Gold Award, 2) Thailand Tourism Silver Award, and 3) Thailand Tourism Certificate. The work that receives the Thailand Tourism Gold Award three consecutive times does not have to be awarded in the same category to be awarded the Hall of Fame.

The prize judging concept consists of 3 concepts.

1) Sustainable Tourism
2) Safety and Health Administration
3) Customers Interest

The Thailand Tourism Awards are divided into five categories, each of which may be a branch. One more award was given this year: the Low Carbon & Sustainability Award to drive Thai tourism towards sustainable tourism goals. Details of the Thailand Tourism Awards are as follows:

1) Attraction: divided into six sub-categories consisting of
   (1) Outdoor & Adventure Activities
   (2) Learning & Doing
   (3) Nature & Park
   (4) Recreation & Entertainment
   (5) Historical & Culture
   (6) Local & Community
2) Accommodation: divided into four categories of sub-awards, consisting of
   (1) Luxury Hotel Branch
   (2) Location Hotel
   (3) Resort branches
   (4) Design Hotel Branch
3) Health and Wellness Tourism: divided into four categories of sub-awards, consisting of
   (1) Spa

(2) Wellness Spa

(3) Wellness & Spa Retreat

(4) Thai massage (Nuad Thai for Health)

4) Tour Programs

5) Low Carbon & Sustainability

For benefits What will be received from the project is that the award-winning work will receive the Kinnaree logo as a mark to certify the quality of tourism products and services with tourism standards in a socially responsible manner. The environment also helps to increase market opportunities by offering goods and products to tourists. The winner received privileges in sales promotion, marketing, and public relations through various media outlets of the Tourism Authority of Thailand:

1) Sales promotion and marketing

(1) Being invited to participate in trade show/roadshow/ consumer fair sales promotion of TAT, and partners supported by TAT depending on the suitability of each market group.

(2) Receive a 50% discount on expenses for participating in trade shows/road shows/consumer fairs with TAT, both domestically and internationally. Depending on the suitability of each market group.

(3) Sales information has been presented through TAT's digital marketing media, including Video clip/E-Book/Digital Brochure.

2) Public relations

(1) Public relations via offline and online media for TAT, including the pages Amazing Thailand and Thailand Tourism Awards/Anusarn Aor Sor Tor.

(2) Public relations via online news websites and print media.

(3) Public relations through well-known travel blogs/ social media.

3) Upskill-Reskill

Get the right to participate in activities Seminar/Workshop such as Online Digital Marketing Workshop/ Good Host Seminar 2023 (Tourism Authority of Thailand, 2023)

Thailand Tourism Awards or Kinnari Awards guarantee the quality of Tourism Accreditation that build credibility and are recognized by both domestic and international tourists. It is a tool to upgrade and drive Thai tourism to the international level.

2.4.1.2 Environmental and natural resources standards and awards that promote sustainable tourism

Environmental standards and awards support the image of community tourism to be better. Because it reflects that, besides tourist attractions, there are exciting tourist resources. The community also has a social responsibility: environment and natural resources with care. Emphasize and maintain the environment and natural resources to improve life quality. The critical environmental awards and standards include the Green Globe Awards, organized by the Green Globe Institute. The Green Globe Awards were presented for the first time on December 15, in1999 with the cooperation of experts in various fields, such as NGOs, conservationists, academics, writers, and media, to support, encourage, praise, and disseminate the conservation of natural resources and the environment of individuals, groups, and youth to be recognized by the wider society. The Green Globe Awards recognize individuals, communities, youth groups, writing, and the media for their outstanding and recognizable contributions to conserving natural resources, soil, water, and forests. Can be a role model for the general public, consisting of 5 types of awards: community awards, individual awards, youth group awards, writing awards, youth essay awards, and media awards. At present, there have been 685 awards received and learning outcomes expanded, among which there is an award for “Sippanont Ketudat Sustainability Award,” an award established in 2005 to commemorate and commemorate the passing of Prof. Dr. Sippanont Ketutat, co-founder of the Green Globe Awards, encourages communities that have received Green Globe Awards for more than five years and are still actively conserving natural resources. Innovation in operation is also a new knowledge suitable for the changing times (Green Globe Institute, 2023).

The Green Globe Awards focus on empowering young people to take action in environmental activities, which operates by the “sufficiency way, sharing, binding soil, water, forest, “preservation of natural resources, urban environmental

management, creating green space, preserving biodiversity, Managing pollution problems in water, air, waste, and energy conservation. Including activities to create awareness-building civil society. The qualifications for youth groups to apply for the Green Globe Awards are as follows:

1) Thai youth groups under 25 or educational institutions that conduct activities conserving natural resources and the environment. There are activities in line with the philosophy of sufficiency. Moreover, they emphasize the process of participation with their localities or communities. Until now, at least three years

2) Youth groups or urban educational institutions must carry out activities to conserve natural resources and the environment in the city, such as preserving the urban ecosystem and creating green spaces in the city: biodiversity conservation, water pollution management, air pollution management, and energy conservation, including activities to raise awareness and create an environmental conservation civil society aligned with a self-sufficient lifestyle (Green Globe Institute, 2023).

In tourism, the Green Globe Awards promote community tourism because it confirms the community's true intention to preserve its natural resources and environment. The eligibility of communities to apply for the Green Globe Awards in the community category is as follows:

1) Being a community that conserves soil, water, and forest resources, covering the dimensions of coexisting with nature. And the existence of sustainable ecosystems Until now, at least five years.

2) To be a community that uses local knowledge appropriately is worthwhile and places importance on the participation of people in the community. Civil society and manage life according to the philosophy of sufficiency.

3) In the case of a community network, linked activities with common goals in conserving nature, soil, water, and forest resources, such as watershed conservation, must exist.

4) In the case of an urban community, activities must be carried out to conserve natural resources and the city's environment, such as preserving the urban ecosystem. Building green space in the city, preserving urban biodiversity,

managing pollution problems in water and air, waste management, and energy conservation. Including activities to raise awareness, creating a civil society in environmental conservation that corresponds to the self-sufficient way of life.

5) in all cases, the results can be role models for further learning and practice (Green Globe Institute, 2023).

Community Forest Award under the project “Love the Forest, Love the Community,” a collaboration between the Royal Forest Department and Ratchaburi Electricity Generating Holding Public Company Limited, given to communities that drive community forest development to create a sound management system and maximize the benefits to the community, society and countries in which this award will consider helping communities preserve forest resources. It aims to raise awareness of the value of forest resources for communities and society. According to the Sufficiency Economy Philosophy and the Royal Initiatives of His Majesty King Bhumibol Adulyadej Maha Bhumibol Adulyadej the Great Borommanatbophit and Her Majesty Queen Sirikit the Queen Her Royal Highness Princess Maha Chakri Sirindhorn by receiving royal grace from Somdet Phra Kanitthathiraj Chao Department of HRH Princess Maha Chakri Sirindhorn Princess Maha Chakri Sirindhorn Awarded a trophy for the community forest award at the national level. The qualifications of community forests that are eligible to apply are:

1) Being a community where members participate in the preservation and restoration of local forest resources by managing community forests.

2) Be a community forest according to the Community Forest Act 2019 or be a targeted community forest to establish a community forest according to the action plan and budget plan for promoting community forest management activities for 2020-2022.

3) Has never received a national award for the Forest Conservation Project Forest Love Community.

4) Community forests that have applied for community forest contests in the category of outstanding community forests in development must be community forests that have never received an award from the Forest Conservation Project Forest Love Community and have never been registered for carbon credits with the Thailand Greenhouse Gas Management Organization (Public Organization) before.

Community Forest Contest, there are two prizes: the Community Forest Contest Winner at the National Level and the Outstanding Community Forest Contest for Development. The judging criteria are as follows:

Judging Criteria for Community Forest Contest National Level

1) Abundance of forest resources and community forests

2) Promoting participation in community forest management There is a participatory management process.

3) There is conservation and utilization by considering the value of resources to maintain sustainable abundance.

Judging Criteria for the Outstanding Community Forest Contest for Development

1) Community forest preservation

2) Participation in management

3) Continuity in meetings for sustainability (Royal Forest Department, 2022)

In 2022, the community received a total of 16 awards as follows:

1) Awards in the category of national community forest contest "People who love the forest, love the community" 12 prizes, divided into national and regional winners.

2) Award in the category of outstanding community forest contest in development, four awards.

The prize money received from the competition must be used to manage community forests in a balanced and sustainable manner, following the Community Forest Act 2019 (Royal Forest Department, 2022), for the benefit of conservation, restoration, management, maintenance, and utilization of natural resources, environment, and biodiversity.

The study found that the community forest award contest under the project "People Rak Pa Rak Community" is a tool to encourage communities to participate in community forest management. Moreover, it supports the development of community forests systematically, promoting vital forest conservation and development processes with the participation of people in the community and being

able to push for a model community that is the center of learning for other communities in the country in addition to the standards and awards that have already been presented.

There are also many certifications and awards related to the environment and natural resources that promote sustainable tourism, such as the Green Leaf Standard by the Green Leaf Foundation, which certifies standards for environmentally friendly hotels in Thailand. It considers environmental management and resources utilization of hotels in all dimensions, from energy, waste, and organization management communication to raising environmental awareness.

There is also a project called ZCR by Zero Carbon Resorts for Sustainable Tourism Project, which assures accommodation standards that consider carbon reduction. The project is an international collaboration supported by the European Union's Switch-Asia Program; it will assess the emissions and CO_2 reductions from the activities of the accommodation requesting certification.

By considering the beginning to the end of the business operation, the use of electricity, water, wind, leakage of different types of energy, the amount of waste from activities, and waste management, having a corporate sustainability policy raises awareness of sustainability among employees and customers, including purchasing green products and services. These standards and awards guarantee the quality of entrepreneurs and tourist attractions in terms of environmental management, reflecting sustainable tourism development.

2.4.2 Community Based Tourism

Community based tourism (CBT) has been defined in many ways as follows:

Community based tourism means tourism that considers the sustainability of the environment, society, and culture, which is determined by the community. Managed by the community for the community, the community has the role of owner and has the right to administer to achieve learning for visitors (Life and Nature Tourism Project, 1997, cited in The Thailand Community based Tourism Institute, 2023).

Community based tourism means tourism that considers the sustainability of the environment, society, and culture, is oriented and managed by the community, and does it for the community. The community has the role of owner and the right to organize

and take care to create learning opportunities for visitors (Ministry of Tourism and Sports, 2007).

Community based tourism is a model that promotes community strength, can be self-reliant, and provides a good quality of life by managing natural resources, culture, and the environment. Under the process of community involvement in determining the direction of development to improve the quality of life and local income distribution (Department of Tourism, Ministry of Tourism and Sports, 2018).

Community based tourism means community-managed tourism. It is to be used as a development tool through the participation of all sectors. In resources management, valuable wisdom balances the economy, society, culture, and the environment sustainably, leading to quality of life. The happiness of people in the community tourists and visitors (Designated Areas for Sustainable Tourism Administration, 2019).

Community based tourism Refers to alternative tourism that is managed by the community creatively and with standards that lead to learning. To contribute to the sustainability of the environment, local culture, and good quality of life (The National Tourism Policy Board, 2019).

In addition, the Special Area Development Administration for Sustainable Tourism Administration (2017) interestingly explained community based tourism from the point of view of DASTA. Community based tourism considers the sustainability of the environment, society, and culture. The direction of community based tourism development has been determined and managed by the community, for the community, with the community participating in thinking, planning, sharing responsibility. and sharing the benefits of tourism. The community's tourism resources are managed, which covers the environment, society, art and culture, ways of life, beliefs, and wisdom to achieve balance and sustainability. To accommodate visitors efficiently according to the needs shared between the community and tourists. There may be external agencies that are just sponsors. However, the people in the community are the hosts who deliver tourism products or activities, services, and experiences to visitors through a learning process with the community.

Community based tourism contributes to income distribution by maintaining the community's resources to be sustainable. It also helps to promote the development of potential and local knowledge. Local love and cherish for people in the community as

well. Community based tourism is organized in a niche market group that requires an appointment with the community to organize various tourist activities in advance. Since most of the community members are not directly related to tourism management. Except for communities that have opened themselves up to support mainstream tourism, tourists who visit without a prior appointment may need better service or communication from the community. Tourism in the community has different ways of life according to the nature of the local geography. Therefore, it is full of charm and a way of life, expressed in terms of arts and culture, dress, food, and beliefs. Therefore, Community based tourism is an excellent way to see these differences. There are people in the community who deliver travel experiences (Designated Areas for Sustainable Tourism Administration, 2017).

Therefore, community based tourism is a tool to strengthen villager organizations in managing natural resources and culture. The process of participation of people in the community. Allowing the community to participate in determining the direction of development and benefiting from tourism.

Community based tourism that uses tourism as a tool for community development has the following principles:

1) Community owned
2) Villagers take part in setting directions and making decisions.
3) Promote self-esteem
4) Improve quality of life
5) Environmental sustainability
6) Maintain local identity and culture
7) Facilitate learning between people of different cultures
8) Respect different cultures and human dignity
9) Generate fair returns for local people
10) There is a distribution of income for the public benefit of the community.

To allow the community to operate tourism according to the principles above, it is necessary to prepare and strengthen the community in tourism management. At the same time, there must be a campaign for people in society to see the difference between community based and general tourism. Encourage people in society to see the

importance and be tourists interested in the knowledge exchange between the homeowner and the visitor. It also increases awareness and understanding of local communities' role in conserving natural resources. Encouragement or support is needed to create continuity in conservation work regarding nature or culture (The National Tourism Policy Board, 2019).

"Community based tourism is not caused by answering the question of how the community will benefit from tourism. Nevertheless, it creates a new question: How can tourism benefit community development?"

Community based tourism Development Goals

1) Strengthening the potential for communities to be able to connect tourism benefits

2) The community can manage and link different interests. other from tourism

3) Local ways of life and culture are preserved and added value. It helps local development be balanced and sustainable.

4) Bring extra income to the community and a good environment.

5) Well-being of people in local communities

Tourism management benefits the community. It requires the cooperation of all sectors to benefit the community through tourism and truly local. Those who play a role in promoting the community to benefit from tourism include the government sector. Educational institutes, tour operators, media, and tourists with the following method.

Public Sector: Promote, coordinate, and support to connect opportunities and empower communities to benefit from tourism.

Educational Institutions: Provide knowledge and seek appropriate tourism development knowledge that benefits the local community.

Tourism company: Promoting tourism services managed by the local community and recruiting suitable tourist markets for community tourism activities.

Mass Media: Provide information to raise awareness so the public can understand more about tourism options that benefit the local community.

Tourists: Support tourism services managed by the local community and understand proper behavior in tourist destinations (The National Tourism Policy Board, 2019).

Community based tourism development criteria are an essential tool for planning, carrying out, and evaluating the results of community based tourism development with five components as follows:

1) Community tourism groups are managed sustainably.

2) Community based tourism is the distribution of benefits to local communities, society, and quality of life.

3) Community based tourism preserves and promotes cultural heritage.

4) Management of natural resources or the environment systematically and sustainably.

5) Service and safety.

Community based tourism development criteria are considered to help assess whether the community is vital. What are the weaknesses? So that communities and nanny agencies can fulfill and build capacity effectively, the National Tourism Policy Board (2019) developed criteria for Community based tourism development in Thailand that have been certified to comply with the Global Sustainable Tourism Criteria: GSTC-D. The objectives are:

1) To be a guideline for sustainable community based tourism development,

2) To be a tool to assess the level of sustainable community based tourism development, and

3) To be a tool for continuous development planning.

In this regard, the criteria were used to benefit tourism development in the model community. Through the drive of community based tourism promotion groups in particular areas with the long-term goals of community based tourism development, the tourist attraction has a standardized management system by the community based tourism promotion group, which allows the local community to participate in the management of tourist attractions for the utmost benefit of the community.

Criteria for community based tourism development prepared by the National Tourism Policy Board (2019) consists of all five criteria, 29 objectives, and details as follows:

1) Management of community based tourism consists of 9 goals as follows:

Goal 1.1: Efficient community based tourism management

Goal 1.2: A joint agreement for effective community based tourism management

Goal 1.3: Guidelines for efficient tourists

Goal 1.4: Develop personnel in the community based tourism management group to be effective.

Goal 1.5: Promote effective participation of all parties

Goal 1.6: Participation of various network partners to be efficient

Goal 1.7: Effective marketing and public relations management for Community based tourism

Goal 1.8: Accounting system financial efficiency

Goal 1.9: Children and youth are given priority in community based tourism.

2) Economic and social management and good quality of life, consisting of 4 goals as follows:

Goal 2.1: Efficient income allocation

Goal 2.2: Effective promotion of good quality of life

Goal 2.3: Quality community products to create opportunities to increase income from tourism.

Goal 2.4: Human rights in tourism are a priority.

3) Conservation and promotion of community cultural heritage consists of 3 goals as follows:

Goal 3.1: Community cultural heritage database for quality tourism

Goal 3.2: Disseminate community cultural heritage through practical community based tourism.

Goal 3.3: Preserving and restoring influential local culture

4) Systematic and sustainable management of natural resources or the environment, consisting of 5 goals as follows:

Goal 4.1: Manage local resources for climate change adaptation.

Goal 4.2: Quality natural resources or environmental databases.

Goal 4.3: Dissemination of wisdom on natural resources or the environment through efficient community based tourism.

Goal 4.4: Conservation of natural resources or the environment in the community is effective.

Goal 4.5: Raising awareness of the importance of preserving natural resources or the environment through efficient tourism.

5) The quality of community based tourism services consists of 8 goals as follows:

Quality, Facilities, and Services Category

Goal 5.1: Providing satisfactory tourism services

Goal 5.2: Effective communicators

Goal 5.3: Quality tourist service points

Goal 5.4: Efficient service coordination

Security Preparation Category

Goal 5.5: Routes and tourism activities are safe.

Goal 5.6: Travel services are safe.

Goal 5.7: Efficient management of travel routes in the community

Goal 5.8: Effective emergency management

Assessment of communities according to the criteria for community based tourism development in Thailand each goal contains a “Sub-Criterion” that measures the effectiveness and quality of each goal, with each “Sub-Criterion” containing an “Assessment Item” to measure the completeness of each sub-criterion. Therefore, the assessment is mainly based on the “Evaluation Clause”; when the assessment request is complete, the criteria and goals can be answered thoroughly.

Assessing the community according to this criterion for community based tourism development Helps the tourism community develop sustainable community based tourism. Help the community continuously plan the development of a community tourism management system. To maximize the benefit of the community

Nowadays, community based tourism has many forms of tourism activities. According to the characteristics and prominence of communities that tourists want to experience, the Special Area Development Administration for Sustainable Tourism Administration (2023) classifies the types of community based tourism into agricultural

tourism, ecotourism historical tourism, adventure tourism, cultural tourism, lifestyle tourism, nature education tourism, creative tourism health tourism, food tourism. Tourists can choose travel destinations according to their needs and can enter Search for travel communities and view details of various travel communities on the website. https://cbtthailand.dasta.or.th/webapp.

To support the operation of community based tourism, the Action Plan was developed to drive sustainable and creative community based tourism development. 2018-2022 was prepared by the Office of the Permanent Secretary, Ministry of Tourism and Sports (2018). This action plan follows the strategy under the Sustainable Community Tourism Strategic Plan 2016-2020 of the Special Areas for Sustainable Tourism Administration (DASTA) to be used as a map for relevant government agencies to use in driving community based tourism operations. There is also a plan for the work of various agencies that can support the development of tourism in the community, such as the 4-year Designated Areas for Sustainable Tourism Administration (Public Organization) drive plan (2019-2022) and the Tourism Enterprise Plan of Thailand 2023-2027. These plans are used to determine the overall direction of community based tourism in the entire country.

For driving community based tourism in the Active Beach Cluster, it was found that there was an action plan for developing tourism within the Active Beach Cluster 2020-2022, which is an action plan for developing and promoting tourism in the Eastern Economic Corridor (EEC), Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) for the fiscal year 2023-2027, and Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) for the fiscal year 2023-2027 as a tool to support and promote the development of community based tourism in this area.

2.4.3 OTOP Nawatwithi Community Tourism

Department of Community Development Ministry of Interior (2018) has operated the OTOP Nawatwithi Community Tourism Project, which is an area development project to:

1) Develop the grassroots economy to generate income for the community. To improve the quality of life of the people thoroughly, stimulate the economy and society in the country to be strong.

2) Developing quality, elevating OTOP product standards, adapting to development (Group D), ready for sale, generating more income.

3) Outstanding connection routes in tourism (main cities, secondary cities, communities). There is readiness for the identity of OTOP Nawatwithi Community Tourism.

4) Build and develop personnel, entrepreneurs, and related persons in OTOP Nawatwithi Community Tourism to have the capacity to think creatively. And can be used to extend the management of the community appropriately.

The goals of the OTOP Nawatwithi Community Tourism Project are as follows:

1) People who get professional development have more income. Strengthen the grassroots economy by connecting OTOP Nawatwithi Community Tourism with significant cities, secondary cities, and tourism basins in 3,273 villages.

2) Developing quality, elevating OTOP product standards, adapting to development (Group D), totaling 64,570 products.

3) Create a community marketplace. The government was pulling people into the village with OTOP Nawatwithi Community Tourism to increase the distribution of revolving income (the local economy) in 3,273 places.

Driving the OTOP Nawatwithi Community Tourism Project, it consists of 5 processes, namely 1) tourism personnel development, 2) tourist attractions and facilities development, 3) tourism product and service development, 4) linkage of local tourism routes, and 5) tourism community marketing promotion. Driving through these five processes will lead to income from tourism for the average village. Increased by 10%, with each process having the following measures.

1) Personnel development in tourism has five measures/guidelines as follows:

(1) Prepare to be OTOP Nawatwithi Community Tourism (community committee’s funding source, rules and regulations).

(2) Developing and managing OTOP Nawatwithi Community Tourism information (provincial / community level).

(3) Prepare a business plan for OTOP Nawatwithi Community Tourism

(4) Create community storytellers

(5) Being a “good host”

2) The development of tourist attractions and facilities has two measures/guidelines as follows:

(1) Develop physical potential environment of tourist spots (Information Signs)

(2) Promote/develop charm tradition, culture, and community identity

3) The development of tourism products and services has three measures/guidelines as follows:

(1) Developing community entrepreneurs

(2) Develop products and services OTOP Nawatwithi Community Tourism

a) Upgrading products to have quality and standards adds value that can be sold

b) Design souvenir souvenirs for tourism

c) Cultural and food products

(3) Logo design and slogan OTOP Nawatwithi Community Tourism

4) Linking tourism routes in each locality, there are two measures/guidelines as follows:

(1) Design and link tourism routes of the target villages.

(2) Linking primary and secondary tourist attractions

5) Tourism community marketing promotion has four measures/ guidelines as follows:

(1) Public Relations: online/offline/platform

(2) Launched OTOP Nawatwithi Community Tourism

(3) Business matching

(4) Exhibition/sale of OTOP products and services Nawatwithi Community Tourism

OTOP Nawatwithi Community Tourism has target areas for the project, 3,273 villages by selecting villages at the district level and the provincial level, considering the outstanding areas in the potential and readiness of the villages according to the criteria for village consideration, as follows

1) Consider the community's potential, including the number of tourists who enter the community, the capital of nature and the environment, and the capital of arts, culture, and wisdom.

2) Consider the connection of tourist attractions, consisting of

(1) The main attraction (magnetic attraction) is an area with 22 main cities in the province.

(2) Secondary tourist attractions mean areas in the province, 55 secondary cities.

(3) Small tourist sites mean tourism communities with activities and tourist attractions that promote each other as a tourist route and have a distinctive identity.

3) Operate without starting from zero means

(1) Continuing the OTOP village for tourism

(2) Building on villages supported by Pracharath Rak Samakkee Province (Social Enterprise) Co., Ltd.

(3) Expand the villages supported by DASTA.

(4) Building on villages supported by the Ministry of Culture

(5) Developing the Creative Industry Village (CIV)

(6) Continuing the original activities without filling every value chain.

4) Focus on selling OTOP products consisting of

(1) Consider OTOP products as tourism promotion products

(2) Consider selecting, developing, and selling 10 Quadrant D OTOP products per 1 main target village.

5) Charm, which is a selling point, consists of natural characteristics such as mountains, rivers, and beauty of nature, as well as characteristics of wisdom, culture, and history/legends.

6) The strength of the community consists of the cooperation and unity of the people in the community and the strength of the leaders.

7) A business (demand-side) income-generating plan must be developed. The community tourism calendar, if not available, must be made available by the community.

However, the target village for selection must be something other than a village receiving budget support from the OTOP Village Project for Tourism. Fiscal year 2017, which has a total of 125 villages

OTOP Nawatwithi Community Tourism Project performance according to the report of the Department of Community Development, Ministry of Interior (2021), it was found that the project can develop and promote OTOP Nawatwithi Community Tourism by operating in 76 provinces, 875 districts based on five developments, namely

1) The development of people in the community to support tourism (People)

2) Landscape development/location (Place)

3) Development of OTOP products and tourism services

4) Development of linking routes and testing tourism programs (Preservation)

5) Public Relations/Promotion

The benefits that people will receive from the project are as follows:

1) Village/Community has been developed in community based tourism management for 3,680 villages/communities distributed in 76 provinces.

2) In total.52,666 OTOP products in the adaptive to development group (Quadrant D products) were developed.

2) Products in OTOP Nawatwithi Community Tourism have been developed 1,587 products.

3) 12,066,804 tourists are entering the community (from June 2018 – 30 September 2021).

4) Generating income and distributing income in the community 6,490 million baht.

5) Beneficiaries include entrepreneurs 98,970, people living in the community 18,004, food/beverage in the community 39,806 places.

OTOP Nawatwithi Community Tourism Project Audit Report from the State Audit Office of the Kingdom of Thailand (2020) found that the project has targeted 3,273 villages/communities covering 76 provinces, and the project implementation period has been set in the 3rd-4th quarter of the fiscal year 2018 (April-September 2018).

From the examination of the project activities, it was found that there are still facts and some significant limitations that prevent the operation of the OTOP Nawatwithi Community Project. Tourism still needs to be effective and efficient. From randomly inspecting 74 villages/communities participating in the project in 11 provinces, namely Trang, Nakhon Nayok, Buriram, Phra Nakhon Si Ayutthaya, Phrae, Ratchaburi, Lampang, Sisaket, Satun, Samut Songkhram and Ubon Ratchathani, it was found that there were two significant findings, which can be summarized as follows:

Finding 1: Operations in the five primary processes cannot indeed be a mechanism for developing and promoting villages or OTOP Nawatwithi Community Tourism because

1) It is a village that participates in some activities and cannot perform the duty of tourism personnel according to the project objectives.

2) Most of the OTOP Innovative Tourism Community Business Plan cannot be used for development planning according to the project's objectives.

3) Tourist attractions and facilities development activities focus on decorating and improving the landscape to create landmarks and check-in points without focusing on improving the quality of existing tourist attractions.

4) Materials for landscape improvement are similar; they use the same material, do not show a distinctive identity, and are not different.

5) Villages or communities ready to develop less than ten products and services according to the project goals.

6) The number of products in the development process must be consistent with the implementation period. The development of products for services needs to be given more importance to enter the standard certification process. Products that go through much development: These are products that can be bought online. No outstanding and different and is the same type of product.

7) Most project-developed packaging needs a distinctive identity, is inappropriate, and does not add value to the product.

8) Some villages or communities selected to participate in the project do not have the potential to be linked to external tourist sites.

9) Villages or communities still need to effectively use the linkage of tourist attractions to present public relations and communicate with tourists.

10) Do public relations for the village or the OTOP Nawatwithi Tourism Community in the form of an event conducted at inappropriate times.

11) Promoting tourism community marketing through online public relations still has some operational limitations. Specifically, there needs to be more at the provincial level to create a database to publicize the OTOP Innovative Tourism Community and the Ang Lek Check-in application. It cannot be used as a public relations tool. OTOP Tourism Community with efficiency.

Finding 2: Most targeted villages or communities were developed and promoted according to the project guidelines. There are still some factors that cannot be a village or community that has tourism potential as follows:

1) Many participating communities in the project need more potential to be developed into community tourist attractions.

2) The main attraction, a selling point of the village or community, has yet to be developed to build Highlights that attract tourists' attention.

3) Build the basics necessary to support the tourists of the village or community that still need to be ready.

4) The management of tourism in the village or community area is not yet ready to proceed with continuity and sustainability, namely:

(1) There is no plan or direction for developing HAR activities, which are the main procedures supported by the project.

(2) Lack of understanding and still unable to proceed or have a clear and concrete action plan.

(3) Recording data in various statistics Not developed or developed but discontinuous and unsystematic.

The results of the above review concluded that the leading cause of the problems mentioned above is the inconsistency of the objectives, methods, and duration of the project implementation. The duration of the project is only one year. However, there are many target areas spread across the country. In addition, the activities are complex,

focusing on searching for community funds with a unique identity and charm to bring about a unique tourism product that is unique and different, together with the Community Development Department, which needs more knowledge and expertise in tourism development, it must be done within a limited time by government policy. That causes many activities to fail to meet their objectives (State Audit Office of the Kingdom of Thailand, 2020).

2.5 The Active Beach Cluster

2.5.1 The Active Beach Cluster Background

Thailand Tourism Strategy 2015-2017 was developed to drive tourism operations according to the National Tourism Development Plan 2012-2016 (Volume 1) and the Thailand Reform Plan. Realizing the importance of the country's tourism development goals in the next phase will focus on increasing the number of tourists and developing to aim for a more quality tourist destination. In terms of increasing the length of stay for tourists, average expenditure per head per day, or visit development at the local level, tourism links within and between tourism groups, distribution of tourists and income distribution to more locals, and taking into account the impact on the community, society, culture, and environment to create balance and sustainable development, the Thailand Tourism Strategy 2015-2017 consists of 3 development strategies: (1) promotion of the tourism market, (2) development of tourism products and services, and (3) tourism management (Ministry of Tourism and Sports, 2015).

Which strategy to develop tourism products and services. There is an area-based development strategy, which is an operational strategy for developing and preparing the area to accommodate tourists. Emphasize the development of tourism products and services that align with the potential and capacity to accommodate tourists in tourist destinations. Furthermore, giving importance to the dimensions of tourism development in economic, social, cultural, and environmental dimensions, as well as the balance of tourism development by promoting the management of local resources of the community to strengthen and develop linkages with agricultural products and Community products (OTOP) enter the tourism business sector. Increase the value of agricultural products and develop agro-industry instead of importing and consuming

goods from abroad, as well as the development of local identity, achieve fairness in income distribution to local communities, and improve the quality of life of the people to cover all tourist areas. Promote tourism along the transport routes specified in the transport infrastructure development plan. It also emphasizes the integration of the collaboration between departments in each area. The areas for developing tourism products and services in the urgent period are divided into eight development zones (Ministry of Tourism and Sports, 2015).

In the first phase in 2015, a ministerial regulation was announced to designate Thailand to have five tourism development zones and three additional zones in 2016, a total of 8 tourism development zones, which is the main tourism development area of the country. In addition, there are also three areas to promote tourism, including 12 must-visit cities must miss, 12 must-visit cities miss (plus), and economic areas and border cities. To be an area for further tourism development. Details are shown in Table 2.5.

Table 2.5 List of Provinces in the Tourism Development Zone, Must-Visit Cities...not to be Missed and Economic Areas and Border Cities

Tourism Development and Promotion Area	**Province**
1) Lanna Civilization Tourism Development Zone	Chiang Mai, Chiang Rai, Lamphun, Lampang, Phayao
2) West Coast Tourism Development Zone	Phetchaburi, Prachuap Khiri Khan, Chumphon, Ranong
3) Active Beach Cluster	Chonburi, Rayong, Chanthaburi, Trat
4) Andaman Tourism Development Zone	Phuket, Phang Nga, Krabi, Trang, Satun
5) Southern Isan Civilization Tourism Development Zone	Nakhon Ratchasima, Buriram, Surin, Sisaket, Ubon Ratchathani
6) Central Chao Phraya River Basin Lifestyle Tourism Development Zone	Phra Nakhon Si Ayutthaya, Sing Buri, Ang Thong, Pathum Thani, Nonthaburi

Tourism Development and Promotion Area	Province
7) Mekong River Basin Lifestyle Tourism Development Zone	Nong Khai, Loei, Bueng Kan, Nakhon Phanom, Mukdahan
8) World Cultural Heritage Tourism Development Zone	Sukhothai, Tak, Kamphaeng Phet, Phitsanulok
9) 12 must-see cities...not to be missed	Lampang, Phetchabun, Nan, Buriram, Loei, Samut Songkhram, Ratchaburi, Trat, Chanthaburi, Trang, Chumphon, Nakhon Si Thammarat
10) 12 Must-See Cities...Plus	Lamphun, Phitsanulok, Phrae, Surin, Chaiyaphum, Nakhon Pathom, Suphan Buri, Rayong, Sa Kaeo, Satun, Ranong, Phatthalung
11) Economic areas and border cities	Tak, Mukdahan, Sa Kaeo, Trat, Songkhla

Source: The National Tourism Policy Board (2017).

Table 2.5 shows that Active Beach Cluster is one of the country's first five tourism development zones. Covering the provinces of Chonburi, Rayong, Chanthaburi, and Trat, whose primary goal is to develop into an internationally friendly, internationally friendly seaside tourism in the east, connecting Cambodia and Vietnam through measures to support economic development. Creative in tourism and sports and promoting tourism for balanced and sustainable growth. Which has development guidelines by promoting Pattaya as a tourism and sports city, improving the quality of tourist attractions products and services to meet standards about the community and the environment, and developing agricultural products to link community products to the tourism service industry instead of importing and consuming goods from abroad.

The development of the Active Beach Cluster after it was announced as a tourism development area. A Tourism Development Action Plan within Active Beach Cluster 2016-2020 has been prepared, and in the action plan, the problem situation of tourism in the Active Beach Cluster has been analyzed. It is a city that many tourists

know and visit, namely Chonburi Province, Pattaya City, some areas of Trat Province such as Koh Chang, and secondary tourist groups including Rayong, Chanthaburi, and Trat, causing problems in each area of the two tourist groups to be both similar and different:

1) Tourism city management problems to support international tourism include safety, water management, waste management, urban environment, and tourism ethics

2) Problems with tourism resources management, enhancing the value of natural, cultural, and cultural tourism resources, and maintaining sustainable tourism resources.

3) The problem is that tourism personnel still need to improve service quality. Good host business ethics and skills are important in being an international tourism service city, as are foreign labor problems and foreign businesses.

4) The problem of tourism management is the need for balance between hosts, local people, and tourists. Due to growing tourism development, some areas of the province have the characteristics of large groups of tourists or mass tourists (Mass Tourists), making local people less cared for and lacking happiness in life.

5) Marketing problems, especially the quality tourist market. To effectively accommodate tourists from around the world, including penetrating high-potential tourist markets from ASEAN countries, namely Vietnam (South), Laos, and Cambodia.

6) Problems in tourism information systems, ICT systems, and problems with facilities in becoming a world-class tourist city, such as airports, land, water, and air transportation routes, logistics systems for transporting tourists systematically, and local public transport.

7) The problem of linking upstream tourism supply chains midstream and downstream Has not been covered, and there are few connections outside the city (Tourism Development Board of the Eastern Seaboard Tourism Development Zone (Chonburi, Rayong, Chanthaburi and Trat, 2015).

From the study of problem conditions and potential analysis of the area, the Tourism Development Board of the Eastern Seaboard Tourism Development Zone

(Chonburi, Rayong, Chanthaburi, and Trat) led to the preparation of guidelines for the development of Active Beach Cluster, which are presented in detail in the next section.

2.5.2 The Active Beach Cluster Development

Tourism has developed in the Active Beach Cluster from the beginning to now. Two Tourism Development Action Plans within the Active Beach Cluster have been prepared: the 2016-2020 and the 2020-2022 plans. Details are as follows:

Tourism Development Action Plan within Active Beach Cluster 2016-2020 prepared by the Tourism Development Board of the Eastern Seaboard Tourism Development Zone (Chonburi, Rayong, Chanthaburi, and Trat) (2015), which has set the vision, mission, goals, and strategic issues. Details as follows:

Vision

"International colorful eastern seaside tourism environmentally friendly linkages to Cambodia and Vietnam."

Vision Explanation: Develop the Eastern Seaboard provinces into sandy beach tourism towns. The seashore of the Eastern Sea is full of colorful activities and festivals. Focus on developing tourism resources, emphasizing value-added, environmentally friendly tourism. Be a tourist city with international quality and safety standards—link with Cambodia and Vietnam tourism.

Objectives of developing the area

1) The eastern provinces should be developed as tourist cities with sandy beaches and all colors of the eastern sea, as well as a learning center for community life and international tourism.

2) Promote and increase the competitiveness of major tourist cities in Chonburi Province, and secondary tourist cities in the Active Beach Cluster are Rayong, Chanthaburi, and Trat.

3) Penetrating the quality tourist market to stay for a long time and spend high money in the Active Beach Cluster and expand the tourist base from the central tourist city of Chonburi to the secondary tourist cities of Rayong, Chanthaburi, and Trat.

4) Strengthen the network mechanism and enhance collaboration in the development of Active Beach Cluster tourism, as well as connecting tourist cities within and outside the border, including Cambodia and Vietnam.

5) Accelerate the problem of safety tourism business ethics and environmental problems in major tourist cities, Chonburi Province.

The goal of developing the area is

1) Increase tourism revenue for primary and secondary tourist cities in the Active Beach Cluster.

2) Distribution of tourism income evenly and fairly within the Active Beach Cluster.

3) Distributing tourism income to neighboring provinces and tourism links outside the Active Beach Cluster.

4) Improve the quality of life of people in Active Beach Cluster in terms of social, cultural, and environmental dimensions.

5) Active Beach Cluster's multicultural identity.

6) Let Active Beach Cluster win national and international tourist attractions/operational awards.

There are five strategic issues in area development, namely:

Strategic issue 1: Create a system to stimulate and drive the tourism development and management network at all tourism levels through participatory and good governance processes.

Strategic issue 2: Developing and adding value to the environmentally friendly beaches and seaside tourism resources base to international standard tourist attractions.

Strategic issue 3: Create innovations to promote modern tourism marketing (Modern Marketing) to maintain the existing tourist group. Furthermore, increasing the quality of tourists, both Thai and foreign tourists.

Strategic issue 4: Integrating beach tourism development seaside to green tourism is linked within the cluster, between cluster, and neighboring countries such as Cambodia and Vietnam.

Strategic issue 5: Accelerate, support, and drive safety measures, tourism business, and land use standards to drive the Tourism Development Action Plan within Active Beach Cluster 2016-2020 is an integrated operation at various levels, from

policy coordinating bodies to the Tourism Development Board. Moreover, it is an organization that supports driving at the local level and integrates tourism development with provincial and provincial development work. To drive tourism development to achieve the goals set (Tourism Development Board of the Eastern Seaboard Tourism Development Zone (Chonburi, Rayong, Chanthaburi and Trat), 2015).

The Eastern Seaboard Tourism Development Zone Operation Center (2019) analyzed the performance according to the action plan and the potential of the Active Beach Cluster. Critical issues were found in developing the Active Beach Cluster's competitiveness.

1) Issues of value creation and added value of tourist attractions based on the identity of local tourism resources and establishing measures to manage the carrying capacity of sustainable tourism areas, such as beaches, seas, islands, and local historical and cultural attractions.

2) The issue of creating a tourism image to enhance the recognition and awareness of tourists, such as:

(1) Chonburi Province is a tourist city with colorful beaches. Filled with tourism activities facilities and supporting mass tourism (Mass Tourism).

(2) Rayong Province is a tourist city with beautiful islands and beaches. It is quiet and suitable for relaxation. There is agricultural tourism. It is a fruit-growing area with delicious and abundant seafood.

(3) Chanthaburi Province is a tourist city with an abundance of natural features. It is outstanding for its historical attractions, culture, and local way of life mixed with ethnic stories. It is a well-known fruit plantation area.

(4) Trat is an environmentally friendly tourist city. There are beautiful beaches and islands along with community lifestyle tourism. Including being a border tourist city to neighboring countries.

3) Standard issues of service provision and tourism services. Accelerating skill development according to the ASEAN MRA on TP standards for tourism personnel in the Active Beach Cluster is essential to building confidence and creating a standardized and internationally accepted tourism image.

4) Natural disasters and crime, including fraud and exploitation of tourists, cause safety issues in tourist attractions. This will change the new image of being a safe tourist city for all groups of tourists.

5) Balancing tourism demand regarding location and season through marketing and public relations for tourist attractions in secondary cities to distribute tourists and increasing various tourism activities to attract tourists to travel throughout the year. That is promoting tourism for tourists of all levels.

6) The issue of infrastructure development to connect travel and tourism within the province and the Active Beach Cluster, linking with other tourism development zones, including linking with neighboring countries in the region. By emphasizing the connection of the transportation network, both water, air, and land, including the deep seaport project, the high-speed train project connecting three airports, and the Eastern Economic Corridor (EEC) project covers three provinces in the eastern region, namely Chachoengsao, Chonburi and Rayong, all of which have the potential to support economic development, industry, and tourism.

7) The issue of coordinating the work of the government, private, local, and community sectors is a mechanism to drive concrete tourism. Therefore, all stakeholders must work together to develop in an integrated manner. No, think differently or do different things because it will make the tourism development in the area unstable, which will result in not meeting the development goals that have been set.

8) Integrated Planning and Implementation of Tourism Development Action Plans at Different Levels. That is, in tourism development, it is essential that tourism development be integrated by the vision and development goals. As well as action plans at different levels of the area. Through designating tourism as a tool to generate income, create jobs, and enhance the quality of life. And increase the happiness of the local people.

9) Active Beach Cluster Digital Travel Marketing Promotion Issues to increase tourist number and tourism revenue, especially from quality tourists who have unique travel styles and tend to spend high on goods and services. Including valuable travel experiences.

10) Environmental issues such as wastewater, garbage, and air pollution may negatively affect the tourism of Active Beach Cluster and the country.

Based on the analysis of the data above, the Eastern Seaboard Tourism Development Zone Operation Center (2019) has therefore developed a tourism development action plan within the Active Beach Cluster 2020-2022 with the following details:

The Tourism Development Action Plan within the Active Beach Cluster 2020-2022 has a vision of "Creative Tourism the Magical Colors of the East" and has explained that the vision is to develop the Eastern Seaboard Tourism Development Zone into a creative tourist destination. That is convenient, clean, safe, and filled with a variety of activities and festivals, consisting of 5 missions, seven main goals, and five development issues as follows:

Mission

1) Develop the eastern seaboard tourism development zone into a creative tourism city with various activities, festivals, cultural learning centers, and community lifestyles.

2) Promote and increase the competitiveness of tourist cities in the tourism development area of the East Coast with Digital Marketing.

3) Support the environmentally friendly tourism industry and solve tourism environmental problems in the eastern seaboard tourism development area.

4) Upgrade and drive tourism safety measures in the Eastern Seaboard Tourism Development Zone.

5) Connecting tourism both inside and outside the Eastern Seaboard Tourism Development Zone, including neighboring countries and international.

Main goal

1) Increase competitiveness in tourism Active Beach Cluster.

2) Increase tourism income for primary and secondary tourist cities in the Active Beach Cluster.

3) Tourism income is distributed evenly and fairly within the Active Beach Cluster, including nearby provinces and connected areas outside the Active Beach Cluster.

4) Improve the quality of life of people in Active Beach Cluster in terms of economy, society, culture, and environment.

5) Preserve and inherit Active Beach Cluster's multicultural identity.

6) Build satisfaction and confidence in tourist attractions and establishments within the Active Beach Cluster.

7) Encourage tourist attractions and establishments in Active Beach Cluster to be certified by national and international tourism standards.

Development issues

1) Development Issue 1 Creatively develop and add value to Active Beach Cluster's resources, products, and tourism activities.

2) Development issue 2: Develop and promote digital marketing to increase the quality of tourists both domestically and internationally.

3) Development Issue 3: Develop the tourism industry to be environmentally friendly and reach international standards.

4) Development Issue 4: Upgrade and drive safety measures and build confidence in tourism.

5) Development issue 5: Develop tourism to connect the region's neighboring countries and international (Eastern Seaboard Tourism Development Zone Operation Center, 2019).

As for the connection to public tourism of the Tourism Development Action Plan within the Active Beach Cluster 2020-2022, details are presented in Section 2.3.3.5.

2.6 Related Theory and Principle

2.6.1 Factor Analysis

Factor analysis is an advanced statistical technique for reducing a large number of variables into a smaller set of components or factors.

Factor analysis is based on the principle that variables are related to each other because they have common elements. This can be observed by grouping variables or the correlation coefficient between variables highly related to each other in groups.

Suppose it is found that these common elements and variables are highly related. Instead of using many variables, we may use the set of components instead of these variables, which reduces the amount of data (Meejang, 2014).

Factor Analysis has two types: Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). EFA is an exploratory technique used to uncover the underlying structure of a set of variables, whereas CFA is a confirmatory technique used to test a pre-specified theoretical model. Both methods identify the relationships between observed variables and their underlying latent constructs (Goudarzian, 2023). Before performing an EFA analysis, it must be verified that the analyzed variables are related. This can be verified by using the Bartlett Test of Sphericity, where the test results must be significant. Also, check by considering the value Kaiser-Meyer-Olkin (KMO), a measure of sampling adequacy, which should be less than 0.6 (Supparerkchaisakul, 2024).

Conditions of use of Factor analysis:

1) The relationship between a factor and a variable must be in a linear form.

2) Factor and Error are independent.

3) The data used for analysis must be greater than the number of variables.

Characteristics of the data to be analyzed: The variable measurement value must be at the Interval Scale or Ratio Scale level. If it is at a lower level, at the Nominal Scale or Ordinal Scale level, it must be converted to a Dummy Variable, which has a value of 0 or 1.

Consideration: A key criterion is the Eigenvalue, which is used to judge whether it is a factor or not. This value indicates the ability of the factor to explain how much of the variance of a group of variables. The Eigenvalue must be greater than 1.00 to be accepted as a factor, underscoring its significance in the factor analysis process.

Loading or Factor Loading: It is a value indicating the level or amount of relationship between each variable and the factor, ranging from –1 to +1. If the loading value of any variable is high in any factor, it can be considered a variable in that factor. High values are 0.6 and above.

Naming: After obtaining the factor, it is essential to consider naming it using logic. This logical naming process involves understanding the variables that are components of the factor and then giving that name to the factor. This step adds clarity and understanding to the factor analysis results (Srisa-ard, 2023).

2.6.2 Project Sustainability Assessment Based on the Principles of Sustainability Analysis.

Assessing the sustainability of the project by the principles of sustainability analysis is an assessment that is consistent with the principles of sustainable development covering various issues in development. It can be applied to analyze the feasibility of the project. Issues for the assessment are determined according to the principles of sustainable development that are balanced in 3 areas: environmental, economic, and social. In addition, good governance can be assessed. Another aspect of the assessment was each issue's use of the principles of consistency analysis with sustainable development (Phoochinda, 2018), as shown in Figure 2.6.

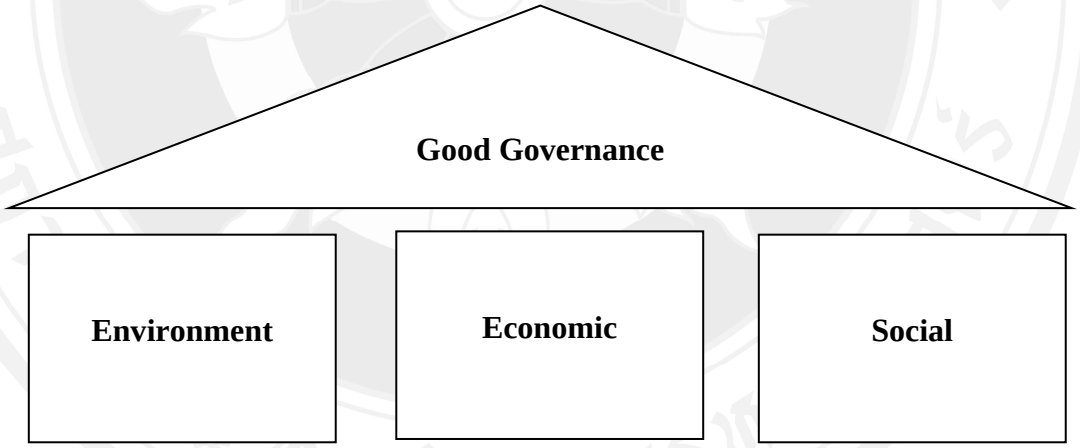

Figure 2.6 Principles of Sustainability Analysis
Source: Phoochinda (2018).

Determination of indicators of sustainable development according to the four aspects for comparison of each aspect of the project as follows:

1) Environment: analyzes and evaluates the results of the project directly by evaluating the physical characteristics and the impact on the environment.

2) Economical: analyzes and evaluates the economy, income, and expenses.

3) Social: analyzing and evaluating social aspects of social culture in the project area.

4) Good Governance: analyzes and evaluates according to good governance principles of participation and uses the 4 M in management considerations (Phoochinda, 2018).

This research has led the principles of sustainability analysis to assess the eco-value, social value, and business value based on the analysis of data from the CBT master community interviews.

2.7 Sustainable Community Based Tourism Management Research Studies

Community based tourism is a form of tourism management that leads to sustainable tourism, because of community based tourism management. It is a tourism management that focuses on benefiting the community and creating a balance between economic, social, and environmental development. Community based tourism development requires flexibility. It can be adjusted according to the context of the environment and the problems found in each area to understand the situation and manage the problem entirely. That can be seen from studies related to tourism management in various places as follows:

2.7.1 International Sustainable Community Based Tourism Management Research Studies

Peter E. Murphy first mentioned the concept of community based tourism in 1985, proposing an ecological and community-based approach to tourism (Murphy, 1985). Community based tourism began to gain momentum in the late 20th and early 21st centuries because it was found that tourism activities have several harmful effects on the environment. That leads to alternative tourism arising from environmental

protection concerns and the change in over-consumption behavior leading to resources waste (Navas-Ríos, 2019).

A study of community based tourism in foreign countries found that it is an essential form of tourism that leads to sustainable tourism because it is tourism management that promotes economic balance between society and the environment. Community based tourism helps communities to strengthen their social activities. Community monetization caring for the environment and natural resources and promoting the strength of network partners that help support community tourism in various dimensions, such as providing knowledge, services, and supporting resources in organizing tourism activities. As can be seen from the study of Iorio and Corsale (2014), it was found that the community based tourism network is an effective way to bring together communities, institutions, support, and human resources to share the vision of sustainable tourism development to increase economic stability through social principles, equality, cultural identity, and preserving natural resources This is in line with a study by Karacaoğlu and Birdir (2017) that found that community based tourism can improve the quality of life of residents, especially those in the most vulnerable groups in society. As a result of CBT, communities can control and manage local resources for their benefit. CBT also helps raise awareness about the responsibility of businesses to participate in responsible tourism practices to protect the natural, social, and cultural environment (Jugmohan et al., 2016; Wijaya et al., 2020). This study is consistent with studies by Caday-Fillone and Villanueva (2019) and Butler (2020) that found that sustainable CBT can improve the development of the socio-economic conditions of small communities and can facilitate interactions between the community and tourists. Moreover, CBT also raises awareness about protecting the environment and promoting responsible use of resources. A study by Mtapuri et al. (2022) found that CBT can alleviate poverty in communities able to support disadvantaged members of the community, including increasing income for small businesses and entrepreneurs in the community.

Community based tourism management’s success depends on the feeling of belonging, participation of people in the community, community governance, and management of local resources, services, and facilities. That includes support from development policies and collaboration with various network partners, but the main

role in tourism management must still belong to the community. That can be seen from the studies of Karacaoğlu and Birdir (2017); Henama et al. (2017); Arintoko et al. (2020); Wijaya et al. (2020); Mtapuri et al. (2022); Dolezal and Novelli (2022); Nguyen et al. (2022), they found the issue of successful community tourism management that community members must have ownership, participate in management, operations and supervision, making decisions about tourism development, and the tourism business should be owned by local entrepreneurs who are community members. Besides, Mtapuri et al. (2022) also found that the success of community based tourism development is based on community oversight, ownership, management of local resources, services, and facilities, such as accommodation establishments, travel agencies and, restaurants.

In this regard, the model of sustainable community based tourism must enable the tourism business to build relationships with various stakeholders, ranging from the government, policymakers, suppliers, creditors, employees, and customers, to promote community based tourism. Importantly, in community tourism destinations, there is a need for collaboration between marketers and service businesses to improve community tourism products and make them more attractive. Local stakeholders must protect their natural environment, culture, and traditions to benefit their communities (Mtapuri et al., 2022). Building relationships by working together to drive community based tourism makes travelers appreciate authentic destinations, offering unique experiences.

In addition, it was found that community participation in local tourism management is an essential factor in creating tourism success by community leaders who have the strength and desire to create a different form of tourism. It is an essential mechanism for the success of local tourism development (Moscardo, Konovalov, Murphy, McGehee & Schurmann., 2017). A study by Tiberghien, Bremner, and Milne (2017) found that tourists are concerned about conduct when traveling in localities with different cultures and environments, and knowing about the area's history allows tourists to behave correctly. Perception of such matters can occur in three forms: perception by oneself, perception from interactions between people in the community and tourists, and perception through the close exchange of opinions between people and tourists. The perception that arises from positive interactions between people in the

community and tourists and the perception from the close exchange of opinions between people in the community and tourists will help reduce anxiety and create satisfaction.

The study of Dolezal and Novelli (2022) is consistent with the study of Nguyen et al. (2022) in the matter of community tourism to be stable and grow, people in the community must cooperate and play a role in managing tourism in your community by having people in the community work together, make decisions, and most importantly, people in the community must know what good things we have that can be used as tourism attractions or support. That is called “Power from people within the community” and is vital in driving community tourism to be sustainable.

In the study on intrinsic barriers to and opportunities for community empowerment in community based tourism development in Thai Nguyen province, Vietnam, by Nguyen et al. (2022), it was found that the main obstacle to community empowerment is that the community does not know “What good things does your community have to offer for tourism?”. They also found that the community needs to learn about tourism. The community is used to waiting for the government’s guidance in developing the area and the government’s top-down development policy. This policy needs to address development needs in specific areas. These obstacles cause communities to need more power to drive themselves toward progress. So, the government should let communities know what good things they have and support them in tourism management knowledge and necessary skills to help communities have confidence in their potential and be knowledgeable in management tourism to drive tourism by themselves.

Therefore, sustainable community tourism management approaches rely on the maximum use of local resources, including human and natural resources. Sustainable community tourism will result in economic growth and positive outcomes for communities, localities, and the natural environment.

2.7.2 Thailand Sustainable Community Based Tourism Management Research Studies

Studies on sustainable tourism management in Thailand have found that the government sets top-down tourism policies. However, they result in economic growth

and sometimes cause environmental problems and social impacts. As can be seen from the tourism development of Koh Kood, Trat Province, which has resulted in the problem of overflowing garbage on the island with an accumulated waste volume of more than 2,000 tons, only 40% can be separated and recycled. In contrast, the remaining 60% will be recycled to landfills in the area (Thai Public Broadcasting Service, 2017). In addition, the same problems were found from the study of social impacts around the Ayutthaya Historical Park from the tourism development policy from the study of Thanviseat and Trimake (2013) that it was found that the government's tourism promotion policy of Phra Nakhon Si Ayutthaya Historical Park has resulted in the economy surrounding the tourist attractions improving. However, the actual beneficiaries of economic growth are business operators, who are strangers who come to rent space and are not locals to Ayutthaya. At the same time, locals are also affected by tourism development from garbage problems and traffic congestion.

From reviewing the problems, it was found that the top-down tourism development guidelines, the policy that the government has set to manage local tourist areas, are an opportunity for expanding investment from investors outside the area, local people less to participate in the development, accelerating tourism development does not consider the area's carrying capacity. All these things result in increased negative impacts from tourism, both short-term and long-term impacts, which people in the community also have directly affected.

As a result of these problems and impacts, community tourism in Thailand has received increasing attention because CBT is tourism development that gives people in the community an opportunity to play a role, participate in determining tourism patterns, and jointly manage problems that occur on their own. Those things create good results for the community, making the community strong. That can be seen from the case study of the Salak Khok community located in Koh Chang, Trat Province, which faces a similar problem in that there is a policy to encourage the business sector to invest in tourism and build a private port on Koh Chang in Trat. This has resulted in skyrocketing land values, the destruction of nature, and the construction of many substandard buildings. However, people in the Salak Khok community established a local tourism club and brought in community based tourism management, resulting in better development. From the study of Pudjon et al. (2013) it was found that the success

of tourism management by Chom Chun Salak Khok came from having a management concept. Tourism using club management allows community members to cooperate in organizing tourism activities, managing benefits, organizing learning, and managing collaborative networks. All these things result in tourism development being an actual community development.

The said study is consistent with the study of Nimshongthum (2017), who studied community tourism management suitable for Luang Prot-Than Liam, Lat Krabang Subdistrict, Bangkok, found that the involvement of community researchers in every step of the operation by working with the network resulted in a new community tourism management model called “Art Market”. The study results found that tourists were satisfied at a high level, and Participatory Action Research (PAR) gives communities unity, strength, cooperation in activities, care for the environment and community resources, and people in the community the opportunity to earn from tourism that occurs.

In addition, the study of Kampounbud (2014) reflects the community’s success in organizing tourism in the area. The results of the study found that having the community participate in organizing tourism and the eco-cultural base at every stage of the research results in the discovery of potential new tourist attractions and tourism routes of the area, which is a result of the cultural capital and natural resources capital of the community, in addition to the process. Community participation also encourages community leaders to have the potential to organize tourism at the highest level.

The results of the above study are consistent with the study of Chatkaewnapanon and Lee (2022), who conducted a study on sustainable community tourism planning in the context of Thailand in the Ban Na Kian area, Chiang Mai Province. This village is located on a high ground next to the Thai Myanmar border and is a Karen ethnic community. The study found that organizing activities for people in the community to come together to think and present the current situation of the community through community map drawing or Art Workshops, along with having people in the community come together to set goals that the community wants to be through the workshop to determine the goals of that community. This process allows people in the community to plan their journey towards their imagined future. This study shows that development using community participation processes will make people in

the community understand the current situation, problem conditions, community potential, and community resources. This allows the community to decide whether it is ready and willing to use community tourism as a process for developing its own community. Involving communities in developing their areas helps create a correct understanding that community tourism is a development process that uses tourism through the potential of communities as a tool. When the community correctly understands community based tourism management, they can plan the area's development using the community based tourism process to create further sustainability.

A study by Bumyut et al. (2022) found that the successful implementation of new tourism standards such as the Safety and Health Administration (SHA) as a guideline for CBT operations depends on 1) motivation of community leaders 2) community participation 3) community size and 4) access to information and community awareness. The study found that if community leaders are motivated about what they want to develop and people in the community are involved in operations, they will be able to drive success. In addition, it was found that small CBTs do not have access to SHA knowledge and need to make more effort to carry out such matters, and the community cannot access SHA information. It may affect the community's perception and hinder readiness for action. Therefore, appropriate communication with community members about the benefits of adopting the standards using SHA can increase motivation for operations and make more people in the community turn to operating according to SHA standards.

From the research study on community tourism, as presented, community tourism is a development process combining tourism with the lives of people in the community to increase the value of the community's way of life. That is another way to create income from tourism. One of the essential things that will make community tourism successful is the participation of people in the community. Developing or driving community based tourism It is necessary to draw in the power of people in the community to participate in development from the beginning, that is, to make members recognize and understand their community, including its weaknesses, strengths, community potential, and what the community lacks. Including drawing the community's future together, setting goals that the community wants to be, planning

community development, seeking knowledge and assistance for development, designing tourism activities and customer service, maintaining preserving cultural heritage, local wisdom, good resources, and the area's environment. The main thing is that the community has the same opinion, cooperates in driving development, and then pulls in external networks to help. Together with the introduction of technology and standard systems to support and promote community tourism activities, it will organize community tourism continuously and be able to adapt to survive in every situation, which will ultimately lead to sustainable community tourism and sustainable development.

When considering community tourism management in the Active Beach Cluster, which covers the areas of Chonburi, Rayong, Chanthaburi, and Trat, found interesting studies in terms of factors affecting community tourism development, tourist satisfaction, impacts from community tourism, lessons of the success of the CBT prototype, and further studies to develop community tourism towards creative tourism are as follows:

A study by Nanthiyaphoosit and Khanthahat (2022) on factors affecting the sustainable development of the tourism industry in Chanthaburi Province found that people in Chanthaburi Province place importance on participating in the development of the tourism industry at a high level. However, the sustainable development of the tourism industry is at a moderate level. When considering the perception of sustainable tourism industry development guidelines in Chanthaburi Province through community participation, it was found that personnel from the government sector had more awareness of this matter than personnel from the private sector and entrepreneurs, but All parties benefit from this approach. Therefore, people in Chanthaburi Province desire to participate in developing the tourism industry in various ways.

A study by Charoenwong et al. (2023) on the potential of communities in managing eco-community tourism of Hat Lek Subdistrict, Khlong Yai District, Trat Province, found that community ecotourism management cannot be carried out in an efficient manner and sustainable if there is a lack of connection between the potential of community ecotourism attractions and the participation of villagers and networks. In addition, in organizing community ecotourism activities, it must be linked to spatial potential and groups of people, as well as integration into sub-groups, such as the

establishment of community enterprise groups by giving each group the power to negotiate with various groups which It will lead to managing activities according to the group's goals because most individual drives do not have the power to negotiate effectively with other sectors. In addition, it was found that the Network Power from regular and continuous tripartite cooperation consisting of the public, government, and private sectors at all levels creates the power to sustain activities. From the case study of the potential of organizing community ecotourism, it can be seen that all activities are comprehensively integrated regarding society, economy, and local politics. Doing that continuous and consistent joint action will lead to sustainable results and build confidence for the public sector in building bargaining power that will lead to the future development of other activities.

When considering tourist satisfaction, it was found that the study of Tengtanglam and Pongpanich (2021) on factors affecting the selection of new normal Thai travel is consistent with the study of Pruksakit, Ratanophas, Chamsoon, and Satsanguan (2022) on communities' satisfaction survey in Koh Mak Island to enhance a development of tourist attraction prototypes, which was studied in Trat Province, which found that different genders, ages, and occupations of tourists affect tourist satisfaction. The management of tourist destination communities is similar, while different incomes and education levels affect different satisfaction levels in managing tourist destination communities.

Samarak, Burakachonkun, and Tongla (2022) studied the economic impact of community tourism in Bang Sa Kao Subdistrict, Laem Sing District, Chanthaburi Province, and found that community tourism has a high overall positive economic impact. The issue that has the most significant impact is tourism, causing investment in various fields to support tourism services, followed by tourism giving people in the community more jobs. However, the negative economic impact of community tourism was found to have an overall impact at a moderate level. The most impactful issue is that tourism causes product prices and the cost of living to increase in local communities, followed by tourism, causing increased expenses for people in the community. In addition, it was found that the problems resulting from tourism's economic impact are the increased prices of community goods and services, the distribution of tourism income is not evenly distributed, and the income from tourism

is uncertain. The sample group thinks that the solution to the problem is 1) controlling the prices of goods and services and requiring shops to display product price signs, 2) encouraging people in the community to participate in organizing community tourism, 3) establishing community shops or community product distribution centers, 4) promoting production Community tourism products and services and 5) community tourism public relations.

Extracting lessons from the development of CBT in the case study of Ban Nok University, Noen Kho Subdistrict, Klaeng District, Rayong Province by Khaenamkhaew et al. (2022) found that community development is divided into four eras:

1) The first period (before 1986) emphasized action with the cooperation of people in the community by meeting together in households and raising funds in the community together.

2) The learning era (1986-2003) placed importance on household surveys, collecting and analyzing data together to find essential problems in the community

3) The Network era (2003-2008) has a network of community organizations and expands the way of working and connecting and coordinating together and consistent

4) The new era of tourism (2008-present) is an era of furthering ideas towards happiness and stability according to the Sufficiency Economy Philosophy.

Ban Nok University has brought the idea to practice the principles of an integrated sufficiency economy using community activities and groupings, including management to create a green market, ban-chamrung community bank group, produce processing group, waste and environmental bank group, homestay group, sufficiency shop group, community media group, turtle raising group, local food group, rubber buying and selling group, local agriculture group, and tree bank group. The establishment of these community groups is based on the interests and expertise of the members to develop work, transfer knowledge, and create tourism activities in the community. These group activities allow communities to use their lifestyle to create additional income from welcoming tourists, which increases the community's potential

to generate income, create a good environment and well-being, and increase economic value.

A study of the cultural resources of communities that are community tourist attractions in Chonburi Province by Prasopchingchana, Sukhapirom, and Sermcheep (2022) found that Ban Map Mo Community, Ban Puek Subdistrict, Mueang District, Chonburi Province It is a community with an original age of more than 100 years, with community stories, traditions, local food, and unique products of the community. These are the community's cultural resources, including intangible cultural resources such as stories and traditions. The community's traditions include traditions during all 12 months and traditions related to way of life such as wedding traditions. In addition, in the study area, there are also tangible cultural resources, including 1) local food, 2) local products such as Thao Yai Mom flour and Ang Sila woven cloth, and 3) cultural sites such as the hand-woven cloth museum and Wat Mai Ket Ngam. The community's cultural resources are one of the critical potentials of driving community tourism, allowing it to create selling points and present itself to tourists through experiencing stories, traditions, local food, local products, and community cultural attractions. The community's use of cultural resources for tourism makes the cultural resources of the communities in the study area a local intellectual heritage with contemporary social and economic value according to the assessment criteria of UNESCO, ICOMOS and ICCROM (Feilden & Jokilehto, 1998, as cited in Prasopchingchana, Sukhapirom, & Sermcheep, 2022) which can be further developed into creative tourism management and local wisdom knowledge management that is more valuable and efficient.

A study of sustainable community tourism management in Thailand indicates that developing tourism by encouraging communities and network partners to participate in the development of their areas, which helps promote people in the community and partners to learn together, increases the potential of local personnel, resulting in tourism development that is based on local people who have a feeling of love the area. This allows the community to develop a community economy from tourism that is based on social capital, cultural capital, natural capital, and the potential of local people who genuinely understand the context of the area by operating. This is more successful when collaboration is achieved in all sectors, including communities,

network partners (government, private sector, entrepreneurs), stakeholders, and stakeholders of tourism management in each area.

CHAPTER 3

RESEARCH METHODOLOGY

The research study on Community Based Tourism Management Model Based on Sustainable Value and Key Success Factor. Employed mixed-methods research to study related policies that affect community based tourism, to study factors and their influences affecting the success of sustainable community based tourism development, to study the sustainable value of community based tourism development, and to propose the sustainable community based tourism management model that creates sustainable value in the Active Beach Cluster. Details of the study methods are as follows:

3.1 Conceptual Framework

The conceptual framework considers:

1) Thailand's tourism development plan.
2) Community based tourism management.
3) Community potential in tourism.
4) Community internal factors affecting the sustainability of community based tourism management.
5) Community external factors affecting the sustainability of community based tourism management.

The analysis and synthesis of these five elements show the key success factors of sustainable community tourism and the influence of various factors. These can be used as guidelines for developing and creating a community based tourism management model based on sustainable values that include eco, social, and business values. This model can be applied to sustainable tourism development in Thailand. Details are as shown in figure 3.1.

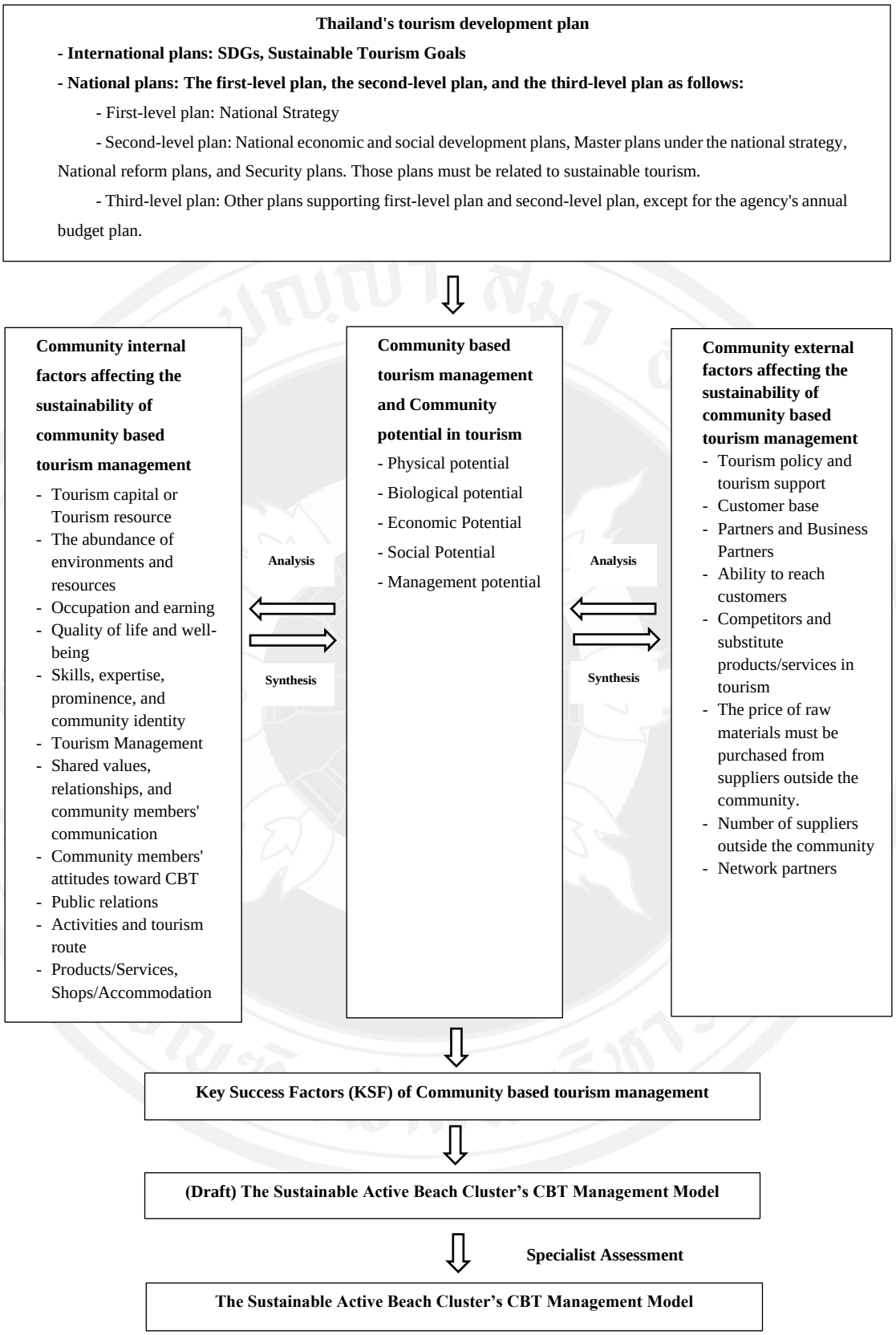

Figure 3.1 Conceptual Framework

3.1.1 Conceptual Research Framework

The conceptual Research Framework aims to develop a sustainable community based tourism management model that generates sustainable value in the Active Beach Cluster. The researcher studies the key success factors of sustainable community based tourism and their influence. Then, the researcher develops tools for in-depth study to collect data with the CBT master community and analyze and develop the sustainable community based tourism management model that benefits sustainable value.

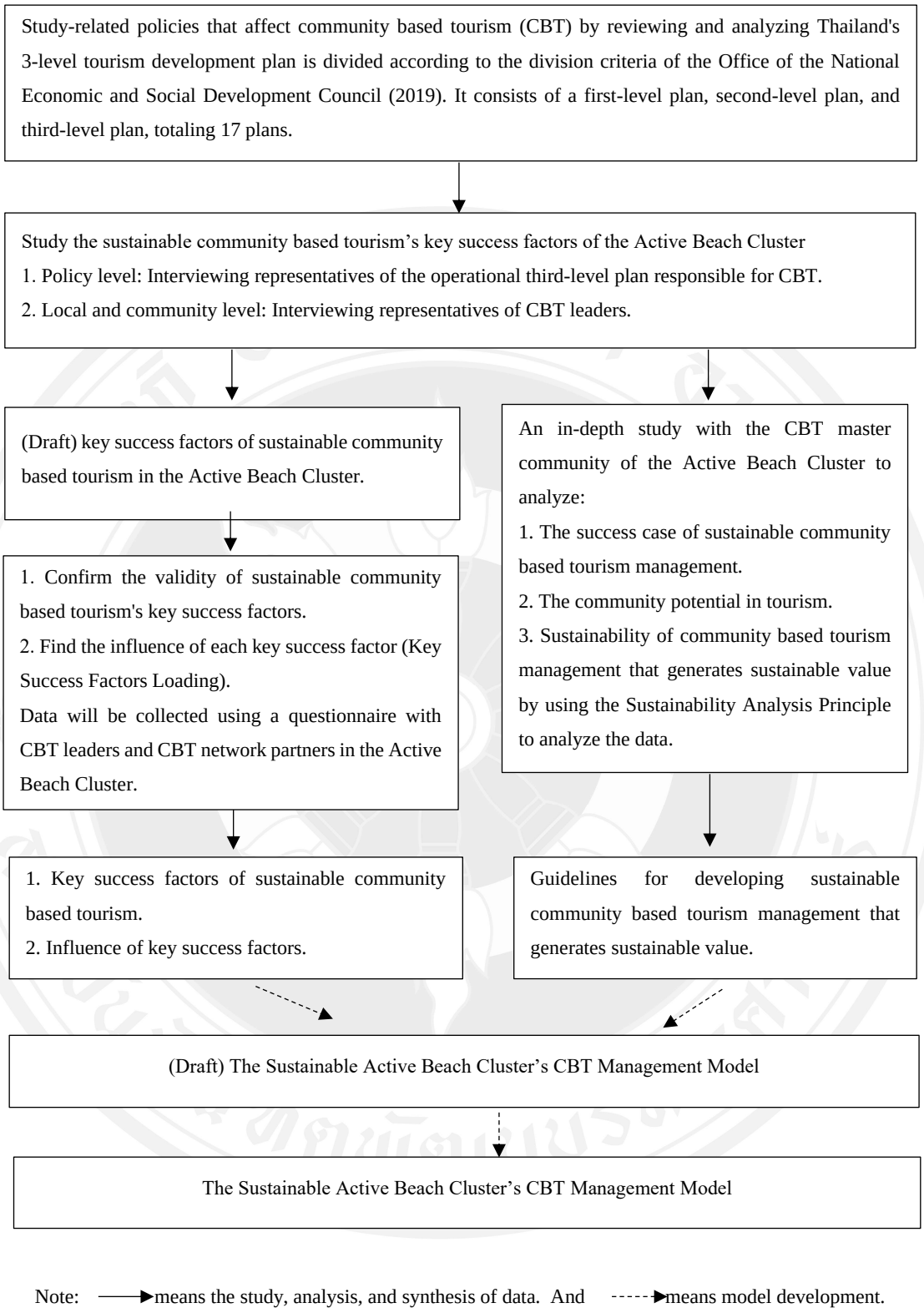

Figure 3.2 Conceptual Research Framework

3.2 Study Area Selection

Selecting the study area for this research, the researcher selected tourism communities located in the Active Beach Cluster according to the 2nd National Tourism Development Plan (2017-2021), which consists of four provinces: Chonburi, Rayong, Chanthaburi, and Trat. These are high-potential tourism areas and have been promoted for development as a learning center for community tourism lifestyles at the international level by the Ministry of Tourism and Sports. In addition, Chonburi and Trat provinces have been promoted as special areas for sustainable tourism development in the Active Beach Cluster by the Special Area Development Administration for Sustainable Tourism (DASTA).

The CBT master community was selected by selecting four communities with the best qualifications according to the criteria outlined in each province. The researcher compiled the criteria for selecting the CBT master community from accreditation standards and award assessment criteria for tourism, community development, and the environment and natural resources. Essential criteria for consideration are in three areas, totaling eight criteria, as follows:

Capital criteria for community based tourism

1) The community's tourism capital or resources
2) Qualifications for being an eco-community

Tourism Community Success Criteria

3) Being promoted as OTOP Nawatwithi community tourism
4) Tourism-related accreditation, prizes, and standards
5) Environmental and natural resources-related accreditation, prizes, and standards

Other relevant criteria

6) Involvement of community members in tourism
7) Networking outside of the community
8) Sustainability in the community based tourism business

The communities selected as CBT master communities were Ban Nok University, Ban Chamrung (Rayong), Ban Puek Community Based Tourism Enterprise (Chonburi),

Rak Khao Baisri Community Agricultural Tourism Enterprise (Chanthaburi), and Laem Klat Community Based Tourism Club (Trad) because they meet the most criteria.

3.3 Key Informants, Population and Sampling

3.3.1 Key Informant in Qualitative Research Methods

Key informants consist of (1) key informants in the study of key success factors of community based tourism management and (2) key informants of the CBT master community in evaluating the worthiness and sustainability of community based tourism management.

Key informants in the study key success factors for community based tourism management were:

1) Key informants at the policy level: to know key success factors of sustainable community based tourism, namely representatives of operational agencies responsible for community based tourism from the central and local levels, as follows: representatives from The Ministry of Tourism and Sports; representatives from The Designated Areas for Sustainable Tourism Administration (Public Organization) or DASTA; representatives from The Tourism Authority of Thailand (TAT); Community Organization Development Institute Community Development Department; and representatives of relevant local agencies. Including eleven policy-level key informants.

2) Community-level key informants: to know the key success factors of sustainable Community based tourism, namely representatives of CBT master community leaders certified by DASTA, one per province, and entrepreneurs, one per province. Including eight key informants at the community level, as presented in Table 3.1.

Table 3.1 List of Key Informants

Number	Agency Type	Agency Name
1	Central Government: Representative of the central agency	Ministry of Tourism and Sports
2		Designated Areas for Sustainable Tourism Administration (Public Organization)
3		Tourism Authority of Thailand
4		Community Organization Development Institute (Caretaker of CBT Rayong and Chonburi)
5		Community Development Department (Caretaker of CBT Chanthaburi and Trat)
6	Local Government: Representatives of local authorities	Provincial Office of Tourism and Sports
7		Chonburi Provincial Office of Tourism and Sports
8		Chanthaburi Provincial Office of Tourism and Sports
9		Trat Provincial Office of Tourism and Sports
10		Rambhai Barni Rajabhat University (Caretaker of CBT Chanthaburi)
11		CBT Chonburi Special Area 3 (Responsible for Chonburi, Rayong, Chanthaburi and Trat areas)
12	Local Community: Master CBT Community Leader	Ban Nok University, Ban Chamrung (Rayong)
13		Ban Puk Tambon Community Tourism Enterprise (Chonburi)
14		Rak Khao Baisri Community Agricultural Tourism Community Enterprise (Chantaburi)
15		Laem Klat Subdistrict Community Tourism Promotion Club (Trat)
16	Entrepreneur: operator	Ban Chamrung Homestay
17		Ban Puk homestay

Number	Agency Type	Agency Name
18		Rak Khao Baisri Home Stay Community
19		Mai Rut Rimklong House

The key informants in evaluating the value and sustainability of community based tourism management, the researcher assigned CBT master community leaders at ranks 12–15 to be key informants on the issue. The researcher considered the CBT master community that had successful community based tourism management according to the specified criteria to study the in-depth information on the tourism situation, the sustainable value of community based tourism management, and the capital and potential of tourism, community based tourism management, and other relevant information such as community selling points, tourism routes, etc.

In this regard, the selection of the CBT master community will proceed to select the community with the best qualifications according to the criteria specified in each province, totaling four communities. Researchers gathered information from accreditation standards and assessment criteria to award tourism awards, community development, environment, and natural resources; eight essential criteria for consideration were obtained, as shown in Table 3.2.

Table 3.2 Criteria for Selecting a Model Community with Successful Community Based Tourism Management

Criterion	Source								
	Community Development Department, Ministry of Interior (OTOP Nawatwithi)	Royal Forest Department, Ministry of Agriculture and Cooperatives Community Forest Award in the Forest Love Community Project)	Department of Tourism Ministry of Tourism and Sports (Thai tourism standard)	Tourism Authority of Thailand (Thai Tourism Industry Award: Kinnaree Award)	Designated Areas for Sustainable Tourism Administration (Public Organization)	Green Globe Institute (Green Globe Awards)	Zero Carbon Resort Project (ZCR)
Capital criteria for community based tourism							
1. The community's tourism capital or resources	✓	✓	✓	✓	✓	✓	
2. Qualifications for being an eco-community	✓	✓	✓	✓	✓	✓	
Tourism Community Success Criteria							
3. Being promoted as OTOP Nawatwithi community tourism	✓						
4. Tourism-related accreditation, prizes, and standards	✓			✓			✓
5. Environmental and natural resources-related	✓			✓		✓	✓

Criterion	Source						
	Community Development Department, Ministry of Interior (OTOP Nawatwithi)	Royal Forest Department, Ministry of Agriculture and Cooperatives Community Forest Award in the Forest Love Community Project)	Department of Tourism Ministry of Tourism and Sports (Thai tourism standard)	Tourism Authority of Thailand (Thai Tourism Industry Award: Kinnaree Award)	Designated Areas for Sustainable Tourism Administration (Public Organization)	Green Globe Institute (Green Globe Awards)	Zero Carbon Resort Project (ZCR)
accreditation, prizes, and standards							
Other relevant criteria							
6. Involvement of community members in tourism	✓	✓	✓	✓	✓	✓	✓
7. Networking outside of the community	✓	✓	✓	✓	✓	✓	✓
8. Sustainability in the community based tourism business.	✓		✓	✓	✓	✓	✓

The following will clarify Table 3.2: The criteria for choosing a model community with successful community based tourist management be broken down into three categories: Capital criteria for community based tourism, Tourism community success criteria, and Other relevant criteria, for a total of eight criteria as follows:

Capital criteria for community based tourism

1) The community's tourism capital or resources (physical, biological, economic, or social capital) is a criterion for assessing a location's suitability as a location for tourism-related businesses. Moreover, it displays the consistency,

appropriateness, and excellence of local tourist management, which will promote sustainable tourism.

2) Qualifications for being an eco-community, including community based tourism and promoting and protecting the environment and natural resources to enhance the quality of life. These essential standards consider the environment and the capacity to function in a communal context to keep life's expenses in harmony with the availability of resources. It is crucial to the region's growth and the local tourism industry, which will result in sustainable tourism.

Tourism community success criteria

3) The community is being promoted as OTOP Nawatwithi community tourism. The OTOP Nawatwithi community tourism project is an area development project following the 20-year National Strategic Plan and the 12th National Economic and Social Development Plan, which is why it is being marketed as OTOP Nawatwithi community tourism. The government will give the involved communities ongoing assistance. The project's primary goal is the growth of the local economy, which will bring in money for the neighborhood. Improving local tourism routes to be excellent and prepared for the community's identity and raising community standards for OTOP items to be ready to market and earn more cash. Including training employees, businesspeople, and connected parties to improve one's capacity for responsible community management. This criterion is, therefore, a requirement for local area development, which will result in sustainable tourism.

4) Tourism-related accreditation, prizes, and standards. This criterion displays the community's capacity to be acknowledged and accredited in many facets of tourism and shows its readiness to advance toward the development of sustainable tourist management.

5) Environmental and natural resources-related accreditation, prizes, and standards that support sustainable tourism. This criterion shows how well-prepared a community is to advance toward managing sustainable tourism by reflecting its capacity to be recognized and certified in the environment and natural resources in various aspects.

Other relevant criteria

6) Involvement of community members in tourism is a standard that discloses the procedures, roles, and responsibilities of those who collaborate in a community. It promotes local tourism, which, if community members take an active role in its promotion and management, would strengthen the community and enable it to promote local tourism continually, resulting in sustainable tourism.

7) Networking outside of the community is a sign that the town has partners in the tourist industry, which helps to sustain and strengthen local tourism growth. This criterion demonstrates the community's capacity for independent growth, which will result in sustainable travel.

8) Sustainability in the community based tourism business, such as the capacity to consistently take care of oneself, by taking into account the persistence of the community tourism industry, which has persisted since the CBT's founding membership to the present. This criterion demonstrates the effectiveness of local self-governance in the tourist industry, which will result in the sustainable growth of local tourism.

This selection criterion measures the community's ability to develop itself to be successful in community based tourism in the long term and to what extent it is sustainable. Because such criteria indicate:

1) The readiness of the community's tourism capital,

2) Awareness and ability to manage and preserve the environment and natural resources, which is the capital of tourism in the community

3) The potential of the community in self-development until external agencies accept it

4) Support and promotion from the government or other agencies in a direction consistent with long-term national development

5) The strength of the community arises from the participation of community members and the creation of networks outside the community to support tourism

6) The sustainability of the community tourism business.

This CBT master community selection criterion enables successful community based tourism management selection based on sustainable development guidelines in Thailand.

Therefore, the researcher selected the four communities: Ban Puek Community Based Tourism Enterprise (Chonburi), Ban Nok University, Ban Chamrung (Rayong), Rak Khao Baisri Community Agricultural Tourism Enterprise (Chanthaburi), and Laem Klat Community Based Tourism Club (Trat). Because they meet the most specified criteria, as shown in Table 3.3.

Table 3.3 Successful Community based tourism Selection Table

Community's name	**Criterion**								
	Conditions for criteria compliance	**1. The community's tourism capital or resources**	**2. Qualifications for being an eco-community**	**3. Being promoted as OTOP Nawatwithi community tourism**	**4. Tourism-related accreditation, prizes, and standards**	**5. Environmental and natural resources-related accreditation, prizes, and standards**	**6. Involvement of community members in tourism**	**7. Networking outside of the community**	**8. Sustainability in the community based tourism business**
Ban Puek Community Based Tourism Enterprise (Chonburi)	*Consistent with the conditions*	✓	✓	✓	✓	×	✓	✓	✓
	Reason	- The community has local wisdom in agriculture, which is	- Quality oyster farming. - There is a conservative planting Thao	- OTOP Nawatwithi Tourism Community.	- DASTA-certified CBT travel community.	- Unreceived	- The community has been established as a community based tourism	- CBT networking. - Community Organization Development Institute	- Since 2013 to present.

Community's name	Conditions for criteria compliance	1. The community' s tourism capital or resources	2. Qualifications for being an eco-community	3. Being promoted as OTOP Nawatwithi community tourism	4. Tourism-related accreditation, prizes, and standards	5. Environmental and natural resources-related accreditation, prizes, and standards	6. Involvement of community members in tourism	7. Networking outside of the community	8. Sustainability in the community based tourism business
	Criterion								
		developed into community products such as woven fabrics, Thai desserts, and Thao Yai Mom flour. It is also the source of	Yai Mom and raising oysters, which are local occupations.				community enterprise. - Vocational Training Center in Honor of Her Royal Highness Princess Maha Chakri	- DASTA	

Community's name	Criterion								
	Conditions for criteria compliance	**1. The community's tourism capital or resources**	**2. Qualifications for being an eco-community**	**3. Being promoted as OTOP Nawatwithi community tourism**	**4. Tourism-related accreditation, prizes, and standards**	**5. Environmental and natural resources-related accreditation, prizes, and standards**	**6. Involvement of community members in tourism**	**7. Networking outside of the community**	**8. Sustainability in the community based tourism business**
		oyster cultivation in Chonburi province.					Sirindhorn (Weaving).		
Ban Nok University, Ban Chamrung (Rayong)	*Consistent with the conditions*	✓	✓	✓	✓	✓	✓	✓	✓
	Reason	- There is wisdom in farming and local fishery.	- The community has a business plan	- OTOP Tourism Community Award	- ASEAN Homestay Standard 2022.	- Village with a sufficient economy and live happily.	- There is a group of villagers to manage and	- CBT networking. - Social Fund (SIF).	- Since 1986 to present.

Community's name	Conditions for criteria compliance	1. The community' s tourism capital or resources	2. Qualifications for being an eco-community	3. Being promoted as OTOP Nawatwithi community tourism	4. Tourism-related accreditation, prizes, and standards	5. Environmental and natural resources-related accreditation, prizes, and standards	6. Involvement of community members in tourism	7. Networking outside of the community	8. Sustainability in the community based tourism business
	Criterion								
			that is friendly to the environment. - There is organic farming.	Nawatwithi (Moo 3, Noen Kho District).	- Community based tourism standards 2022. - DASTA-certified CBT travel community.	- Learning Center for Royal Initiative Projects. - Community and Elderly Learning Center.	develop various matters according to their expertise, such as Ban Chamrung Sufficiency Homestay, a group of	- Community Organization Development Institute. - Department of Community Development. - DASTA.	

Community's name	Conditions for criteria compliance	Criterion
	1. The community' s tourism capital or resources	
	2. Qualifications for being an eco-community	
	3. Being promoted as OTOP Nawatwithi community tourism	
	4. Tourism-related accreditation, prizes, and standards	
	5. Environmental and natural resources-related accreditation, prizes, and standards	
garbage to exchange merit. - Establishment of a network of Ban Chamrung community organizations.	6. Involvement of community members in tourism	
	7. Networking outside of the community	
	8. Sustainability in the community based tourism business	

Community's name	Conditions for criteria compliance	Criterion
- Noen Kho Sub-district Community Organization Council or Rural University (The coordination center is at Moo 7).	1. The community' s tourism capital or resources 2. Qualifications for being an eco-community 3. Being promoted as OTOP Nawatwithi community tourism 4. Tourism-related accreditation, prizes, and standards 5. Environmental and natural resources-related accreditation, prizes, and standards 6. Involvement of community members in tourism 7. Networking outside of the community 8. Sustainability in the community based tourism business	

Community's name	Conditions for criteria compliance	Criterion							
		1. The community' s tourism capital or resources	**2. Qualifications for being an eco-community**	**3. Being promoted as OTOP Nawatwithi community tourism**	**4. Tourism-related accreditation, prizes, and standards**	**5. Environmental and natural resources-related accreditation, prizes, and standards**	**6. Involvement of community members in tourism**	**7. Networking outside of the community**	**8. Sustainability in the community based tourism business**
Rak Khao Baisri Community Agricultural Tourism Enterprise (Chanthaburi)	*Consistent with the conditions*	✓	✓	×	✓	✓	✓	✓	✓
	Reason	- There has been wisdom in fruit gardening for over a hundred years.	- There is a conservation of traditional agricultural gardening and the way of life of Thai farmers.	- Unreceived.	- Thailand Tourism Awards 2016. - Kinnaree Award in Tourism Industry 2013.	- Best Rural Tourism Village Award Agrotourism Village Branch (Thai Rural	- There is tourism management by people in the community and able to travel	- CBT networking. - DASTA. - TAT. - Department of Community Development.	- Since 2007 to present.

Community's name	Conditions for criteria compliance	1. The community' s tourism capital or resources	2. Qualifications for being an eco-community	3. Being promoted as OTOP Nawatwithi community tourism	4. Tourism-related accreditation, prizes, and standards	5. Environmental and natural resources-related accreditation, prizes, and standards	6. Involvement of community members in tourism	7. Networking outside of the community	8. Sustainability in the community based tourism business
	Criterion								
		- Agricultural product processing. - Cultural tourist attractions such as Wat Khao Bai Sri, over 200 years old, and			- Community based tourism standards 2019.	Tourism Award 2020: Best Agro tourism). - Tourism Community Enterprise Awards 2020. - Safety Standards	throughout the year. - the community has the local guide.	- Department of Agricultural Extension. - Rumpai Barni Rajabhat University.	

Community's name	Conditions for criteria compliance							
	1. The community' s tourism capital or resources	2. Qualifications for being an eco-community	3. Being promoted as OTOP Nawatwithi community tourism	4. Tourism-related accreditation, prizes, and standards	5. Environmental and natural resources-related accreditation, prizes, and standards	6. Involvement of community members in tourism	7. Networking outside of the community	8. Sustainability in the community based tourism business
Wat Khao Sukim.	- There is a legend told of "Ban Khao Baisri." - Local wisdom, such as traditional Thai medicine and Hygiene (SHA) 2020.							

Criterion

Community's name	Criterion								
	Conditions for criteria compliance	**1. The community's tourism capital or resources**	**2. Qualifications for being an eco-community**	**3. Being promoted as OTOP Nawatwithi community tourism**	**4. Tourism-related accreditation, prizes, and standards**	**5. Environmental and natural resources-related accreditation, prizes, and standards**	**6. Involvement of community members in tourism**	**7. Networking outside of the community**	**8. Sustainability in the community based tourism business**
		digging underground water tunnels.							
Laem Klat Community Based Tourism Club (Trat)	*Consistent with the conditions*	✓	✓	✓	✓	✓	✓	✓	✓
	Reason	- The community has local fishery wisdom.	- Conservation of local fishery wisdom.	- OTOP Nawatwithi Tourism Community.	- Community based tourism standards 2020.	- The community ranked as a recommended tourist	- There is a group to work together, called "Laem Klat	- CBT networking. - DASTA. - TAT.	- Since 2012 to present.

Community's name	Conditions for criteria compliance	Criterion							
	1. The community' s tourism capital or resources	2. Qualifications for being an eco-community	3. Being promoted as OTOP Nawatwithi community tourism	4. Tourism-related accreditation, prizes, and standards	5. Environmental and natural resources-related accreditation, prizes, and standards	6. Involvement of community members in tourism	7. Networking outside of the community	8. Sustainability in the community based tourism business
	- There are marine and coastal attractions.	- Conservation of marine and coastal resources.			destination in TAT's 7 Green.	Community based tourism Club."	- Department of Community Development.	

The results of the selection of CBT master communities in all four areas showed that the CBT master communities were outstanding according to the potential of the areas, as follows:

1) Cultural tourism: Ban Puek Community Based Tourism Enterprise, Chonburi.

2) Community way of life tourism according to the sufficiency economy concept: Ban Nok University, Ban Chamrung, Rayong.

3) Agricultural tourism: Rak Khao Baisri Community Agricultural Tourism Enterprise, Chanthaburi.

4) Eco-fishing tourism: Laem Klat Community based tourism Club, Trat.

3.3.2 Population and Sample in Quantitative Research Methods

1) The population of the study of key success factors of community-based tourist management in the Active Beach Cluster according to the 2nd National Tourism Development Plan (2017-2021), which consists of the provinces of Chonburi, Rayong, Chanthaburi, and Trat, is as follows:

(1) CBT has been certified by the Designated Areas for Sustainable Tourism Administration (DASTA) and the Office of the Permanent Secretary for Tourism and Sports as a community based tourism destination and potential tourism community listed in the DASTA database. It is in the Active Beach Cluster of 53 communities with a population of 450,992 living in the area, as shown in Tables 3.4.

Table 3.4 The Number of Community Based Tourism (CBT) and the Number of CBT's Populations

Province	Number of CBT	Number of CBT's Populations
Chonburi	14	257,668
Rayong	8	63,698
Chanthaburi	10	67,971
Trat	21	61,655
Summary	**53**	**450,992**

Note: (1) Source of population living in tourist communities: Summarize information from the Health Service Area 2021 Population Report, Department of Health Service Support, Ministry of Public Health. (2) The origin of the list of CBT communities summed up from (2.1) List of tourism communities according to the Action Plan to Drive Sustainable and Creative Community Based Tourism Development, 2018–2022, of the Office of the Permanent Secretary of Tourism and Sports, (2.2) List of tourist communities along the Eastern Tourism Route of the Office of Community based tourism under DASTA, and (2.3) List of tourism communities along the Eastern Tourism Route in the 2018 Potential Assessment Report of the Bureau of Community based tourism under DASTA

(2) Network partners involved in community based tourism in the Active Beach Cluster, including the government and private sector. The network of community tourism in each community is different according to the context of the area, and the exact number cannot be specified. Each community will have different network partners in terms of number and nature. Therefore, the researcher divided the network partners into three groups as follows:

a) Local Government, including network partners and agencies responsible for community based tourism in the study area.

b) Private Sector / Entrepreneur, including network partners who operate, have a role in, or participate in community tourism management in the study area, such as tourism entrepreneurs, etc.

c) General Public, including people who live in the area.

2) The sample group is a group of CBT and network partners used by the researcher in the study.

3) The sample is CBT and network partners used by the researcher in the study.

4) Sample selection in quantitative research methods: Utilize multi-stage sampling methods to achieve actual research suitability. The population data collection in the study area was divided into three steps as appropriate for the sample group, as follows:

(1) The sample group of CBT: The researcher collected data non-randomly. The data were collected from the population of all CBT, a total of 53 communities, representing one person from each community, selected from the community leaders.

(2) The sample group of the government and Private Sector / Entrepreneurs: The researcher collected data from agencies using the quota sampling method. For example, Chonburi Province has 14 CBTs by selecting one partner per community. The researcher will select 14 government sector partners and 14 private sector partners.

(3) The sample group of the General Public. Data were collected by simple random sampling selection by the Lottery Method, and the sample size was calculated by the Taro Yamane formula with a 6.8% error (Yamane, 1976, as cited in Phoochinda, 2017) as follows:

$$n = \frac{N}{1 + N(0.068)^2}$$

where n = Number of samples
N = Population
e = Error of estimation of 6.8%

$$\text{n} = \frac{450992}{1 + 450992(0.068)^2}$$

$$\text{n} = 216.15 \approx 217$$

The researcher must take samples from the public sector of at least 217 people and collect data from a sample group of Local government, Private Sector/Entrepreneur, and CBT using the multi-stage sampling method described above.

5) Collecting information on the key success factors of sustainable community based tourism management and the problems and challenges of community based tourism management: Questionnaires were sent to 376 CBT leaders in 53

communities, 53 Local governments, 53 Private Sector/Entrepreneurs, and 217 General Public for a total of 376 sets, as detailed in Tables 3.5.

Table 3.5 The Sampling of CBT and Network Partners

Province	**Number of CBT**	**Groups**	**Number of Sampling**	**Number of Correction**
Rayong	8	CBT Leader	8	8
		Local Government	8	8
		Private Sector/Entrepreneur	8	6
		General Public	31	36
		Total	**55**	**58**
Chonburi	14	CBT Leader	14	14
		Local Government	14	14
		Private Sector/Entrepreneur	14	14
		General Public	124	56
		Total	**165**	**98**
Chanthaburi	10	CBT Leader	10	10
		Local Government	10	10
		Private Sector/Entrepreneur	10	10
		General Public	33	46
		Total	**63**	**76**
Trat	21	CBT Leader	21	21
		Local Government	21	21
		Private Sector/Entrepreneur	21	21
		General Public	30	81
		Total	**93**	**144**
Total of CBT	**53**	**Total of sampling**	**376**	**376**

Note: (1) In the case of the Private Sector/Entrepreneur of Rayong, the researcher can store 6 data sets because two entrepreneurs own many businesses

(2) Local Government: Government sector networks such as Subdistrict Administrative Organization.

(3) Private Sector/Entrepreneur: Private Partner such as Merchant.

(4) General Public: People in the area.

3.4 Data Collection Tools

Data collection for this research consists of

1) Collect secondary data related to tourism management, including tourism policies and strategic plans, community based tourism, tourist attractions, and other related information. This information will be used to study the current tourism situation and success factors for sustainable community tourism.

2) Primary data were collected to study success factors and value of community based tourism. Data were collected using semi-structured interviews and questionnaires to determine the success factors of sustainable community based tourism in the Active Beach Cluster, the tourism situation of the CBT master community, and the value generated from tourism. The details of the tools used to collect primary data are as follows:

(1) A semi-structured interview form: Use this form with key policy informants and informants at the community level to collect key success factors for sustainable community based tourism and problems in community based tourism management.

(2) Questionnaires: Use this form with community leaders and CBT network partners in Active Beach Cluster to collect data to confirm the accuracy of the key success factors of sustainable Community based tourism in the overall community based tourism of Active Beach Cluster.

(3) A semi-structured interview form: Use this form with the CBT master community to collect data to study in-depth information about the tourism situation, the sustainable value of community based tourism management, the tourism

potential, and other related information. Data will be collected from key informants of the CBT master community.

(4) A model assessment forms: Use this form with the specialists to evaluate the sustainable active beach cluster's CBT management model. A model assessment form, which consists of three parts, was also designed to achieve a consensus from the specialists.

a) a closed-ended questionnaire based on a score range from -1 to +1: +1 refers to a practical issue; 0 refers to an uncertain issue; and -1 refers to an impractical issue. The acceptable issues must have an average score of more than 0.50.

b) a closed-ended questionnaire based on a rating scale from 5 to 1: 5 refers to the most important issue; 4 refers to the very important issue; 3 refers to the moderately important issue; 2 refers to the slightly important issue; and 1 refers to the least important issue. The higher the average rating score, the more important the issue.

c) open-ended questions to provide opportunities for the key informants to share their views, experiences, ideas, attitudes, and feelings.

3.5 Data Collection Tool Quality Checks

The research was conducted to verify the quality of data collection tools using content validation and confidence testing, as follows:

3.5.1 Validity

To measure the validity of the content by considering the index of the content of the question and the objectives of the study method by using the Item-Objective Congruence Index (IOC) method by allowing experts to assess the validity of the contents of the question by comparing them with the objectives of the study (Tirakanan, 2005, as cited in Phoochinda, 2017). Three experts assessed the questionnaire: two environmental experts and one community based tourism expert.

Research study tools include:

1) Interview form for representatives of operational agencies responsible for community based tourism

2) Interview form for CBT leader representatives

3) Questionnaire for CBT leaders and network partners

4) Interview form for key informants of the CBT master community

The results of the content validity measurement found that the IOC calculated value was equal to 1.00, and the validity was appropriate according to the criteria. Details are as shown in the appendix.

3.5.2 Reliability

The confidence test is done by bringing the questionnaire to the target groups, similar to the sample group of 40 sets, to check the confidence of the content in each questionnaire item. Then, to measure the confidence, the Cronbach method determined the alpha coefficient (a = Coefficient) (Phoochinda, 2017).

Reliability results by Cronbach's alpha coefficient method, where the number of samples used in the test was 57, all 50 questions were tested. The test results showed that the reliability of research tools has an alpha coefficient of 0.861. Therefore, the confidence of this research tool is accepted with a confidence value of not less than 0.70. Details are as shown in the appendix.

3.6 Research Process

This research study is divided into four phases as follows:

Phase 1: Collection of relevant basic information.

Phase 2: Study and analysis of key success factors of sustainable community based tourism management and influence of key success factor.

Phase 3: A study of the sustainable value from community based tourism management.

Phase 4: Development of the sustainable community based tourism management model that creates sustainable value, including eco, social, and business value.

Details of the four phases of the research study, totaling 15 phases, are as follows:

3.6.1 Phase 1: Collection of Relevant Basic Information

Collect secondary data related to sustainable tourism development. Tourism situations and impacts, Thailand's tourism development plan, Thailand's tourism promotion management, the Active Beach Cluster, research studies related to sustainable community based tourism management, and related theories and principles are as follows:

1) Sustainable tourism development, including global sustainable tourism development and sustainable tourism development in Thailand.

2) Tourism situations and impacts include global tourism situations and impacts and Thai tourism situations and impacts.

3) Thailand's 3-level tourism development plan is divided according to the division criteria of the Office of the National Economic and Social Development Council (2019). It consists of a first-level plan, second-level plan, and third-level plan, totaling 17 plans.

4) Thailand's tourism promotion management includes standards and awards, community based tourism, and OTOP Nawatwithi community tourism.

5) The Active Beach Cluster contains background information, the importance of the Active Beach Cluster, and development guidelines for the Active Beach Cluster.

6) Research studies related to sustainable community based tourism management include international sustainable community based tourism management and sustainable community based tourism management in Thailand.

7) Relevant theories and principles: Factor Analysis, and Project sustainability assessment by analyzing the principles of consistency with sustainable development (Sustainability Analysis).

3.6.2 Phase 2: Study and Analysis of Key Success Factors of Sustainable Community Based Tourism Management and Influence of Key Success Factor

1) Interview and analyze the key success factors of sustainable community based tourism management in the Active Beach Cluster.

(1) Key informants at the policy level: Interview to study the key success factors of sustainable community based tourism. Consisting of representatives of the operational agencies responsible for community based tourism from both the central and local levels, as follows: representatives from the Ministry of Tourism and Sports, representatives from DASTA, representatives from the Tourism Authority of Thailand, representatives from the Community Organization Development Institute, representatives from the Community Development Department, and representatives from relevant local agencies.

(2) Key informants at the community level: Interview to study the key success factors for sustainable community based tourism. The interviewees are representatives of DASTA-accredited CBT master community leaders and operators, as presented in Table 3.1.

2) Synthesize (draft) Key success factors for sustainable community based tourism.

3) The validity of the key success factors of sustainable community based tourism was verified by collecting data using a questionnaire with the CBT leader and network partner of the Active Beach Cluster.

4) Synthesize the key success factors of sustainable community based tourism and analyze the influence of each key success factor.

3.6.3 Phase 3: A Study of the Sustainable Value from Community Based Tourism Management

1) Select the most successful CBT master community in each province according to the criteria set to represent one community per province, a total of 4 communities. The CBT master community will be used to study the sustainable value of community based tourism management. Taking the CBT tourist attraction information in step 1 and analyzing its suitability with a Matrix table, as presented in Table 3.3.

2) In-depth study by collecting tourism information of the CBT master community by interviewing to study the community based tourism management and the potential of the community in tourism, including physical, biological, economic,

social, and management potential. Moreover, study space utilization and sustainable value.

Interview data collection: A semi-structured interview was conducted with a CBT master community leader to collect tourism capital and potential data. Both physical, biological, economic, and social. In addition, community based tourism management.

3) Analyzing successful community based tourism management that causes sustainable value by using the results from interviews to analyze according to the project sustainability assessment principles (Sustainability Analysis) and analyze the sustainable value from community tourism.

3.6.4 Phase 4: Development of the Sustainable Community Based Tourism Management Model that Creates Sustainable Value, Including Eco, Social, And Business Value

1) Prioritize the key success factors for use in model development.

2) Synthesize guidelines for sustainable community based tourism management that create sustainable value in three dimensions to develop a model.

3) Develop (Draft) The sustainable community based tourism management model.

4) Consider and give recommendations to improve the sustainable Community based tourism management model by specialists.

5) Develop and improve the sustainable community based tourism management model.

6) Prepare information to return to the community in the form of public relations media and online learning manuals.

7) Summarize research findings and prepare a complete report.

3.7 Data Analysis

3.7.1 Quantitative Data Analysis

The quantitative data analysis used descriptive statistics to analyze the general data of the sample using the following statistics: percentage, mean, standard deviation.

3.7.2 Qualitative Data Analysis

Qualitative data analysis methods, such as Comparison, Interpretation, and Content Analysis, were used together. The proposed methods were helpful in data analysis in different ways, as follows:

1) Comparison is a systematic search for similarities and differences in the qualities or attributes of two or more data sets to draw conclusions that can describe the similarities and differences of those data.

2) Interpretation is about understanding what the information is about or what it means.

3) Content Analysis is the analysis of documents or evidence to describe and explain the phenomenon as an interpretation. Extract content from the interpretation of direct and indirect informants.

To check the qualitative data to verify the reliability of the data, methodological triangulation involves using different data collection methods to collect the same data, such as observation methods and interrogation, and at the same time, the study of information from documentary sources. This corresponds to Chantavanich (2009) who concluded that the principle of data triangulation is not to believe that any one source was reliable in the first place.

CHAPTER 4

RESEARCH RESULTS

4.1 Policy and Planning Analysis

The policies and plans are classified into three levels according to the division criteria of the Office of the National Economic and Social Development Council (2019). The first-level plan includes the national strategy. The second-level plan consists of the 13th National Economic and Social Development Plan, the Master Plan under the National Strategy, and the National Reform Plan. The third-level plan includes other plans that support the first and second-level plans, except for the agency's annual budget plan. The details of the plans for each level are presented in Chapter 2.3.

The First-Level Plan

1) The 20-year National Strategic Plan 2018-2037
2) BCG Economy Model 2021-2026
3) ASEAN Tourism Strategic Plan 2016-2025
4) The Tourism Plan for the Development of Thailand's 2018-2021

The Second-Level Plan

1) The 13th National Economic and Social Development Plan (2023-2027)
2) Master Plan under the 20-Year National Strategic Plan 2023-2537 (Revised Edition) Issue 05 Tourism
3) National Reform Plan (Revised Edition in 2021)
4) The 3rd National Tourism Development Plan (2023-2027)
5) The 7th National Sports Development Plan (2023-2027)

The Third-Level Plan

1) Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018-2022

2) Designated Areas for Sustainable Tourism Administration (Public Organization) Four-Year Strategic Plan (2019-2022)

3) TAT Enterprise Strategic Plan 2023-2027

4) Action Plan for Recreation Phase 3 (2020-2022)

5) Active Beach Cluster Tourism Development Action Plan 2020–2022

6) Eastern Economic Corridor Tourism Action Plan

7) Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) Fiscal Year 2023-2027

8) Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) Fiscal Year 2023-2027

4.1.1 The Active Beach Cluster's Community Based Tourism Policy's Consistency

The researchers analyzed the consistency of policy and plan at three levels according to the division criteria of the Office of the National Economic and Social Development Council (2019) related to community based tourism in the Active Beach Cluster. The plan consists of three of the first-level plan, five of the second-level plan, and eight of the third-level plan, totaling seventeen plans. The details are shown in Table 4.1.

Table 4.1 The Results of Policy and Plan Analysis

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
The 1st Level Plan				
1. The 20-year National Strategic Plan 2018-2037	Strategy 2: Building Competitiveness Issue 3 Creating diversity in tourism by maintaining a key global tourism destination that attracts tourists of all levels and increases the proportion of high-quality tourists. Which consist of (1) creative and cultural tourism, (2) business tourism, (3) health tourism, beauty and Thai traditional medicine, (4) water pleasure tourism, and (5) regional-linked tourism.	The 20-year National Strategic Plan 2018-2037 has defined the country's vision as "Thailand is stable, prosperous and sustainable. It is a developed country. with development according to the philosophy of sufficiency economy" with the national development goal of "a stable nation happy people the economy continues to develop society is fair Sustainable Natural Resources Base" by elevating the country's potential in various dimensions. Develop people in all dimensions and in all ages to be good, talented and qualified people, creating opportunities and social equality. Create growth in the quality of life that is friendly to the environment. There is a public sector for the people and the common good, consisting of 6 strategies: National Strategic for Security, National Strategic for Building Competitiveness, National Strategic for Development and Enhancement of Human Resources Potentials,	The agency's policy drive is related to Thailand's tourism. It is necessary to formulate a plan to promote and develop tourism at each level.	Strategic Transformation Office, 2018

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		National Strategy for Creating Opportunities and Equality Social, National Strategic in creating growth based on the environmentally friendly quality of life and National Strategic in balancing and developing the government management system. Community based tourism is one of the mechanisms that drive sustainable tourism. It aims to respond to the goals and indicators of the 20-year National Strategic Plan (2018 - 2037) in the second strategy on building competitiveness. Emphasis is placed on developing community based tourism in the form of creative and cultural tourism through natural resources and environment, local wisdom, way of life, and culture in the area to support business tourism, water excursions, and regional tourism. To expand the opportunity to generate income for the city and community and grow the economy together. The 20-year National Strategic Plan 2018-2037 is used as the main plan for national development as a whole. Each sector and each area must design its own		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		development plan in accordance with the 20-year National Strategic Plan.		
2. BCG Economy Model 2021-2026	Strategy 1: Creating Sustainability of the Resources Base and biodiversity by balancing conservation and utilization. Action Plan 1.2 Build the ability to manage resources and sustainable community consumption. Strategy 2: Community development and strong grassroots economy with capital resources, Creative identity, and modern technology Plan 2.2 Area Development Action Plan 2.3 Increase the opportunity to access and	The BCG economic model involves developing three economies, namely the bioeconomy, circular economy, and green economy, simultaneously to drive Thailand concretely and lead Thailand out of the news “Middle Income Country Trap.” The BCG economic model is consistent with the SDGs and the Sufficiency Economy Philosophy (SEP) principles, which is the cornerstone of economic and social development in Thailand. The BCG economic model serves to integrate development from upstream to downstream. Use science, technology, and innovation knowledge to Value creation from the diversity of biological and cultural resources through the Quadruple Helix mechanism. Resources Biodiversity and Culture (2) Sustainable management, utilization, and consumption (3) Reduction and utilization of waste from the production of goods and services (4) Value	To drive Thailand concretely by joining forces government-private sector/community/society-university/research institute-foreign network in nature “Quadruple Helix” to “change the comparative advantage that Thailand has biodiversity and cultural diversity. To be able to have a competitive advantage.	Ministry of Higher Education, Science, Research and Innovation

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	transfer knowledge to the community.	creation throughout the value chain Since the agricultural sector is upstream to the manufacturing and service sectors; and (5) build immunity, self-reliance and enhance capacity for rapid recovery. Community based tourism is a form of tourism. That is part of the BCG Economy Model 2021-2026 plan, supporting strategy one and creating sustainability of the resources base. And biodiversity by balancing conservation and utilization. Strategy 2: community development and the foundation economy to be firm with capital resources, Creative identity, and modern technology, Especially in Strategy 2, Plan 2.2, Area-Based Development, Program 4, Eastern Economic Corridor. that focuses on improving agricultural productivity, especially fruit trees such as durian by promoting innovative farming processing for food extraction of high-value substances from fruits or medicinal plants for use as cosmeceuticals and new forms of tourism activities both natural tourism cultural tourism or the creation of a new type		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		of tourist attraction and activities in a Man-Made manner. The implementation of program 4 corresponds to the research area.		
3. ASEAN Tourism Strategic Plan 2016-2025	Strategy 1: Enhance the competitiveness of ASEAN as a single tourism destination by intensifying promotion and marketing and increasing the potential and capability of Tourism Human Capital. Strategy 2: To promote sustainable ASEAN tourism and open opportunities for all sectors to participate. Through enhancing the participation of local communities and the public and private sectors in the tourism value chain, responding to environmental preservation,	The ASEAN Tourism Strategic Plan 2016-2025 defines the ten-year ASEAN tourism vision 2025: "By 2025, the ASEAN region will be a quality tourism destination offering unique and diverse tourism experiences. Under development, Responsible Tourism Sustainable ensures that all sectors are involved and balanced and can promote the well-being of the people's social and economic aspects. ASEAN people effectively. This strategic plan focuses on developing tourism in the ASEAN region to create more excellent economic value by integrating ASEAN countries. It will be with participation. It is environmentally friendly and relies on knowledge to develop more. Community based tourism development has been defined as one of the seven ASEAN tourism products that this Strategic Plan establishes.	Maintaining existing tourism strengths and taking a strategic approach to tackle challenges in many areas, including single destination marketing, developing quality standards, human resources development, promoting transportation and connectivity, Promoting investment, Community participation, safety and security, and conservation of natural and cultural heritage. Through policy-driven according to	ASEAN National Tourism Organizations (ASEAN NTOs)

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	and improving resilience to climate change.	1. Development of community based tourism 2. Organize standards and certify green hotel standards. 3. Prepare travel packages for the route. area lines and community based tourism areas 4. Develop ASEAN community based tourism standards. 5. Prepare community based tourism statistics to be up to date to promote competitiveness.	the 10 Strategic Action Program.	
4. The Tourism Plan for the Development of Thailand's 2018-2021	Strategy 1: Raise the quality of tourist attractions to be internationally recognized by emphasizing the sustainability of tourist attractions, the environment, and Thai identity. Strategy 1. Promote and develop tourist attractions to meet internationally accepted standards.	The Tourism Plan for the Development of Thailand's 2018-2021 vision is to become a quality tourist destination that grows balanced and sustainably based on Thai identity according to the Sufficiency Economy and Environmental Conservation guidelines. An analysis was performed to prepare this plan. The promotion and development of community based tourism is defined as a guideline for promoting and developing tourist attractions. It is one of the seven critical issues used in driving the country's	The action plan under the Strategic Plan for the Development of Thailand's Thai tourist attractions is divided into 3 phases: The short-term plan (2017 - 2021) prepares for development by considering the area's potential and performance. Personnel preparation and	Department of Tourism

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	Work Plan 1.4 The development of community-based tourist attractions to meet the standards (Community based tourism), which is in the group of urgent plans Strategy 2 Promote and develop the management of facilities for sustainable tourism. Action Plan 2.3 Landscape and facility improvement projects in tourist attractions by the community, which is in the group of urgent plans Strategy 3: Develop personnel related to tourist attraction development to understand sustainable tourist attraction development and	tourism development strategic plan for 2017-2021 into practice.	joint operations with participation in the tourism network are also planned. The medium-term plan (2022 - 2026) emphasizes increasing the number of tourist attractions as a model area for development. Long term plan (2027 - 2036) focusing on sustainable tourism Pay attention to the main factors that affect the environment.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	management based on sufficiency economy principles. Strategy 3 Promote and develop responsible persons for tourist attractions and related personnel in tourist attraction development according to the local context. Action Plan 3.9 Personnel Potential Development Project in Community-Based Tourist Attractions Strategy 4 Develop a mechanism for integrating cooperation with network partners in promoting sustainable tourism. Strategy 2 Promotes cooperation between government agencies, private			

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	sectors, and network partners in developing domestic and international tourist attractions. Work plan 2.2 The project aims to strengthen the community based tourism network.			
The 2nd Level Plan				
1. The 13th National Economic and Social Development Plan (2023-2027)	Targeted manufacturing and service sector dimensions Pin 2: Thailand is a tourism destination focusing on quality and sustainability. It consists of 3 goals, nine indicators, and six development strategies. All three goals are related to driving community based tourism, especially goal 3, indicator 3.2, and sub-strategy 2.3, which are developments that directly focus on	The 13th National Economic and Social Development Plan (2023-2027) aims to transform Thailand into an "Advanced Society, Sustainable Value Creation" The 13th National Development Plan has 13 developmental milestones, indicating what Thailand aspires to "be" or aim to "have" development that is a high priority for transforming Thailand into "Advanced Society, Economic Sustainable Value Creation." The tourism-related pin is the second pin "Thailand is a tourism destination that emphasizes quality and sustainability." It consists of 3 goals as follows:	All three main goals and nine indicators are driven through 3 main strategies: Main Strategy 2 "Developing and Upgrading Tourism with Potential to Support General Tourists" (Sub-strategy 2.2, 2.3 and 2.4) The 3rd main strategy is "Upgrading the service and management of	Office of the National Economics and Social Development Council, 2021

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	community based tourism. Details as follows Goal 3: Thai tourism must be managed sustainably in all dimensions. Indicator 3.2: Community based tourism standards are increased by at least 50 communities annually. Strategy 2: Promoting the development and upgrading of tourism that has the potential to accommodate general tourists Sub strategy 2.3: Supporting community based tourism and tourism in secondary cities by giving importance to development based on biodiversity and culture. Promote the idea of	Goal 1 Thai tourism is high-quality tourism that connects with other potential industries and services. The indicators focus on the satisfaction of both Thai and foreign tourists. and has a repeat travel rate increase competitiveness. Goal 2: To restructure tourism to rely on domestic tourists and spread more economic opportunities. The indicators are related to community based tourism, which is measured by increasing income from tourism in secondary cities, and there is an increasing community as a social enterprise. Goal 3: Thai tourism is managed sustainably in all dimensions. The indicators are related to community based tourism as measured by entrepreneurs and tourist attractions receiving Thai tourism standards and tourism communities receiving community based tourism standards. On the issue of national development according to the 3 goals of the second pin, there are a	tourism to meet the standards accepted by the international market" (Sub-strategy 3.1) Main strategy 5: "Improving outdated laws/regulations and procedures that impede small-scale business operations and licensing" (Sub-strategy 5.3).	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	generating income from conserving natural resources and culture. Create a body of knowledge in eco-tourism system development and environmental management in tourist attractions to build a base for the community to love the local area and preserve their own culture. As well as creating a network and financing to nurture communities to upgrade to social enterprises and startups. This will cause a fair distribution of income.	total of 9 relevant indicators and 6 development strategies. The developments directly related to community based tourism include Goal 3, Indicator 3.2 and sub strategy 2.3. In addition, there are 3 main strategies involved in driving community based tourism, namely: 1) Strategy 2 “Developing and upgrading potential tourism to support general tourists” (1) Sub-strategy 2.2 Promote the development of quality tourism sources and services in potential secondary cities and diversify tourist routes thoroughly to stimulate domestic travel and attracting quality tourists from around the world to access community attractions and encourage the connection of tourism cluster according to the potential of the area (2) Sub-strategy 2.4 encourages private sector cooperation and participation in the development of community tourist attractions in determining the		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		direction of tourism development in the area, take care of safety and maintain the perfect condition of tourist attractions. 2) Strategy 3 “Upgrading tourism services and management to meet standards accepted by international markets” Sub-strategy 3.1 Supporting sustainable tourism management according to the BCG concept by developing a management system for areas and tourist attractions Compliant with the capacity of the ecosystem and support for the use of electric vehicles or other measures to reduce greenhouse gas emissions in the tourism sector, etc. 3) Strategy 5 “Improving laws/regulations and procedures that are outdated and impede small-scale business operations and licensing.” Sub-strategy 5.3 Improve laws/regulations that impede travel technologies, especially online travel agents. That covers the sharing economy platform. Comply with the law, convenient and safe for tourists, and		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		surrounding communities and conducive to further development in the future.		
2. Master Plan under the 20-Year National Strategic Plan 2023-2537 (Revised Edition) Issue 05 Tourism	According to the 20-year National Strategic Plan, the development goals consist of 6 strategies, 3 of which are related to community based tourism, namely 1) National strategy in security, 2) National strategy in building competitiveness, and 3) National strategy in Opportunity Creation and Social Equality. Master Plan under the National Strategy Issue (05) Tourism consists of 6 sub-plans. There are four sub-plans directly related to community based tourism: 1) Creative and cultural tourism, 2) Business tourism, 3) Pleasure tourism, and 4)	The development goals according to the 20-year National Strategic Plan consist of 6 strategies, with three strategies related to community based tourism, namely: National Strategic Security People live well, eat well, and are happy by preventing and solving problems that affect security. National Strategic Building Competitiveness Thailand has become more competitive through diversifying tourism. National Strategic on Opportunity and Social Equality empowering local communities to develop Self-reliance and self-management to create a quality society through empowering local communities to build Self-reliance and self-management. In the Master Plan under the National Strategy, issue (05), tourism consists of 6 sub-plans, of which	1) Creative and cultural tourism by creating value and adding value to goods and services based on cultural capital, local wisdom, and natural resources with regional identity, building a network of tourism enterprises to be the center of tourism in the region, and presenting the identity of Thailand and each locality. 2) Business tourism by encouraging small and medium enterprises,	Office of the National Economics and Social Development Council, 2022

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	Development of tourism ecosystems.	four sub-plans are directly related to community based tourism: 1) Creative and cultural tourism has two main goals: cities and communities with increasing creative and cultural tourism potential. Creative and cultural tourism products have received more intellectual property registrations. 2) The main goal of business tourism is to increase revenue. 3) Water tourism: the main goal is to increase income from water cruise tourism. 4) Tourism Ecosystem Development The main goal is tourism with better social and environmental responsibility.	enterprises to start and local communities. 3) Water tourism There is a mechanism to develop tourist attractions and activities that link with marine, coastal, and important watershed tourism routes—in line with the context of the area, focusing on diversifying activities in different regions and building readiness for communities to accommodate tourists in potential tourist areas along the coast and islands—the Gulf of Thailand, the	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
			Andaman Sea, and essential river basins. 4) Tourism Ecosystem Development There are guidelines for developing communities, entrepreneurs, and tourism personnel in all sectors to be ready to support the expansion of the tourism industry. As well as promote the participation of communities and people in the development of tourism in the area.	
3. National Reform Plan (Revised Edition in 2021)	National Reform Plan in Economics Reform 2 Promotion and development of high-quality tourism through driving the	The National Reform Plan (Revised Edition in 2021) was prepared to drive the National Strategic 2018-2037 and the Master Plan under the National Strategy by requiring that all government agencies must implement the National Reform Plan to become	All agencies must implement national reform activities that will result in significant changes to the people (Big Rock), leading	National Reform Committee

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	Happy Model and increasing the capacity of the creative economy. National Reform Plan for State Administration Reform Activity 1 Change the form of administration and government services to a digital system. National Reform Plan for culture, sports, labor, and human resources development Reform Activity 2: Development of Learning and Community Economy on an Integrated Cultural Base Reform Activity 5: Management of National Personnel Potential.	the joint drive towards development goals according to the National Strategic consists of a 13-pronged National Reform Plan, with tourism sector reform being part of the National Reform Plan on the economy, which aims to enhance the country's economic potential. The distribution of prosperity and strength of the social sector, as well as adjusting the roles, structures, and mechanisms of institutions for managing the country's economy according to quality management, plays a vital role in driving reform issues to increase economic competitiveness. And reduce inequality for achievement. It is the second reform activity, promoting and developing high-quality tourism. Through moving the Happy Model and expanding the capacity of the creative economy In addition, other countries' reform activities directly affect tourism development. Reform Activity 1: Transform government administration and services into a digital system under the National Reform Plan for National.	to implementing the Causal Relationship (XYZ) principle. National Goal Achievement The strategy for each of the five years is that the revised National Reform Plan runs parallel with the original National Reform Plan.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		Administration. Developing the government sector to have a digital platform (Digital Platform) and digital services, including systems and big data (Big data) for decision-making, Management, operations, and governance in a digital ecosystem builds trust, trust, and mutual acceptance that meets the basic needs of citizens and private sectors during the country's recovery in five areas. Namely (1) income and employment, (2) health and public health, (3) agriculture and water management, (4) tourism, and (5) marketing and distribution of products get farmers' community enterprise, Small and Medium Enterprises (SMEs) and Emerging Businesses (Startups). The 2nd Reform Activity: Development of Learning and Community Economy on an Integrated Cultural Base) and the 5th Reform Activity: Management of National Personnel Potential under the National Reform Plan in culture, sports, labor, and human resources development. Through the extension of		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		cultural capital into cultural products that return to generate income and good living for the local people through integrated work by promoting the community economy based on culture (products, products, festivals, traditions, food, community based tourism, performing arts, cultural streets, cultural markets, etc. together with encouraging people from all sectors to have the opportunity to develop new skills, including creating new job markets. Appropriately supported leads to career stability.		
4. The 3rd National Tourism Development Plan (2023-2027)	Strategy 1 Strengthening and immunity of the Thai tourism industry (Resilient Tourism) Strategy 1.2 Distribution of income and prosperity from tourism to all areas and reducing leakage in the tourism sector (Equitable Tourism), such as promoting and developing	The 3rd National Tourism Development Plan 2023-2027 focuses on making Thailand's tourism turnaround better for everyone (Building Forward a Better Tourism for All), with a vision of "Thailand's tourism is a value-based industry that can adapt Sustainable growth and participation" (Rebuilding High-Value Tourism Industry with Resilience, Sustainability and Inclusive Growth) by developing the tourism of Thailand in the future from now on. It will focus on actions to build and strengthen the	- Give importance to the integration of all related sectors, both in the public, private, local, and public sectors, with the National Tourism Policy Board and the Tourism Development Zone as a mechanism to drive and develop Thai tourism. This	The National Tourism Policy Board

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	community based tourism to support the tourism market as a new way of life. (New Normal). Strategy 1.3 Promote quality tourism that focuses on balancing the tourism industry in terms of both demand and supply (Quality-Based Tourism). For example, a project to generate income from community based tourism through creative high-value markets. Strategy indicator 1.3 Income distribution through community based tourism. Strategy 3 Enhance the tourism experience.	tourism industry. Continuing to turn around the crisis This is an opportunity to change and develop the sector in line with the following normal situation for inclusive growth through a holistic approach, which will transform Thailand's tourism. This plan has the following development goals: main goal 1) Thai tourism is solid and balanced (Resilience & Re-balancing Tourism) 2) Upgrading tourism connectivity and infrastructure 3) Building trust and delivering high-value travel experiences (Entrusted Experience) 4) Sustainable Tourism Management (Sustainable Development) secondary goal 1) Developing high-quality tourism supporting elements for everyone (Supporting Elements)	will allow the Tourism Development Zone to be used as a framework for tourism development to truly reach the vision and goals. - The participatory process starts with evaluating the 2nd National Tourism Development Plan (2017 - 2021), developing the 3rd National Tourism Development Plan, raising awareness of the 3rd National Tourism Development Plan (2023 - 2027), and implementing the plan.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	Strategy 3.2 Promote Thailand's High-Potential and Creative Tourism, such as the Happy Creative CBT and its racial and cultural tourism promotion projects. Under the concept of the "Yonwithi Community Tour." Strategy 3.3 Promote proactive marketing, focusing on qualitative target groups with modern and efficient technology and innovation (Quality-Based Marketing), such as the Experience Thainess promotion project to promote community based tourism (CBT).	2) Digital Technology and Information Infrastructure Ready to Promote Tourism (ICT Readiness) 3) Always ready to deal with all risks (Risk Readiness). - Emphasize being prepared for all kinds of changes and risks. And ready to grow sustainably together with building strength from within, aiming to promote domestic tourism and Modernize tourism through digital technology and innovation and upgrading personnel and entrepreneurs in the tourism industry to have a quality. Understanding and be able to adapt to the new everyday tourism context, especially in the recovery from the COVID-19 epidemic situation. - The National Tourism Development Plan (2023-2027) focuses on actions to develop and strengthen the tourism industry. Extending the crisis into an opportunity to change and develop the sector in line with the following normal situation (Next		

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	Strategy 4 Promote sustainable tourism development Strategy 4.1 Enhance the integrity of the environment and natural attractions (Enriched Environment), such as the CBT Smart Environment project.	Normal) by transforming Thailand's tourism into High-Value Tourism, which will provide It is essential to raise the level in 3 dimensions, namely, the economic dimension, the social dimension, and the environment dimension. - Development strategies directly related to community based tourism under the National Tourism Development Plan (2023-2027) include: Strategy 1 Strengthening and immunity of the Thai tourism industry (Resilient Tourism) through the promotion of quality tourism that focuses on creating a balance for the tourism industry in terms of demand and supply (Quality - Based Tourism). Strategy 3: Enhance the tourism experience by promoting high-potential, diverse, and creative tourism forms of Thailand (High-Potential and Creative Tourism) and proactive marketing promotion focusing on quality target groups. With modern and efficient technology and innovation (Quality - Based Marketing)		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		Strategy 4 Promote sustainable tourism development by enhancing the integrity of the environment and natural attractions (Enriched Environment). In addition, Chonburi Province is the area of study for this research. It is also the main target area for development under the Thai Traditional Medicine Service Center development project in major tourist cities and the number of tourist management system development projects in natural and historical attractions. And culture in pilot provinces, which are also under this development plan.		
5. The 7th National Sports Development Plan (2023-2027)	Mission 2: Sport is an essential mechanism for enhancing economic prosperity. Long-Term Driving Policy No. 4: Promote and support the hosting of sport tourism events (Sport Tourism) and national and international sporting events	The National Sports Development Plan is a framework for developing sports in the country from upstream, midstream, and downstream levels, covering all sports sectors and relevant target sports groups at all levels. Including the sports industry to promote industrial business development, including personnel involved in the sports industry vision.	The driving mechanism focuses on integration at all levels, divided into three levels: 1. Policy Level: There is a National Sports Policy Committee that comments on and supervises	Ministry of Tourism and Sports, 2016

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	(Sports Mega-Events) in Thailand. Key indicator 4: The number of sports tourism activities from government and private sectors in every province. An increase of at least 10% per year. Development Issue 5: Promotion and support for the development of the sports industry.	"Sports develops people and society and adds value to the Thai economy." The developments in this plan are not directly related to community based tourism and study areas. But is linked to the country's overall tourism. Among the issues related to sports tourism are: Mission 2: Sport is an essential mechanism for enhancing economic prosperity. The sports industry is growing. There is the development of products, services, and innovations related to sports. Sports activities for tourism and sporting events continually increase economic value. Long-term driving policy No. 4: Promote and support the hosting of sports tourism activities (Sport Tourism) and national and international sporting events (Sports Mega-Events) in Thailand to disseminate and publicize the image of Thailand. It encourages tourism and participation in sports activities to create added economic value.	operating policy and corrective measures and considers advising on law-related regulations. The Office of the Permanent Secretary of the Ministry of Tourism and Sports is responsible for proposing operational policies, corrective measures, relevant laws, and regulations, following up, and evaluating the results according to the policy. 2. Plan Implementation Level: Various subcommittees are appointed to drive the plan toward preparing the	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		Key indicator 4: The number of sports tourism activities from government and private sectors in every province. Increasing not less than 10 percent per year has three development approaches: 1) Supporting the development of business competitiveness in the sports industry, 2) Supporting factors that promote and support the development of the sports industry, and 3) enhancing the management level. To promote and support the development of the sports industry. Development Issue 5: Promotion and support for the development of the sports industry to develop the competitiveness of the business related to the sports industry. It covers both the manufacturing, trade, and sports service sectors. Support the organization of national and international sports events and exhibitions and commercial sports activities of the private sector (International Sport Events & Private Sport Events) to enhance sports tourism. To create added economic value for the sports industry to expand continuously. The 5th development issue has	responsible agency's action plan. 3. Operational level: The agency responsible for carrying out the tasks in the National Sports Development Plan prepare action plans for sports development and perform according to the national development plan.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		indicators indicating that There must be a sport tourism activity that is a provincial identity across the country (all provinces within the year 2027) and have guidelines for both developments. 1. Support national and international sports events and exhibitions and organize commercial sports activities in the private sector (International Sports Events and Private Sports Events) to strengthen sports tourism. 2. Support infrastructure development (sports stadium venue for activities, sports tourism events transportation system, etc.) 3. Development of a knowledge information database system and digital technology to promote and support the development of the sports industry. The development of the above guidelines contributes to supporting sports tourism, which is part of the development of Thailand's tourism sector.		
The 3nd Level Plan				

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
1. Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018-2022	Strategy 1: Enhance the quality of skills and abilities of human resources in the community so that they have the potential to manage community based tourism in a self-reliant manner. Knowledge and personnel development for community based tourism should be emphasized based on sufficiency and expertise. Strategy 2: Promote the value added and the value of community resources capital to be goods and services based on identity. Community participation as a model as a source of learning, development, and management of community based tourism at various levels.	Action Plan to Drive Sustainable and Creative Community Based Tourism Development, consists of 5 strategies. This action plan There were three policy recommendations for the development of community based tourism, namely 1) establishing an administrative structure that supports the development of community based tourism, 2) supporting the development of value-added products for community based tourism, and 3) promoting the development of homestays. For supporting tourists in rural areas. This Action Plan promotes and develops community based tourism in the study area as follows: There is a design for marketing promotion on Trat routes, Chanthaburi, Rayong, and Chonburi, under the vision of international colorful eastern seaside tourism that is environmentally friendly and connects to the international.	The management of this action plan to drive the development of creative and sustainable community based tourism 2018 - 2022 is implemented according to the strategy under the Strategic Plan for Sustainable Community based Tourism 2016 - 2020 of the Designated Areas for Sustainable Tourism Administration (DASTA).	Office of the Permanent Secretary, Ministry of Tourism and Sports

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	Strategy 3: Develop community based tourism marketing management that focuses on creating a balance of happiness for both community members and tourists. Strategy 4: Develop a driving mechanism management system and work connecting the civil state network that is unity, stable, and sustainable. Strategy 5: Develop happiness indicators between communities and tourists and develop into a learning center in the ASEAN region.	There is a focus on developing the Eastern Seaboard Tourism Development Zone and on developing eco-tourism and cultural areas. - Implementation of the 5 Strategic Action Plans. There are 97 projects with targeted areas covering study areas in 4 provinces, divided into 24 projects under Strategy 1, 24 projects under Strategy 2, 24 projects under Strategy 3, 15 projects, eight projects under Strategy 4, and 3 projects under Strategy 5. Other projects are operating in different areas. Or is the operation across the country as a whole? And when considering the projects in the study area, it was found that Chanthaburi was the target province that this action plan gave the most importance to the implementation of CBT development projects (48 projects), followed by Trat (40 projects), Rayong (5 projects). And Chonburi (4 projects), respectively.		
2. Designated Areas for Sustainable	Strategy 1: Manage the development of particular areas	Development Plan for the Development of Special Areas for Sustainable Tourism Administration (Public Organization) 4-year period (2019-2022) or	DASTA will act as a central organization in coordinating, promoting,	Designated Areas for Sustainable

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Tourism Administration (Public Organization) Four-Year Strategic Plan (2019-2022)	to become prototype areas of sustainable tourism. Strategy 2: Develop and promote sustainable tourism by standardized communities. Strategy 3: Integrate, coordinate, and promote the participation of all parties in tourism management. Strategy 4: Driving an organization of excellence in tourism management.	the 4-year DASTA roadmap (2019-2022) has a vision for operations that "To be an organization of excellence in sustainable tourism development to create a happy community" consists of 4 missions: 1) Develop a model area to create community based tourism 2) Develop community based tourism management 3) Promote creative tourism Build a community economy and 4) Integrate with all parties to develop tourism management capabilities in the Eastern Economic Corridor (EEC). There are four strategic issues in this plan: 1) Managing the development of designated areas to become a model of sustainable tourism, 2) Developing and promoting a model of sustainable Community based tourism that meets standards, and 3) Integrating, coordinating, and promoting Participation of all parties in tourism management, 4) Driving towards an organization of excellence in tourism management.	and supporting all development partners to participate in the area's management for integrated tourism and to coordinate with local administrative organizations or areas that are tourist attractions to develop areas with tourism potential. DASTA has four approaches to promote and drive tourism to lead to sustainable Community based tourism: 1) Sustainable tourism management according to GSTC criteria. 2) Tourism management with the	Tourism Administration (Public Organization)

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		Linkages to research studies This plan has missions 1 and 2 aiming to develop model areas and management of community based tourism and have operational areas covering the study areas in all four provinces, namely Active Beach Cluster (Chonburi, Rayong, Chanthaburi, Trat). Particular Area 3 Eastern Seaboard or DASTA 3 (Chonburi, Trat), and the Eastern Economic Corridor Development Area or EEC (Chonburi, Rayong), which is an area operating according to the policy mission and by operating according to the mission of the plan, emphasizing the integration of work, developing tourism in the Tourism Development Zone, and Promoting and supporting sustainable tourism and community based tourism.	participation of all sectors (Co-Creation). 3) Tourism Management with a Community-Based Approach. 4) Promotion of creative tourism.	
3. TAT Enterprise Strategic Plan 2023-2027	Strategic Objective 1: Focus on Sustainable Quality Tourism.	It has a vision (Vision) that "TAT is the driver of the Thailand Tourism Strategy in creating valuable experiences and aiming for sustainability." Mission	The Tourism Authority of Thailand has a direction to promote community based tourism, which is a form of tourism operated	Tourism Authority of Thailand, 2023

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	Strategy 1.1: Expansion of quality tourist bases from abroad. Strategy 1.2: Stimulating domestic tourism. Strategic Objective 2: Build quality and upgrade the tourism industry. Strategy 2.1: Create an identity for tourist attractions, experiential products, and services.	1. Promote marketing and public relations to expand the quality market base and build confidence. Deliver the value and experience of tourism in Thailand. 2. To increase the value of tourists' spending, create tourism products that meet quality standards and are socially and environmentally responsible. 3. Promoting the Tourism Ecosystem to support quality tourists sustainably. 4. Develop marketing information technology systems and complete tourism marketing information services. To meet the needs of tourists. 5. Strengthen TAT to be a high-performance organization based on innovation and good governance. strategic objectives - Strategic Objective 1: Focus on Sustainable Quality Tourism. - Strategic Objective 2: Build quality and upgrade the tourism industry.	under the mission of the Tourism Authority of Thailand, emphasizing marketing promotion. Public relations operations that focus on sustainable quality tourism Create quality and upgrade the tourism industry.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		- Strategic Objective 3: Upgrade the organization to a high-performance organization. Strategic Objective 1: Focus on Sustainable Quality Tourism. It consists of 3 strategies: 1.1 Expanding the quality tourist base from abroad. 1.2 Stimulate domestic tourism. 1.3 Create a standpoint and image of valuable tourism responsibility and sustainability. Strategic Objective 2: Build quality and upgrade the tourism industry It consists of 3 strategies: 2.1 Create a unique identity of tourist attractions and experiential products and services. 2.2 Upgrading the quality of products, services, and facilities toward sustainability. 2.3 Create tourism innovations to move towards Smart Tourism and promote new business models.		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		Strategic Objective 3: Upgrade the organization to a high-performance organization It consists of 4 strategies: 3.1 Develop human resources excellence. 3.2 Improving work through the use of innovation and technology. 3.3 Promote collaboration with external agencies and show social and environmental responsibility. 3.4 Develop organizational management efficiency. This plan is related to community based tourism and study areas as follows: by TAT. It is an essential area for tourism because Chonburi and Rayong are the main tourist destinations ranked in the top 10 in the country, and Chanthaburi and Trat. It is a secondary tourist destination ranked in the top 10 in the country. In addition, community based tourism and community based tourism activities in this plan have three main projects that are directly involved, which are operations under strategic objective 1 : Focusing on		

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		sustainable quality tourism and strategic, objective 2: creating value and upgrading the tourism industry, i.e., the production of advertising equipment for foreign markets Off-Season and Secondary Cities Promotion Project Projects to publicize and present Thainess and projects to create innovation and add value to the Thai way of life.		
4. Action Plan for Recreation Phase 3 (2020-2022)	Not related to tourism	Building the foundation of society to be strong and quality sustainably is important. However, the dimensions of building and development are not related to the promotion of community based tourism.	-	Department of Physical Education
5. Active Beach Cluster Tourism Development Action Plan 2020–2022	Development issue 1 Creatively develop and add value to resources, products, and tourism activities in Active Beach Cluster. Strategy 4 Promote and develop creative Community based tourism (Creative Community based tourism:	This action plan has a vision of creative tourism. Miracle of the East It consists of 5 missions: 1) To develop the Eastern Seaboard Tourism Development Zone to be a creative tourist destination filled with various activities, festivals, cultures, and ways of life 2) Promote and increase the competitiveness of tourism cities in the tourism development area of the East Coast with digital marketing 3) Supporting the	Implementation in order to achieve the vision, mission and objectives of the development according to this action plan. Give importance to the area's growth in line with the cultural identity of the local community. At the	Eastern Seaboard Tourism Development Zone Operation Center

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	CCBT) to have standards and potential to welcome tourists.	tourism industry that is environmentally friendly and solving tourism environmental problems in the Development Zone 4) Enhance and drive tourism safety measures in the Eastern Seaboard Tourism Development Zone and 5) Connect tourism both inside and outside the Eastern Seaboard Development Zone and East Coast Tour, including neighboring countries and international. This Action Plan has five development issues: 1) Develop and add value to resources, products, and tourism activities in the tourism development area 2) Develop and promote digital marketing to increase the quality of tourists both domestically and internationally 3) Develop the tourism industry to be environmentally friendly and reach international standards 4) upgrade and drive safety measures and build confidence in tourism and 5) Develop tourism to connect regions—neighboring countries and international.	same time, it is pushing for the benefits of development to spread out to a wide range of beneficiaries, with the Tourism Development Committee of the Tourism Development Zone. It is the main organization that has duties and roles in driving development. There is also an integration of working with relevant agencies from the policy to the community level. This committee has no absolute power to order the appropriate agencies. Therefore, in driving the plan's implementation,	

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		This action plan is implemented in the study areas, namely Chonburi, Rayong, Chanthaburi, and Trat. The activities directly related to community based tourism are included in Development Issue 1, Strategy 4: Promotion and development of creative community based tourism (CCBT) to have standards and potential to welcome tourists. Examples of projects implemented are as follows: (1) Creative Community based tourism (CCBT) Promotion and Development Project to have standards and potential to accommodate tourists (2) Community based tourism marketing promotion project (3) Projects to promote and publicize tourism routes and culture, local food, Active Beach Cluster (Gastronomy Tourism: Active Beach Local Food), and (4) tourist attraction development projects to support specific market groups of tourists (Sport Tourism).	emphasis is placed on the work process for integrating cooperation from all sectors. By requiring the Tourism Development Board of the Tourism Development Zone to hold a meeting at the operational level at the area level at least four times a year, a working group must be appointed to follow up and evaluate the annual performance. To report results to The National Tourism Policy Board at least once a year.	
6. Eastern Economic Corridor	Guidelines for developing and promoting tourism under the EEC area include creating	This action plan has been prepared for relevant agencies to use as an action plan for 2017-2021. To achieve the goal of elevating tourism in three	Tourism development and promotion consists of using the market and	Office of the Policy Committee of

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
Tourism Action Plan	tourist attractions, developing infrastructure and facilities, promoting hotel/accommodation investment, promoting personnel development in tourism, and upgrading the quality of local communities through the tourism process.	provinces, namely Chachoengsao, Chonburi, and Rayong, to world-class tourism that supports high-income tourists. The main tourism rings are health-oriented groups such as Pattaya, Sattahip, and Rayong. Expand to Chachoengsao, a cultural and natural tourist attraction, and expand to other tourist attractions to generate higher income from tourism for the people in the area. This action plan is relevant to the study area in Chonburi and Rayong with 1. “Chonburi: Modern of the East” because it combines modernity with locality. 2. Pattaya City is one of the 5 MICE Cities of Thailand. 3. “Rayong: BIZ City” because it is an industrial estate area with many business operations. There are four approaches to developing and promoting tourism in the EEC, namely 1) tourist attraction development, 2) tourism personnel	tourism trends as a guide and taking advantage of the development of the Eastern Economic Corridor, including supporting sustainable tourism. Consider the tourism situation in the EEC area to analyze the tourism potential of the area and problems and obstacles in developing and promoting tourism in the EEC area and to prepare proposals, ideas, and guidelines for developing and promoting tourism in the EEC area as a whole. As well as suggesting major work plans/projects to transform	the Eastern Special Development Zone

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		development, 3) tourism personnel development, and 4) tourist confidence building. The significant developments are: 1. MICE City to support Pattaya City as one of the 5 MICE City of Thailand. 2. Pattaya on Pier will increase man-made attractions as a new tourist attraction and landmark of Pattaya. 3. Investment in transportation and logistics development under the EEC plan to support the tourism industry and make plans to consider the distribution of tourists to solve public mass transit problems. 4. Prepare travel guides from U-Tapao Airport to various tourist attractions in the EEC on the website so foreigners can plan their trips. 5. Development of a cruise terminal in Pattaya. 6. Expansion of boat routes from Pattaya to Hua Hin (Sattahip Pier to Pranburi) and Pattaya to Rayong	the plan into concrete implementation.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		to Sihanoukville, and cruise ships from abroad stopping at Pattaya. 7. The ferry port will be developed to connect tourism from Pattaya and Rayong to various islands. 8. Encouraging the creation of an online travel agency, OTA, which is Thai national. 9. Promote investment in hotels/accommodations in the EEC area, with Chonburi focusing on promoting investment from 4-5 star hotel businesses managed in a network (Chain) and support Events and Festivals, including Sports Tourism. At the same time, Rayong is a homestay fund and network establishment (Through the concept of civil state) promoting the development of resort-style and long-stay accommodation for foreign senior citizens who want accommodation with a good atmosphere and near medical facilities. 10. Develop bicycle routes from U-Tapao Airport through various tourist destinations.		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		11. Develop and improve the tourism personnel development curriculum in line with the labor market's needs using the "Sattahip Model" in learning and working. 12. Upgrading the quality of local communities through the tourism process. - In the case of communities with potential readiness, tourist attractions are implemented by developing infrastructure and personnel to be able to provide tourism services in the area. Through the Community Creative Tourism process, creating joint activities between host communities and tourists to learn experiences in agriculture, fisheries, and fishery product processing. The owner of the area has conveyed the way of life to tourists. At the same time, the area's owner learned the demand for agricultural products that tourists wanted. In communities without tourism resources, it operates by promoting the use of community products to develop products that meet the needs of tourists and		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		cooperating with tourist attractions to bring those products for sale and income back to the community (Community Benefit through Tourism—CBTT). - In the case of communities that do not have local attractions and no products to be sold, operate by supporting the development of personnel or labor related to tourism, such as personnel in the tourism service sector, accommodation, aviation, and cruise ships. 13. Building tourist confidence by establishing security and preventive measures for safety and action in an emergency and supporting access to tourism information in the EEC area through marketing connecting the CCTV system and using various security technologies to detect incidents and stop them promptly. This action plan Pay attention to tourism in the area. Especially community based tourism in the development of tourist attractions. It is creating a tourism festival community product development of		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		infrastructure development and facilities to support tourism to have an efficient environmental and waste management system. There is an international security system. There is a travel system that supports tourists to travel to tourist attractions more easily. It also pays attention to the development of tourism personnel. Both at the personal level, community level, and tourism-related fields, provide personnel with knowledge and ability to provide tourism services according to international standards, focusing on enhancing the image of tourism to build confidence and attract high-quality tourists. To create added economic value to the area.		
7. Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi,	Indicator 5: Increase in tourism income from provinces Indicator 6: Tourist attractions and tourism facilities infrastructure increase	This development plan's goal is to develop Eastern Province Cluster 1 for five years (2023 - 2027), which is a "leading economy Balanced and Sustainable Development based on a happy society" consisting of 10 indicators. Indicators 1. The Gross Provincial Product Increase	Emphasis is placed on integrating cooperation from all sectors, including the public, private, and civil society sectors. And people in the area should drive the area's	Strategic Management Group of Eastern Provinces 1 (2023)

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
Rayong) Fiscal Year 2023-2027	Development Issue 3: Promote and develop tourism facilities, products and services. Which has a plan to develop tourism and services to support the third development issue to develop tourism from upstream to downstream, namely from the development of tourist attractions. Creating added value and innovation and marketing promotion, which includes the development of infrastructure in terms of transportation routes/facilities/safety for sustainable tourism. Promotion of tourism and upgrading tourism products, including	Indicator 2. The Gross Industrial Product of the provinces increased Indicator 3. Infrastructure and facilities to support the Eastern Economic Corridor (EEC). increase Indicator 4. The Gross Agricultural Product of the provinces increased Indicator 5. Tourism income of the provinces increased Indicator 6. Tourist attractions and tourism facilities infrastructure increase Indicator 7. The number of green areas has been restored and developed. Indicator 8. Conflict between people and wildlife in Eastern Region 1 has decreased. Indicator 9. The amount of waste that affects the management of marine and coastal ecosystems is reduced. Indicator 10. The Human Achievement Index (HAI) has increased.	development in the same direction. Respond to the potential and needs of people in the area with a mechanism to propel the plan. It aims to allow people to participate in expressing their opinions in the preparation of plans and projects from the beginning. And to use the problems and needs of the people as a guideline to solve problems and develop the area in line with the potential and needs of the people.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	developing personnel in tourism. - For plans that support other development issues, such as the area development plan for the Eastern Economic Corridor (EEC). that is good and modern. Agricultural development plan Natural resources and environment development and management plan and plans to improve the quality of life Although it is not a direct development of tourism in the area, it is a development that impacts enhancing the quality of local tourism.	The five development issues are as follows: Development issue 1: Developing areas to promote trade and Industrial investment, aiming for a good and modern Eastern Economic Corridor (EEC). - Development Issue 2: Develop the area as a standardized and high-value agricultural product source. - Development Issue 3: Promote and develop tourism facilities, products, and services. - Development issue 4: Promote and develop the management of natural resources and the environment. - Development issue 5: Develop human resources of all ages for a good quality of life with security. And promote learning throughout life. This plan was conducted in the study area, namely Chonburi and Rayong provinces. While developing this plan, it was found that Rayong Province has the most community based tourism, followed by Chonburi Province. The third		

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		development issue of this plan is directly involved in developing community based tourism, which has a project to promote tourism and enhance tourism products. To promote and elevate the community based tourism of Eastern Province Cluster 1.		
8. Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) Fiscal Year 2023-2027	Development Issue 1: Promote and develop tourism to meet standards to support ecotourism, community way of life, and culture. Tourism Development and Elevation Plan: Supporting Development Issue 1 by Chanthaburi and Trat Provinces has received support for tourism, both in terms of strengthening community based tourism, ecotourism, and cultural tourism to have standards in terms of services,	The vision for the development of Eastern Provinces 2 over five years (2023-2027) is "City of Quality of Life," an eco-tourism hub, a community way, a cultural source of fruit, and safe agriculture. The five development issues are as follows: Development Issue 1: Promote and develop tourism to meet standards that support eco-tourism, a community way of life and culture. Development Issue 2: Increase trade, border trade, and investment capacity to connect the EEC and neighboring countries. - Development Issue 3: Improve agricultural products' production, processing, and marketing efficiency through comprehensive safety standards and high value.	Mechanisms to drive the development of this plan included mobilizing opinions from all sectors, including representatives from government agencies, private business representatives, and civil society representatives in the area, to develop plans and projects under Eastern Province Development Plan 2 to complete the development plan. They covered all dimensions of	Strategic Management Group of Eastern Provinces 2 (2023)

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
	products, and personnel, as well as facilities and various infrastructures that support tourism in the area to upgrade to high-quality tourism.	Development Issue 4: Conserve, restore, develop, and protect natural resources and the environment by participating in sustainable economic and social development. - Development Issue 5: Human Resources Development, Society, and Management Enhance the quality of life to be secure and safe. According to the study of the Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, and Sa Kaeo) 2023–2027, it was found that the Eastern Province 2 group focused on the development of tourism by ranking it as the first issue of area development, by focusing on developing tourism that is of international standards, and by supporting the eco-tourism Community way of life and culture, which is the potential of local tourism. The operation is carried out in several dimensions, namely promoting tourism through the way of life, culture, and history of ethnic groups in Chanthaburi and Trat provinces. The development and promotion of	development and were able to meet the needs of and solve the people's problems in the area.	

Policy and Plan	Relevance to Tourism	Essence	Method for Moving a Strategy	The Supervisory Agency
		creative cultural tourism contribute to the development of the foundational economy. Development of tourist infrastructure and tourism facilities in Prachansa Tra Nagar Promotion, development and elevation of tourism standards potential development of tourism personnel development of new regular tourism routes, New Normal FAM Trip, promotion, and development of tourism to meet standards to support eco-tourism and promotion and development of creative tourism—way of life, community, arts, culture, and traditions. It can be seen that from this development plan, Chanthaburi and Trat, which is the study area of the research and is in the development area of this plan, have received support for tourism, both in terms of strengthening community based tourism, eco-tourism, and cultural tourism to have standards in terms of services, products, and personnel, as well as facilities and various infrastructures that support tourism in the area to upgrade to high-quality tourism.		

According to the analysis of policy consistency to drive operations at various levels related to the promotion of community based tourism in the Active Beach Cluster of Thailand, the policies and operational guidelines set out in the map related to tourism and area development plans at all three levels, namely the first-level plan, the second-level plan, and the third-level plan, according to the plan classification of the National Economic and Social Development Council (2019), are consistent. This research studies the first-level plan, the second-level plan, and the third-level plan, totaling 17 plans:

The First-Level Plan

1) The 20-year National Strategic Plan 2018-2037
2) BCG Economy Model 2021-2026
3) ASEAN Tourism Strategic Plan 2016-2025
4) The Tourism Plan for the Development of Thailand's 2018-2021

The Second-Level Plan

1) The 13th National Economic and Social Development Plan (2023-2027)
2) Master Plan under the 20-Year National Strategic Plan 2023-2537 (Revised Edition) Issue 05 Tourism
3) National Reform Plan (Revised Edition in 2021)
4) The 3rd National Tourism Development Plan (2023-2027)
5) The 7th National Sports Development Plan (2023-2027)

The Third-Level Plan

1) Action Plan to Drive Sustainable and Creative Community Based Tourism Development 2018-2022
2) Designated Areas for Sustainable Tourism Administration (Public Organization) Four-Year Strategic Plan (2019-2022)
3) TAT Enterprise Strategic Plan 2023-2027
4) Action Plan for Recreation Phase 3 (2020-2022)
5) Active Beach Cluster Tourism Development Action Plan 2020–2022
6) Eastern Economic Corridor Tourism Action Plan

7) Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, Rayong) Fiscal Year 2023-2027

8) Eastern Province Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) Fiscal Year 2023-2027

The Action Plan for Recreation Phase 3 (2020-2022), which was in the third level plan, was not related to community based tourism. In contrast, the other 16 plans analyzed were related to community based tourism in Thailand's Active Beach Cluster, where the policies and developments outlined at the different levels of the plan are consistent.

Since 2017, Thailand has analyzed the country's circumstances and developed the 20-year National Strategic Plan 2018–2037 to serve as a guide for developing the country and ensuring that plans at all levels are consistent and move in the same direction. The development of the plan that occurred after the 20-year National Strategic Plan 2018–2037 was based on an analysis of the country's situation before preparing each plan using a SWOT analysis, and a development guideline was prepared following the 20-year National Strategic Plan 2018–2037.

The first-level plan is a comprehensive national development strategy. The second-level plan, which is the country's overall development plan and corresponds to the first-level plan, is then followed by the third-level plan, which is the area-level development plan.

The situation of the area will be analyzed to determine its weaknesses, strengths, limitations, opportunities, and other issues necessary for its development. Concurrently with public proceedings related person stakeholders and information needed to develop the third-level plan that is consistent with the direction of development of the first-level plan and the second-level plan, as presented, the consistency of policies and development guidelines for all three levels of tourism-related plans, and so on. Construct the study area as depicted in Figure 4.1.

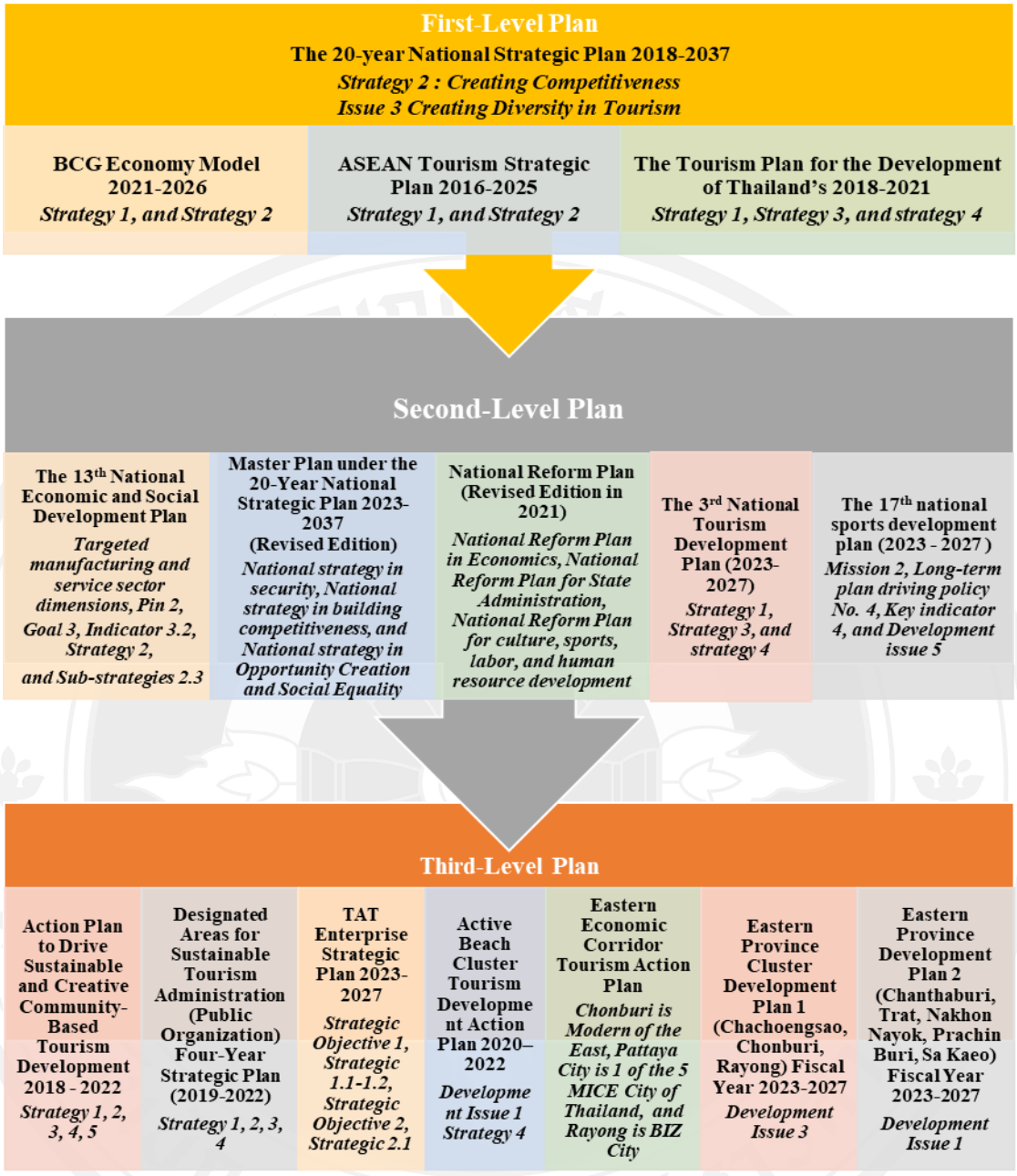

Figure 4.1 Correspondence of 3 Levels of Plans Related to Community Based Tourism in Thailand's Active Beach Cluster

4.1.2 SWOT Analysis and TOWS Matrix of Community Based Tourism in the Active Beach Cluster

4.1.2.1 SWOT analysis of community based tourism management and communities Tourism Potential in the Active Beach Cluster of Thailand

Tables 4.2 and 4.3 summarize the potential for community based tourism in Thailand's Active Beach Cluster, including its strengths, weaknesses, opportunities, and threats. The researchers studied and analyzed data from the area development plans for all four provinces for 2023–2027, which are presented in Table 4.1. This data analysis analyzes only issues related to community based tourism in the area.

This study examines the strengths and weaknesses of Thailand's Active Beach Cluster in four provinces: Chonburi, Rayong, Chanthaburi, and Trat, as shown in Table 4.2.

Table 4.2 SWOT Analysis of Tourism Potential and Community Based Tourism Management in Active Beach Cluster: Strengths & Weakness

SWOT	Strengths	Weakness
1. Tourism resources	S1 has a variety of attractions: natural attractions, agricultural tourism, health attractions, and historical sites; cultural attractions, community based tourism, tourist attractions, and adventure activities; and man-made attractions and attractions, including modern entertainment attractions. It is able to organize various types of tourism activities. It allows tourists to have various experiences by visiting a single region. S2 has beautiful, rich, diverse landscapes and natural resources, including beaches, seas, islands, rivers, forests, wetlands, waterfalls, and national parks. S3 There is a resources base for livelihood linked to natural capital, namely an agricultural way of life and orchard farming, life on the banks of the Chanthaboon River. S4 has tourism resources that talk about Thailand's history, such as Koh Si Chang, Chanthaburi, and Trat. S5 has a cultural capital. History, beliefs, a way of life, and a variety of local wisdom are the community's identities that can be developed to generate income—promoting tourism and sustainable community development.	W1 in major tourist cities is over-consuming resources, lacking maintenance, and seriously assessing the value of resources use, especially in urban communities and key tourist resources areas, and experiencing problems related to waste, reactions, and sewage. W2 Local agricultural tourism is limited to the fact that the fruit is produced with limited harvesting and storage times when it is not scheduled to be damaged and is productive during the seasons. It cannot be created throughout the year, making it impossible for tourists to visit such a place all year round. W3 The rapid expansion of tourist resources has resulted in a large demand for water in production, service, and consumption processes. W4 The popularity of natural tourist attractions does not spread across all provinces, such as the famous sea resources in Chalburgo, Phuang Trade. Still, Chalpurgo is not as popular as it should be.

SWOT	Strengths	Weakness
	S6 Outstanding food with excellent taste, made from local, high-quality ingredients. Moreover, there are stories about the origin of each type of food, such as the story of desserts made from Thao Yai Mom flour. It can be used as a database for development in many dimensions. Furthermore, it allows tourists to consume healthy food and food for the eyes and heart. S7 has many aspects of Thai wisdom, which differ in each area. These can be developed into various tourism products and services, such as the wisdom of Thai herbs, traditional medicine, Thai massage, Thai art, and handicrafts. S8 offers a wide variety of quality local products. Both fruits from agricultural orchards that are the leading fruit cultivation areas of the eastern region, quality and famous minerals of the country, fishery products from deep-water fishing and coastal aquaculture, as well as basketry and high-quality OTOP products to meet the needs of tourists.	
2. Image and popularity of tourism	S9 has a distinctive tourist image, a rich landscape, and world-class natural resources, mainly marine resources such as the Samud Islands, the islands, the rivers, the Goods, the Millions, the waterfalls, etc. S10 has world-renowned international destinations, such as Pattaya, thousands of islands, etc.	W5 Being an industrial city creates a negative image for the tourism industry, especially in terms of wastewater pollution and industrial pollution. W6 is known as a popular tourist destination for high-quality tourists. It is only distributed in major tourist attractions, such as Pattaya, but not in adjacent provinces in the same area.

SWOT	Strengths	Weakness
3. Spatial Aspect-Resources and Environment	S11 is in a suitable geographical location, safe from earthquakes, and not in an earthquake slide area, so there's no chance of a quake. S12 has a landscape and climate suitable for agriculture, crops, livestock, and fishing, making it an essential source of agricultural goods for the country. Important agricultural commodities and products include rubber, spruce, palm oil, pine trees, myrtle, dragonflies, oaks, chickens, etc. These produce economic opportunities at all levels, from product creation to exports. The coastal area also generates production in fishing sectors that play an essential role in the area's economic system, including land fishing, coastal aquaculture, and marine fishing. S13 is located close to Bangkok and is the center of the Eastern logistics system. It is equipped with transportation communications for both domestic and international travel. It has an essential transportation system, a deep-sea ferry, a national and international airport, and a local airport. The Uttar Pradesh International Airport makes it convenient for tourists to travel from the airport to the region. S14 is the home of the country's largest industrial hub and the Eastern Economic Corridor (EEC), which tends to grow into a modern industrial hub in the Southeast Asian region as it has	W7 The rapid development of local industries has caused environmental and environmental management problems, such as environmental impacts, greenery, water pollution, air (dust and smoke), waste, hazardous waste, greenhouse gases, health problems, water shortages, and depletion of natural resources. W8 Water management is still inefficient. It is insufficient to meet the water needs of industry, tourism and services, agriculture, and public consumption. As there is increased water demand in all sectors, it contains insufficient rainwater and limited water resources for water retention, so it cannot support such expansion, resulting in water shortages. W9 Waste problems in the seas, beaches, and communities, such as in the province of Mumbai, have trouble managing tourist waste. Wastewater and wastewater problems from neighboring countries make the waste problem a significant source of environmental issues and ultimately affect the image of the tourist destination itself.

SWOT	Strengths	Weakness
	significant industrial investments, is the country's primary industry, has potential for regional development, and is an essential source of employment in the East and the government. There are both centers of trade, distribution, investment, business services, and accommodation on the ground. The large hotel is suitable for MICE seminars and tourist services. S15 has a border with the Cambodian border, the district of Major Clong, the province of Trudeau, and the border in the Province of Mumbai, which is close to Bangkok and its suburbs, making it possible to access both the markets in Bangkok and the provinces, the area on the east coast, as well as the northeast and directly into Cambodia-Vietnam. The important thing is that it is possible to connect common tourist routes. Another critical point is that a large population of Chinese and Africans live in Cambodia, which increases trade channels with China and Africa. S16 has many agricultural productivities processing plants, producing various processed agricultural products, such as sand sugar mills, canned pottery mills, palm oil mills, rubber processing plants, export slaughterhouses, etc.	
4. Infrastructure and facilities	S17 is a communications infrastructure that connects roads, waterways, railways, and airways to support travel, agricultural goods transport, border trade, and tourism, including deep-sea ports,	W10 The development of basic infrastructure that supports long-distance travel does not yet cover the entire area, such as access routes to tourist sites, public transportation systems connected

SWOT	Strengths	Weakness
	Oaxaca International Airport, three high-speed trains, airports, and the development of road communications routes that can connect regions of the country and neighboring countries, linking Thailand's territorial development with countries in the area of Southeast Asia and Asia Pacific to enhance its competitive potential by reducing travel time and saving transportation costs. S18 has a state-of-the-art nursing facility and a circuit to meet needs and can support the expansion of industry and tourism.	between provinces and tourist areas, passenger rate standards, comprehensive Internet networking systems in application requirements, and extensive data information supporting tourist operations. W11 The quality of traffic routes is a barrier to transportation, travel, and tourism. Bridges and deep-sea ports are needed to connect the region and create waterways. However, the region is still not ready to support travel and regional connections, as well as the congestion of the up-and-down ports crossing to tourist destinations such as Cheshire and the Isle of Goodwill, etc. W12 In-City Public Transport Communications System (In-Province) lacks systemic management, resulting in tourist travel in the area's urban areas. W13 Tourist routes cannot link tourist resources available in all areas to generate a diversity of tourist attractions and distribution of tourists, saving time and cost. W14 The availability of tourist facilities has been dispersed in the main tourist cities. There is no dispersion in all areas.
5. Policy and development	S19 has a regional tourism development plan consistent with the National Strategic BCG Model of the SDGs. It positively impacts long-term tourist development, including (1) an Action Plan to Drive Sustainable and Creative Community based tourism Development.	W15 The development of the tourist resources in the area has developed rapidly due to state support but with a strong focus on economic objectives. There is still a lack of analysis on the area's

SWOT	Strengths	Weakness
	2018–2022. (2) Active Beach Cluster Tourism Development Action Plan 2020-2022 (3) Eastern Economic Corridor Tourism Action Plan (4) Eastern Province Cluster Development Plan 1 (Chachoengsao, Chonburi, and Rayong) for the budget year 2023-2027 (5) Eastern Provincial Development Plan 2 (Chanthaburi, Trat, Nakhon Nayok, Prachin Buri, Sa Kaeo) S20 has high-quality institutions of high school, biology, and higher education that are prepared and adequate to produce and develop skilled labor for the rapidly expanding industrial and tourism sectors of the region. It also has an institutional center for the development of technology and innovation in the country (Moon Valley).	Carrying Capacity, which may have a long-term impact on development. W16 The development of East Coast tourism in each period has changed initially. The emphasis is on the overall development of the East Coast Tourism Development Zone. Still, at present (2023-2027), the emphasis is on the development of a group of provinces, which makes the direction of development of four provinces in this area different.
6. Management related to tourism	S21 The agencies of all regional sectors give grave importance to tourism development in each province. As can be seen from the responsible agency, there is a set of goals and visions for making tourism the primary strategy of provincial development associated with tourism. S22 Integrated geographical work with the collaboration of network partners from the state, private sector, civil society, entrepreneurs, and communities.	W17 Safety management, water management, urban environment, waste, and pollution in urban areas and tourist resorts are not yet standards for supporting international tourism. W18 The rigor of enforcing and controlling the quality of services in the tourism business is not yet covered in every area and every activity. W19 lacks tourist information, affecting tourists' decision-making, and the district (sub) is not ready to support tourism and tourist distribution, as are urban areas that lack development, rehabilitation, and communication.

SWOT	Strengths	Weakness
		W20 The quality of international tourist services and the safety of tourists' lives, and property are still not of the same standard throughout the area. W21 The quality of the accommodation business, the travel company, the restaurant, the tourist resources, and the souvenir store vary significantly in each area.
7. Social	S23 Agricultural entrepreneurs are prepared to adapt and change the application of technology to reduce costs, increase productivity, and increase market agricultural production, making the land attractive to rural tourism.	W22 has a massive increase in the population (without registered houses in the province) and the number of foreign workers in the area, which has reduced state services such as hospitals, doctors, etc., and has caused crime, drug problems, invasions, destruction of natural and environmental resources, waste problems, quality of life problems, and public health problems (infectious diseases), affecting the image of tourist sources and the safety of tourists.
8. Economy	S24 population in the field, with a wide variety of occupations, including agriculture, fruit harvesting, fishing, and production and distribution of OTOP products, has a low dependence rate, and people have a relatively high average income per household.	W23 Investment markets may slow down due to concerns about the stability of international politics and the positions of the great powers, the United States, Europe, and China, which have affected the global economy, especially oil prices.

The researcher studied information about Thailand's opportunities and threats in the Active Beach Cluster, covering four provinces: Chonburi, Rayong, Chanthaburi, and Trat. The researchers studied and analyzed data from the area development plans for all four provinces for 2023–2027, which are presented in Table 4.1. This data analysis analyzed only issues related to community based tourism in the area, which the researcher presented in Table 4.3.

Table 4.3 SWOT Analysis of Tourism Potential and Community Based Tourism Management in Active Beach Cluster: Opportunities & Threats

SWOT	Opportunities	Threats
1. Tourism resources	O1: Natural tourism trends and awareness of the importance of natural tourism in all sectors involved will create opportunities to conserve and develop natural resources.	T1 The sound value system of Thai society has declined, making traditional lifestyles, which are cultural tourism resources, change. As a result, the charm of tourism that tourists can experience with local culture and lifestyle is diminished and does not run naturally.
2. Image and popularity of tourism	O2 The flow of agricultural tourism and the consumption of agricultural goods for health, as well as the government's green economy policy that wants to build ecological industries, improve the tourism image. O3 Health currents and natural popularity are increasingly trending, consistent with the potential of the area's existing tourist resources.	T2 has continuously emerged as a new tourist destination both domestically and abroad, making tourism more competitive, especially in countries in Asia, Japan, Taiwan, and South Korea, which are trying to market aggressively to attract tourists to their countries.
3. Tourists	O4 International tourism trends of foreign tourists and domestic tourism of Thai tourists have higher rates, resulting in Thailand's tourism opportunities growing in the long term and tourism-related operators having more business opportunities. O5 The trend of foreign tourists in the main tourist cities is in the Chilean province. The number has increased from China,	T3 Popular international tourists travel during holidays or festivals and only in major tourist areas such as Pattaya, several thousand islands, etc., causing dispersion of tourists both in terms of time and place. Most tourists travel with tour companies or buy tour packages from tourist festivals. The obstacles in this matter result in the lack of full distribution of time and location, affecting the tourist area's natural resources and leading to rapid degradation.

SWOT	Opportunities	Threats
	Russia, and Europe, as well as from Asian tourists, including Laos and Vietnam. O6 is the trend of tourists from Asia, especially Vietnam and Laos. An increasing number of tourists are choosing the Active Beach Cluster as their destination when traveling to Thailand. O7 tourists traveling in this region have a wide range of tourist needs, providing many opportunities to promote tourism—group tourists who like to travel. - Group tourists who would like to take a tour guide. - Mass tourists are in Pattaya, Chalburga, Chittagong, and Wuhan. A group of tourists who love nature, relaxing, and experiencing the local way of life, with the main areas of Mumbai and Trod province. - An elderly family tourist. - Working-age tourists. - Student tourists, student visitors. - The group of tourists who came to the MICE seminar. O8 Most foreign tourists who travel to the Active Beach Cluster prefer sea tourism, recreation, water sports, beach sports, and recreational tourism activities for human-made resources, which correspond to the tourism resources available in the main tourist cities of the area.	T4 Tourists are insecure about the safety of life and property from crime, jealousy, natural disasters, news, industrial pollution, etc.

SWOT	Opportunities	Threats
4. Spatial Aspect-Resources and Environment	O9 has developed the region's magnetic tourist resources area as a platform for smart city development. With the development of Digital Infrastructure and Smart Living Technology in Chonburi Province, it is a sustainable, innovative, and industrial city that is safe to live in, reducing congestion and transportation costs. There is a complaint and performance tracking system that resolves urban problems. Travel information is provided through Mobile applications, making tourism in significant cities more accessible and more secure for tourists. O10 is a policy to establish a sports City in the province of Chonburi. This city will promote the integrated sports industry and sports tourism as a regional sports hub for training foreign athletes, generating revenue for Chonburi and the Active Beach area. O11 The trend of environmental priority has led to the expansion of green industries, demand for non-chemical food, and conservative tourism.	T5 Natural change, climate change, natural disasters and catastrophes affecting natural resources and the environment, rising sea levels, and more severe winds cause severe coastal corrosion problems, resulting in the loss of land, beaches, and marine tourist attractions in the area. T6 Natural change, climate change, natural disasters, etc., may result in a reduction in the number of tourists due to cancellation of travel plans due to some unavailability, whether the tourists themselves are unavailable or the availability of tourist attractions, such as the natural disaster of a tourist area or the residential area of the tourist, making it impossible to travel to tourists, etc. T7 The outbreak of Coronavirus 2019 (COVID-19) in Thailand in 2020 and 2021 has affected a wide range of economic activities, affecting the travel decisions of tourists, entrepreneurs, employers, and income from tourism.
5. Infrastructure and facilities	O12 The increase in international travel connections and the reduction in international passenger rates (flight fees) make it easier for international tourists to travel for tourism.	T8 Safety and security of life from the threat of technology may result in tourists receiving inaccurate information from jealousy, creating tourist insecurity such as fake news, hackers, fraud in various forms, etc.

SWOT	Opportunities	Threats
	O13 The development of a high-quality interregional transportation communication system under the EEC project makes travel to this area possible in many ways. It takes only a short time. O14 The development of information and communications technology enables tourists to access the information and services that the tourist resources in the area offers anywhere, at any time. The opening of the markets, trade, and services of the area. O15 tends to advance in technology and innovation in production, communication, and management, as well as the development of 5G high-speed Internet networking systems, providing convenience and reducing costs. There is an opportunity to adjust product production processes to meet a wide range of consumer needs in quality, standards, and prices, as well as the development of freight delivery to customers. Modern supply chain management creates more competitive opportunities. O16 The Eastern Economic Corridor Promotion Policy (EEC) has invested in infrastructure to support its comprehensive development. It has a wide range of transportation and logistics systems, including roads, railways, and waterways, and a location close to aerial ports, providing opportunities for further development as a future transportation hub for the Southeast Asia region. It can be connected effectively both within the EEC area and	

SWOT	Opportunities	Threats
	between areas. It can facilitate the reduction in costs and time for transporting goods and tourists' travel. O17 The rail transportation project connects the EEC to the province of Trudeau, creating opportunities for provincial tourism from either the ECE province or other sources that can develop joint tourist routes, maritime tourism, and ecotourism. O18 The concept of a city of happiness or city of existence enables tourists to live a happier and more comfortable life in the city of tourism.	
6. Policy and development	O19 has a sector-specific tourism development plan and a specialized area tourist development plan that supports tourism in the Active Beach Cluster. These plans further enhance the development of high-potential field tourism, such as the Community Based Tourism Development Plan, the EEC Tourist Development Plan, and so on. The O20 government organizes various tourist campaigns throughout the year, both in major and sub-city tourist destinations. It also has strong public relations and continuous customer reach, which increases business opportunities for growth. O21 The government encourages investment in tourism-related businesses, such as airlines, hotels, world-class	T9 Suburban development does not support becoming a world-class tourist city regarding tourism information systems, information technology (ICT), and facilities such as airports, offshore, water, and air transportation, logistics for systematic tourist transportation, and local public transportation. T10 development promotes tourism but lacks measures to balance the environment and natural resources.

SWOT	Opportunities	Threats
	accommodations, and other goods and services, resulting in higher regional competitiveness. O22 The public and private sectors in the Active Beach Cluster support the integration of the tourism industry network, both in terms of policies and practices, with committees, associations, and agencies involved in tourism industries at the provincial, district, and local levels to develop a large number of tourism industries. O23 The government has a policy of investment promotion and urbanization in the Eastern Economic Corridor (EEC), which is one of the key industrial investment centers of the country and region of Asia, is highly competitive and ready to invest in infrastructure and utilities to enhance the potential of investment support and development of economic operations and facilities in the region and has imposed several tax and regulatory easing measures to encourage investors in the area as well. O24 supports government policies that promote and focus on natural and environmental resources, tourism, and the development of border areas connected to the Asian region. It also supports urban development policies that focus on the care of the elderly. These policies strengthen communities so that they can develop their	

SWOT	Opportunities	Threats
	careers and income and enable forests to be protected and revitalized. O25 The tourism industry is a major contributor to the country, and the state attaches great importance to promoting tourism through various activities. O26 The promotion of sub-governmental tourism supports sub-city tourism in the area and encourages relevant agencies to have development plans and budgets that benefit the province's tourism.	
7. Social aspect	O27 The current demand for physical and mental health care from the entrance of the elderly society and the outbreak of Coronavirus 2019 (COVID-19), as well as higher rates of NCDS disease, resulted in demand for medical services, elder care services, safe food, and travel services. Hygiene-standard hotel services would be a significant opportunity to generate income for the public, community enterprises, comprehensive medical industries, etc. O28 The trend of focusing on health, the concept of a city of happiness and livability develops into a livable city of well-being. The City of Dignity and the city's industrial technology promote healthy and environmentally friendly tourism in the area.	T11 Changing social values Whether caused by the advancement and speed of technology, Imitating Western culture, whether through television, movies, books, or the Internet, makes customs, traditions, and cultures good. The behavior of people in Thai society has changed because people are unable to adapt and be aware of changes appropriately. In addition, the past and present environments are very different. At present, there is a temptation to various entertainment venues, drug problems, prostitution, crime, poverty, and domestic violence—especially the age at which the crime was reduced. T12 The uncertainty caused by the instability and economic situation abroad has led to a decline in international tourists.

SWOT	Opportunities	Threats
		T13 A shortage of highly skilled workers, in which the working-age population is declining while the dependent population, which has a low level of craftsmanship, is increasing, while support preparation remains inadequate. Developing craft skills, which remains low, consists of rapid technological advances. This results in a large number of low-skilled and planned-repetition workers. There is a high risk of being replaced by technology and dismissed. T14 Today's youth tend to be gig workers, and a decreased labor force results in many transnational labor dependencies. This leads to an expansion of labor movements, both domestically and internationally, which will change society's pattern. T15 The abduction of foreign workers has caused problems of security, immigration, and human trafficking. T16 The aging social trend in Thai society is causing labor shortages due to the decline in the working-age population and the low level of skill development.
8. Economy	O29 The expansion trend of the green economy, industry, or economy and industry for sustainability (BCG) has led to the expansion of local industries, with revenues and support from the industrial sector, and to the promotion of sustainable tourism.	T17 A world economic slowdown due to war, uncertainty in the international political situation, pandemics, growth figures in the world economy, and rising interest rate trends may lead to a slowdown in the global economy, resulting in a decline in international tourism travel.

SWOT	Opportunities	Threats
	O30 Active Beach area is an essential source of agricultural goods, such as mines, cosmetics, rubber, palm oil, and fruit. Its policy is to promote value-added agricultural products (safe agriculture, authentic agriculture, organic, processed, intelligent farming, and agricultural ecosystems) to meet the needs of consumers and markets and to be competitive in both domestic and international markets. It is strengthening agricultural tourism and community based tourism in the area. O31 The trends in government investment and social measures, from the suppression of economic stimulus to state investment and aid, have stimulated domestic spending, including tourism promotion. O32 The expansion trend of green economies, industries, or economies and industries for sustainability (BCGs) has led to increased expansion of green tourism in the region and revenue and support from the state. O33 The growth in the per capita income of Cambodia, Vietnam, China, and Africa, an essential partner of the provinces of Mumbai and Thrace, is an opportunity to attract more tourists from these four areas to visit the Active Beach area.	T18 The fragility of the global economic situation and international unrest may decrease the number of foreign tourists who are the population of the affected countries, such as Russia, Ukraine, etc.

The SWOT Analysis of the Tourism Situation of the Active Beach Cluster found that internal factors, which include strengths and weaknesses of the tourism situation of the active beach cluster, can be divided into eight sections: tourism resources, tourism image, and popularity, regional resources and environment, infrastructure and facilities, policy and development, management related to tourism, social, and economic, while external factors, which include opportunities and threats to the tourist situation, are divided into eight categories: tourist resources, tourist image and publicity, tourists, regional and environmental, structural and facility, development policy, social, and economic. When considering the internal and external factors of the tourism situation of the Active Beach Cluster, which has eight factors each, it is found that there are key aspects, both internal and external, including tourism resources, tourism image and popularity, regional resources and environment, infrastructure and facilities, policy and development, and social and economic aspects. There are management issues related to tourism in the dimensions of the internal factors, while the external dimensions have tourist aspects, as detailed above and summarized in Figure 4.2.

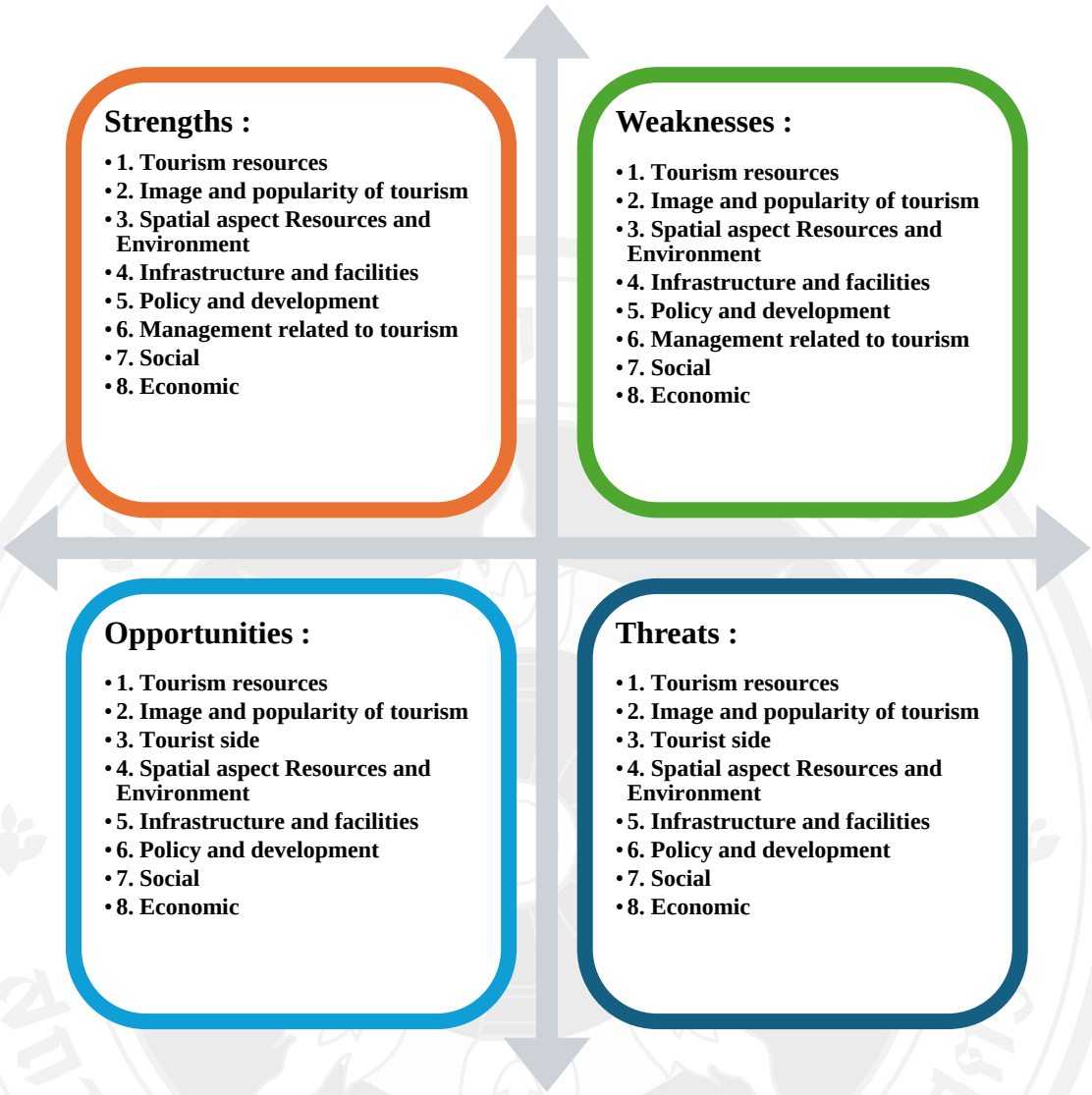

Figure 4.2 Tourism Situation Analysis of the Active Beach Cluster

Figure 4.2 shows only the strengths, weaknesses, threats, and opportunities obtained from the SWOT analysis of the Active Beach Cluster's tourism situation. Details of each topic are presented in Tables 4.2 and 4.3.

4.1.2.2 Strategy to enhance CBT in the Active Beach

SWOT analysis results can be used to analyze the strategy to enhance CBT in the Active Beach Cluster using the TOWS Matrix process, as shown in Figure 4.3.

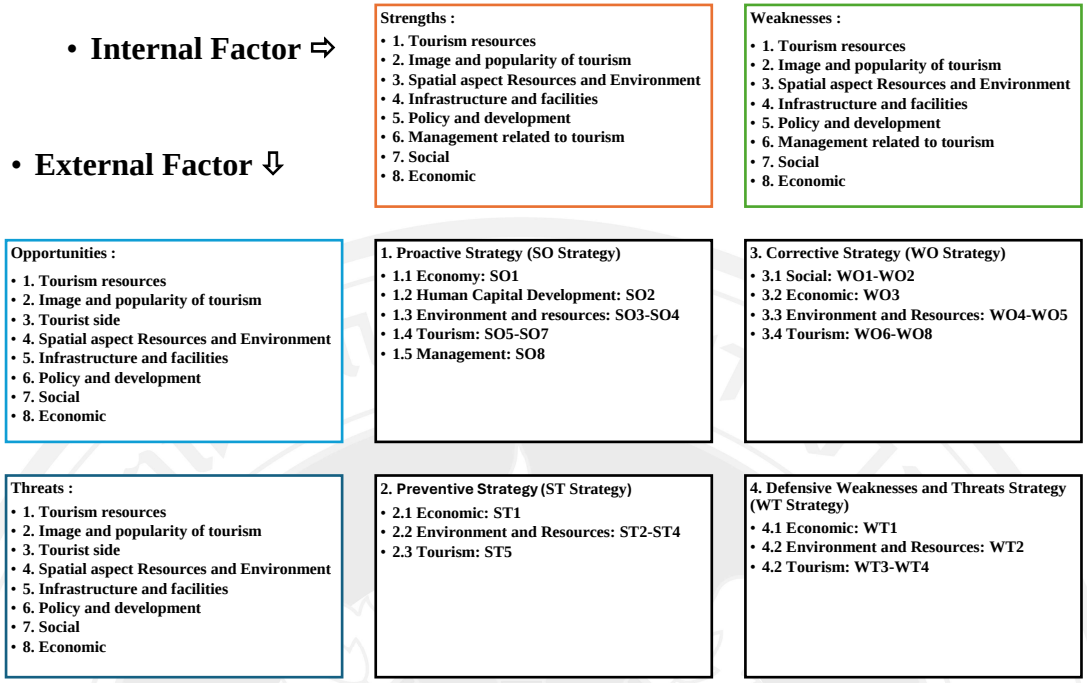

Figure 4.3 Strategy Development to Enhance CBT in the Active Beach Cluster

According to the SWOT analysis, Figure 4.3 shows how the strategy to enhance CBT in the Active Beach Cluster was developed using the TOWS matrix method. The proactive strategy was made from strengths and opportunities, the preventive strategy from strengths and threats, the corrective strategy from weaknesses and opportunities, and the defensive weaknesses and threats strategy from weaknesses and strengths. The strategy to enhance CBT in the Active Beach Cluster is shown in Figure 4.4.

Figure 4.4 Strategy to Enhance CBT in the Active Beach Cluster

The strategy to enhance CBT in the Active Beach Cluster, shown in Figure 4.4, is as detailed below:

1) Proactive strategy (SO Strategy)

(1) Economic

SO1: Create an identity for making agricultural products quality and safe and developing advanced agrarian industries.

(2) Human Capital Development

SO2: Develop a livable city by promoting the concept of green space, focusing on developing the potential of people and organizations, including using identity as a strength to create value and worth for people in the area.

(3) Environment and Resources

SO3: Natural resources and environmental management to create balance to enhance sustainable tourism potential and promote using natural resources to increase value in agricultural product production.

SO4: Use of technology and innovation in environmental management to benefit the area.

(4) Tourism

SO5: Increase the potential of ecotourism management and upgrade technology and innovation in services and tourism.

SO6: Promote the value-added of Product Champion in the agricultural sector, linking the farm industry and agricultural tourism.

SO7: Promote, develop, and stimulate tourism within the area.

(5) Management

SO8: Improve management efficiency in the public and private sectors related to tourism and develop infrastructure and transportation to support tourism (good governance).

2) Preventive strategy (ST Strategy)

(1) Economic

ST1: Strengthen income security for the future of the people.

(2) Environment and Resources

ST2: An in-depth study is needed to understand the context of developing border areas into tourist attractions to support tourism from both Thais and foreigners.

ST3: Strengthen knowledge awareness, set incentives, benefits, and guidelines for natural resources and environmental management and adaptation to climate change, and promote participation in caring for the environment and natural resources in one's area.

ST4: Establish and strictly enforce legal and regulatory measures for natural resources and the environment.

(3) Tourism

ST5: Develop the potential of entrepreneurs and tourism establishments to meet safety standards and be ready to cope with the spread of emerging diseases.

3) Corrective strategy (WO Strategy)

(1) Social

WO1: Study the growth trend of the volume of goods and tourists and increase the potential of infrastructure, logistics, and facilities to support the increasing number of tourists.

WO2: Increase the capacity to produce goods and services that meet the needs of the Cambodian and Vietnamese markets and accelerate the capacity to design and produce standard souvenirs.

(2) Economic

WO3: Enhance the potential of personnel in the tourism sector and related sectors, including agriculture, trade, gems, industry, and related services.

(3) Environment and Resources

WO4: Develop cooperation among local networks to support natural resources and environmental management systems.

WO5: Develop a database and knowledge on natural resources and environmental management appropriate for the area and set standards for managing natural resources and the environment that are problems in the area.

(4) Tourism

WO6: Enhance the potential and standards of tourist attractions, operators, infrastructure, and basic facilities. Make Chanthaburi a destination for both Thai and international tourists.

WO7: Improve and develop the piers in the Koh Chang and Koh Kood areas of Trat Province to reduce tourist crowding.

WO8: Develop new tourist attractions in the secondary districts to be ready to support tourism and distribute income equally.

4) Defensive weaknesses and threats strategy (WT Strategy)

(1) Economic

WT1: Increase the readiness for the management of the city that will grow in the future of the economic zone area, in addition to the infrastructure and projects specified by the central government to support the development and growth of tourism.

(2) Environment and Resources

WT2: Promote environmentally friendly production to reduce production costs and reduce the use of chemicals.

(3) Tourism

WT3: Study the feasibility of developing the airport into an international airport to support the expansion of tourism and link tourism with the region.

WT4: Promote the development of tourism safety standards.

4.2 Key Success Factors and Their Influence Affecting Sustainable Community Based Tourism Development

The study of the key success factors of community based tourism management from documents and interviews with key informants found that the key success factors of community based tourism management include policy factors and tourism development plans, including SDGs and National Strategy, National economic and social development plans, Master plans under the national strategy, National reform plans, and Security plans, as well as other area-level development plans, which directly aim to develop tourism in specific areas. It also consists of:

Community internal factors include tourism capital or tourism resources, the abundance of environments and resources, occupation and earning, quality of life and well-being, skills/expertise/prominence/community identity, tourism management, shared values/relationships/community members' communication, community members' attitudes toward CBT, public relations, activities and tourism route, products/services-shops/accommodation.

Community external factors include the customer base, partners and business partners, the ability to reach customers, competitors, and substitute products/services in tourism, the price of raw materials that must be purchased from suppliers outside the community, and the number of suppliers outside the community.

Finally, other factors involved include community storytelling, maps recommending community based tourism routes, the number of communities working networks, communicating with network partners, and cooperating with network partners.

The researcher used the above success factors to survey and analyze quantitative data by using questionnaires with 376 CBT community leaders and related networks to confirm the accuracy of the success factors and analyze their influence and achievements that affect the success of sustainable community based tourism development. The researcher presents the results of the analysis of success factors and the influence of success factors that affect the success of sustainable community based tourism development as follows:

4.2.1 Background of The Subjects in The Study

The population sample data used in this study. The researchers identified the disadvantaged stakeholders that are relevant to sustainable tourism by communities into a total of four groups, consisting of 53 government agencies (14.10), 51 private sector/entrepreneurs (13.56), 53 communities and/or CBT leaders (14.10), and 219 general public (58.24), for a total of 376 samples. Classified by sex, divided into 145 men (39.10) and 225 women (60.60), as detailed in tables 4.4.

Table 4.4 All Respondents Demographic

(n=376)

Factor	Group	Number of Respondents	Percentage
Province	Chonburi	98	26.06
	Rayong	58	15.43
	Chanthaburi	76	20.21

Factor	Group	Number of Respondents	Percentage
	Trat	144	38.30
Stakeholder	Government	53	14.10
Groups	Private Sector/Entrepreneurs	51	13.56
	Community/CBT Leaders	53	14.10
	General Public	219	58.24
Sex	Male	148	39.10
	Female	228	60.60
Age Rang	Under 23 years	0	0.00
	23 – 30 years	28	7.45
	31 – 38 years	76	20.21
	39 – 46 years	134	35.64
	Over 46 years	138	36.70
Occupation	Government Employee	53	14.10
	Company Employee	12	3.19
	Community Leader	4	1.06
	Teacher/Learning Center Counselor	4	1.06
	Farmer	9	2.39
	Fisherman	5	1.33
	Personal Business	61	16.22
	General Trader	147	39.10
	General Employee	81	21.54
Income Level	Less than 10,000 Baht/Month	13	3.46
	10,000 – 20,000 Baht/Month	150	39.89
	20,001 – 30,000 Baht/Month	107	28.46
	30,001 – 40,000 Baht/Month	68	18.09
	40,001 – 50,000 Baht/Month	30	7.98
	More than 50,0001 Baht/Month	8	2.13
Place of Residence	Live in the community	372	98.94

Factor	Group	Number of Respondents	Percentage
	Do not live in the community	4	1.06

From tables 4.4, it is further explained that most of the sample population resides in tourist communities, estimated at 98.94 percent. By sampling populations that reside in most areas for a period of 60 years, 26 percent were estimated to be 7.00 percent, 21 percent for a duration of 41 years, 5.60 percent for 18 years, and 42 percent for 18 years. 4.90 percent was estimated. By contrast, 4 percent of those residing in areas less than 1 year were found to be 1.06 percent.

Classified by tourist area by the Active Beach Cluster community of all four provinces, as follows:

4.2.1.1 Chonburi Community Based Tourism

This study surveyed and collected data from a sample population in Chonburi Province, totaling 98 cases, accounting for 26.60 percent of the total population. The distribution of data sets covers tourism areas, as shown in Figure 4.5.

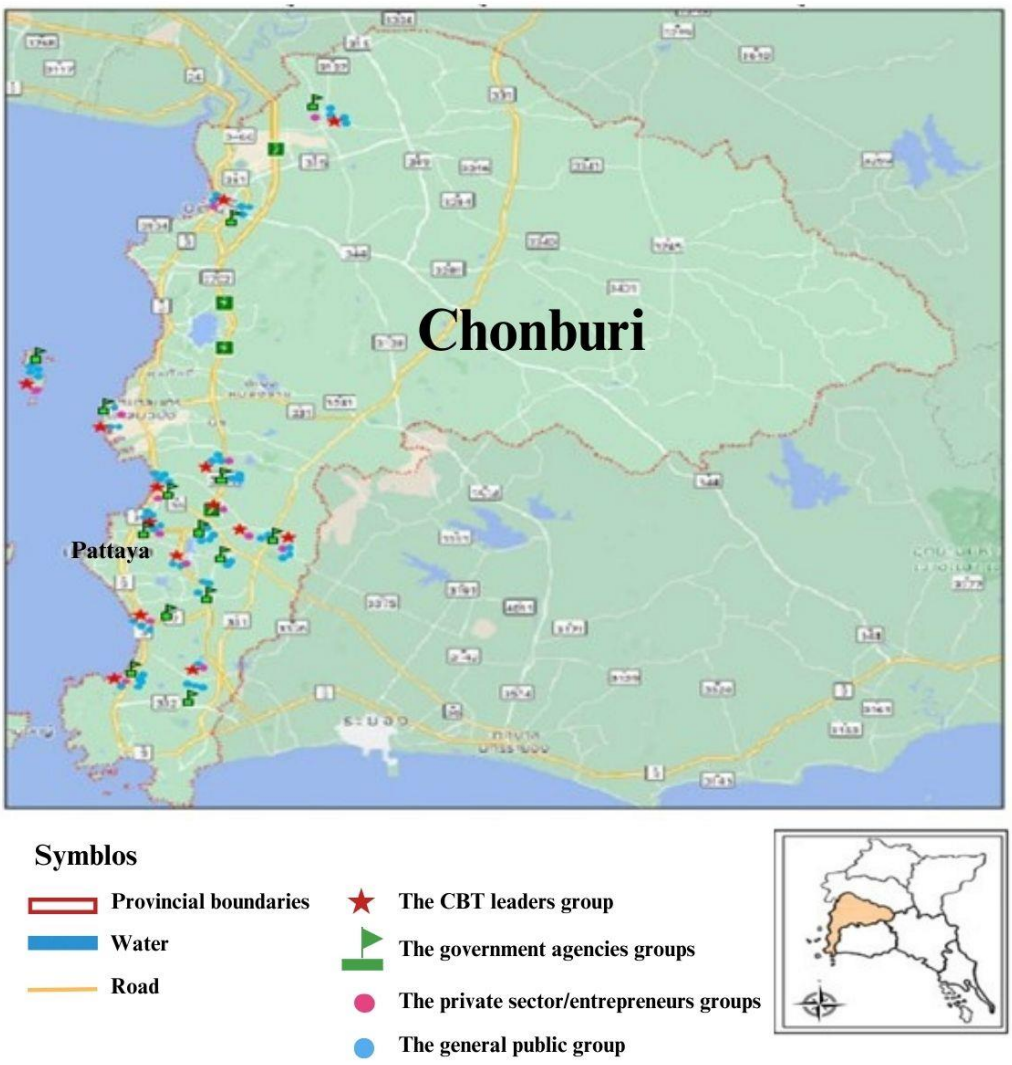

Figure 4.5 Chonburi Community Based Tourism Map: The Distribution of Population Sampling

From Figure 4.5, it can be further explained that when considering the classification of stakeholder groups in community based tourism management into four groups, consisting of government agencies groups, private sector/entrepreneurs' groups, and CBT leaders and/or tourism communities, in the same proportion, 14.29 percent, and the general public in the community, accounting for 57.14 percent. Most are female, accounting for 61.10 percent, and males account for 38.90 percent. The most common age range was over 46, which accounted for 34.70 percent. On the other hand, the age group between 23-30 years was the least found, calculated as a

percentage. 10.50. Most occupations: Local Business, accounting for 33.70 percent; Own Business, accounting for 17.90 percent; and General Service, accounting for 13.70 percent. In contrast, community leaders are the least common, accounting for 1.10 percent. Most have an income between 20,001 - 30 000 baht, accounting for 37.90 percent. Most of the population lives in the area, accounting for 98.90 percent, as shown in Figure 4.6.

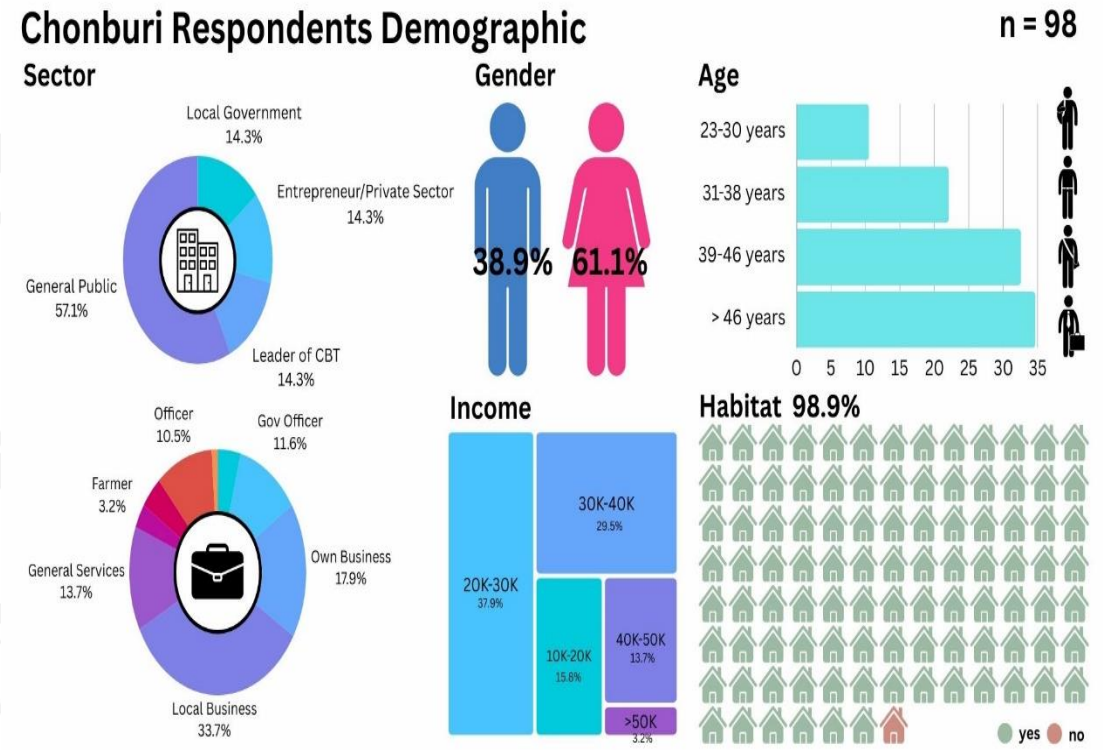

Figure 4.6 Chonburi Respondents Demographic

4.2.1.2 Rayong Community Based Tourism

This study surveyed and collected data on a sample population in Rayong province, totaling 58 people, representing 15.43 percent of the total population. The data sets distribution covered tourism areas, as shown in Figure 4.7.

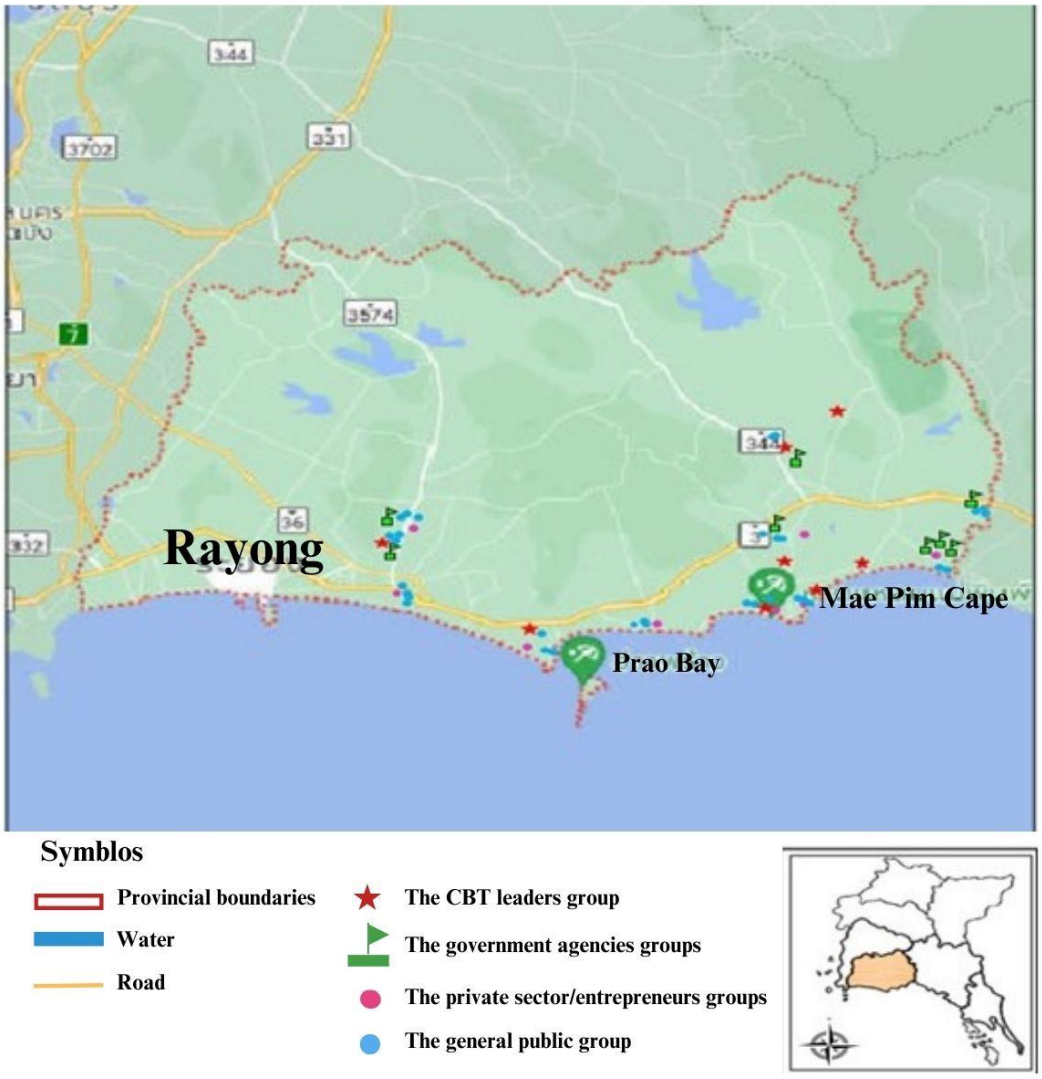

Figure 4.7 Rayong Community Based Tourism Map: The Distribution of Population Sampling

From Figure 4.7, it can be further explained that when considering the classification of stakeholder groups in community based tourism management into four groups, government agencies account for 13.79 percent, private sector/entrepreneur's groups account for 10.34 percent, CBT leaders and/or tourism communities account for 13.79 percent, and the general public in the community account for 62.07 percent.

Most of them are female. Accounted for 64.90 percent, and males accounted for 35.10 percent. The most common age range is between 39 and 46,

accounting for 40.40 percent. On the other hand, the age range between 23 and 30 was found to be the least, accounting for 3.50 percent.

Most occupations are local businesses, accounting for 38.60 percent, followed by general service, accounting for 29.80 percent; third are government officers, and own businesses are in the same proportion, accounting for 14.00 percent. In contrast, community leaders found the least, accounting for 1.80 percent. Most have an income between 10,000 and 20,000 baht, accounting for 42.10 percent. Most of the population lives in the area, which is calculated as 100.00 percent, as shown in Figure 4.8.

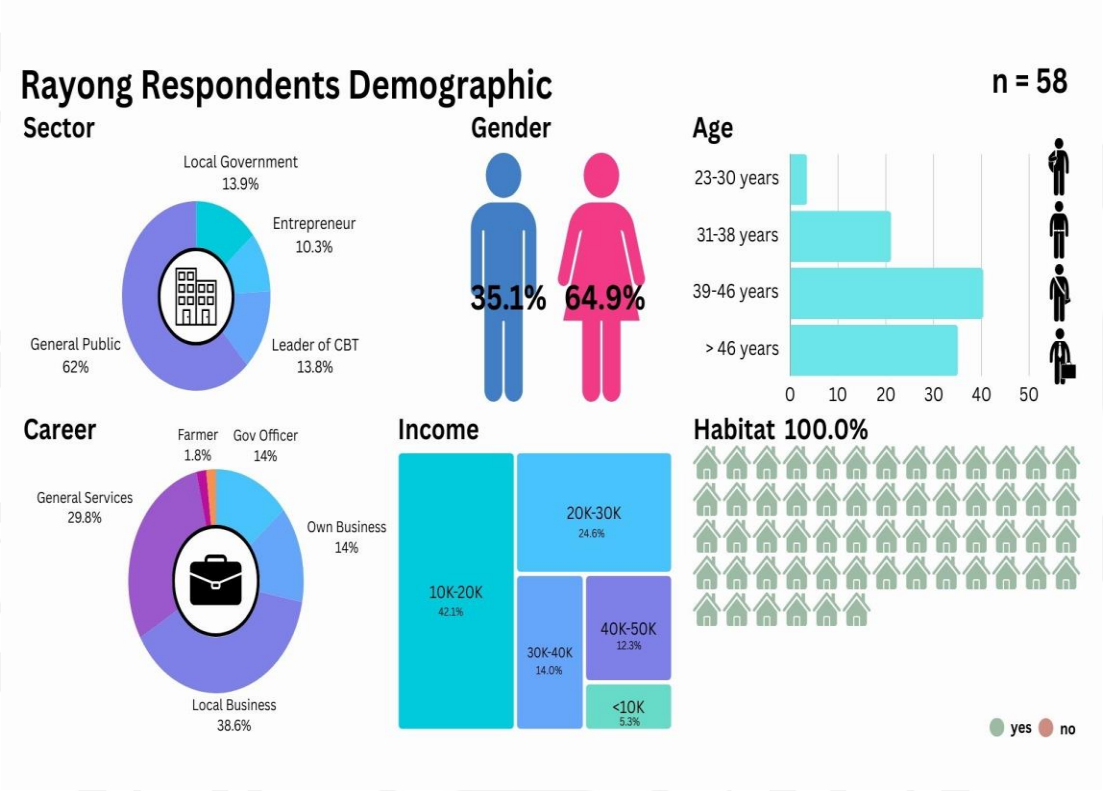

Figure 4.8 Rayong Respondents Demographic

4.2.1.3 Chanthaburi Community Based Tourism

This study surveyed and collected data on a sample population in Chanthaburi province, totaling 76 people, representing 20.21 percent of the total population. The data sets distribution covered tourism areas, as shown in Figure 4.9.

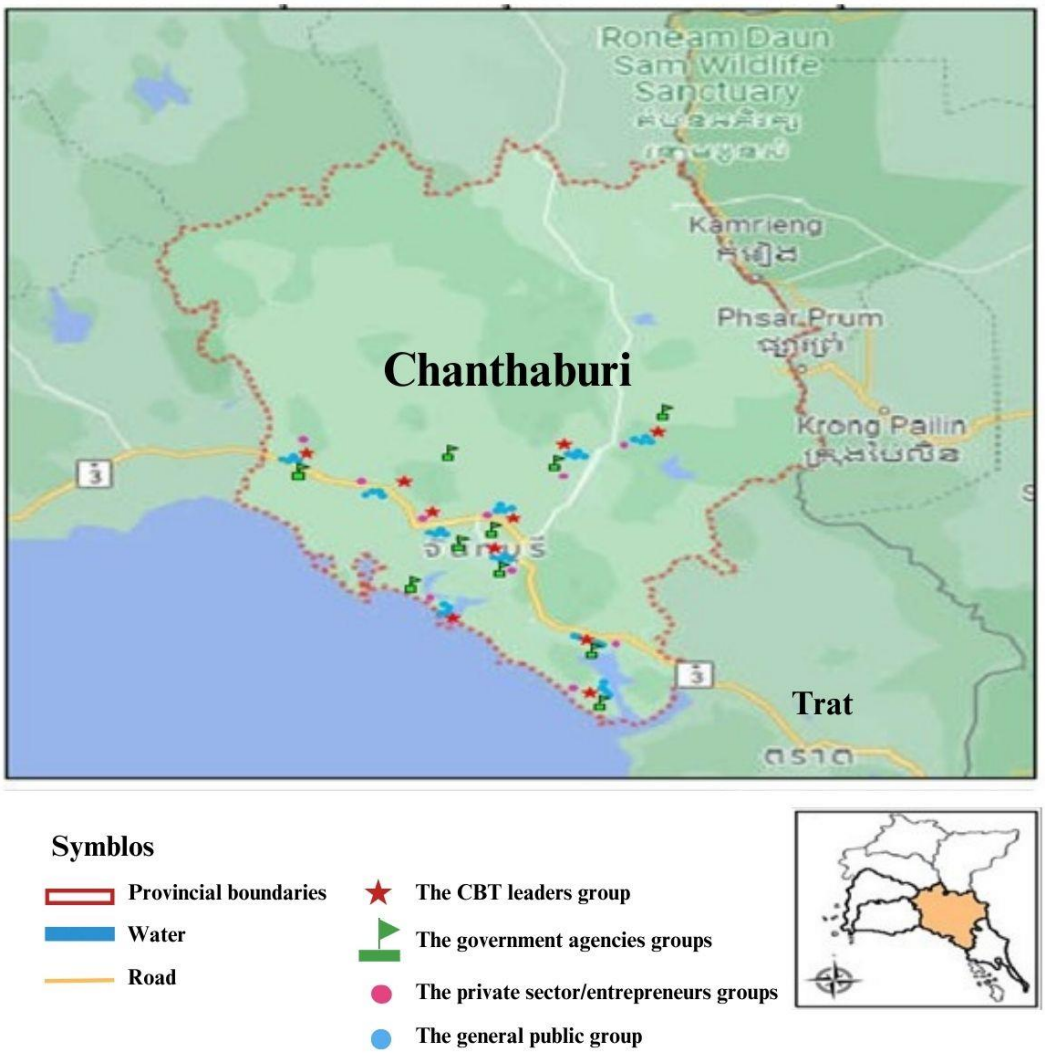

Figure 4.9 Chanthaburi Community Based Tourism Map: The Distribution of Population Sampling

From Figure 4.6, it can be further explained that when considering the classification of stakeholder groups in community based tourism management into four groups, consisting of government agencies, private sector/entrepreneur's groups, and CBT leaders and/or tourism communities, there are equal proportions, accounting for 13.16 percent, and the general public in the community accounting for 60.53 percent.

Most of them are female. Accounted for 62.70 percent, and males accounted for 37.30 percent. The most common age range was over 46, accounting for

46.70 percent. On the other hand, the least common age range was between 23 and 30, accounting for 8.00 percent.

Most occupations are Local Business, accounting for 44.00 percent, followed by General Service, accounting for 17.30 percent. Government officers and owners of businesses are in the same proportion. They account for 16.00 percent. In contrast, Famer is the least common. They account for 6.70 percent. Most have an income between 10,000-20,000 baht, accounting for 48.00 percent. Most of the population lives in the area. Accounting for 98.70 percent, shown in Figure 4.10.

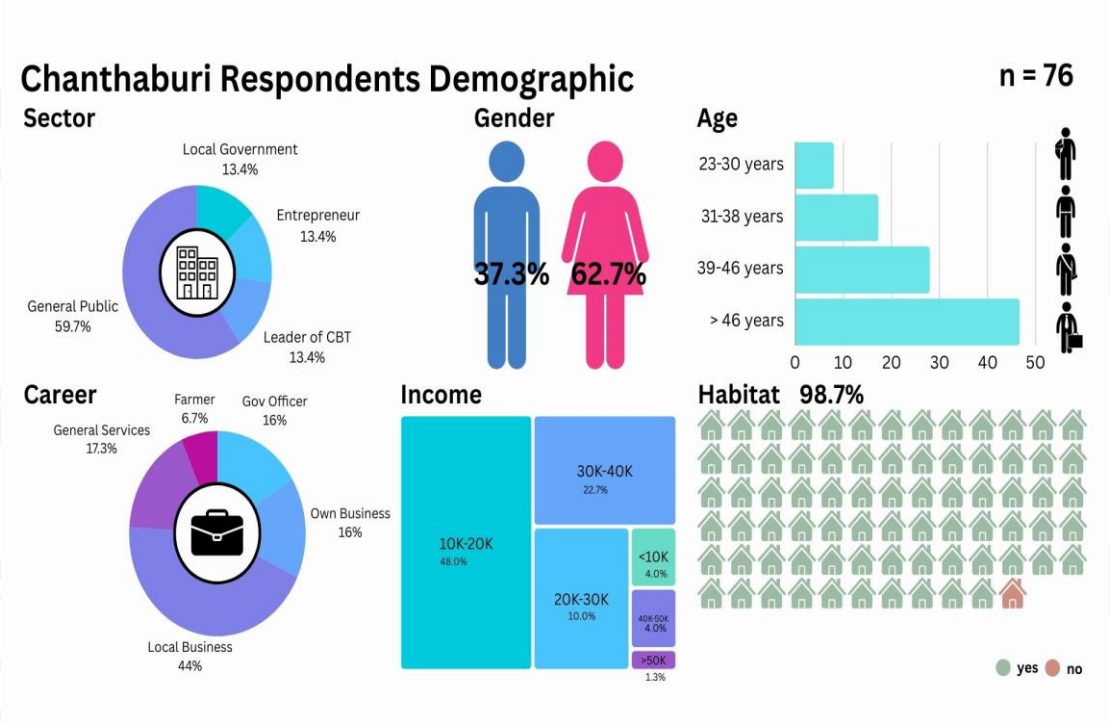

Figure 4.10 Chanthaburi Respondents Demographic

4.2.1.4 Trat Community Based Tourism

This study surveyed and collected data on a sample population in Trat province, totaling 144 people, representing 38.30 percent of the total population. The data sets distribution covered tourism areas, as shown in Figure 4.11.

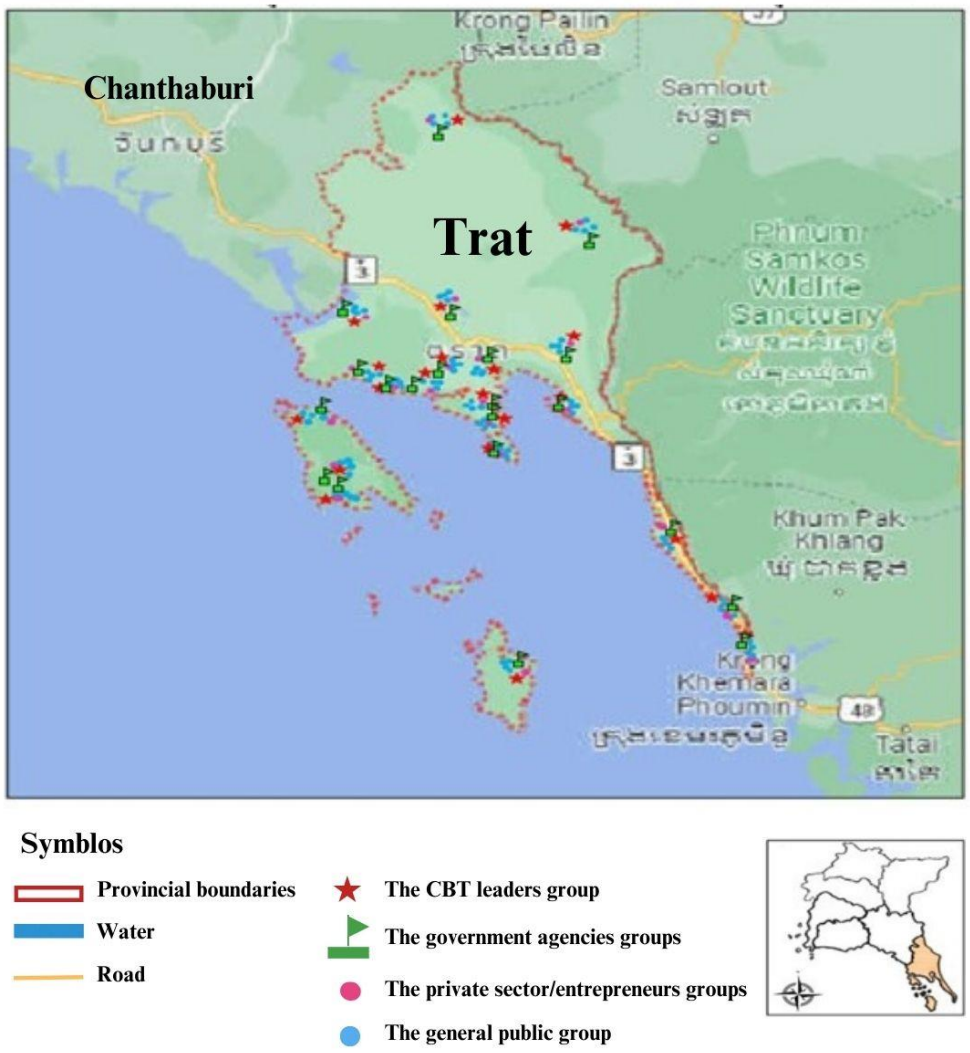

Figure 4.11 Trat Community Based Tourism Map: The Distribution of Population Sampling

From Figure 4.11, it can be further explained that when considering the classification of stakeholder groups in community based tourism management into four groups, consisting of government agencies, private sector/entrepreneur's groups, and CBT leaders and/or tourism communities, the same proportion is 14.58 percent, and the general public in the community accounted for 56.25 percent.

Most are female, accounting for 58.00 percent, and males account for 42.00 percent. The most common age range was between 39 and 46, accounting for 39.90 percent. On the other hand, the least common age range was between 23-30 years

old, accounted for in the hundreds. 6.30 each. Most occupations consist of Local Business, accounting for 42.00 percent; General Service, accounting for 26.60 percent; and Own Business, accounting for 16.80 percent. In contrast, fishing and community leaders found the least, accounting for 0.70 percent. Most have an income between 10,000-20,000 baht, accounting for 51.70 percent. Most of the population lives in the area. It accounted for 98.60 percent, as shown in Figure 4.12.

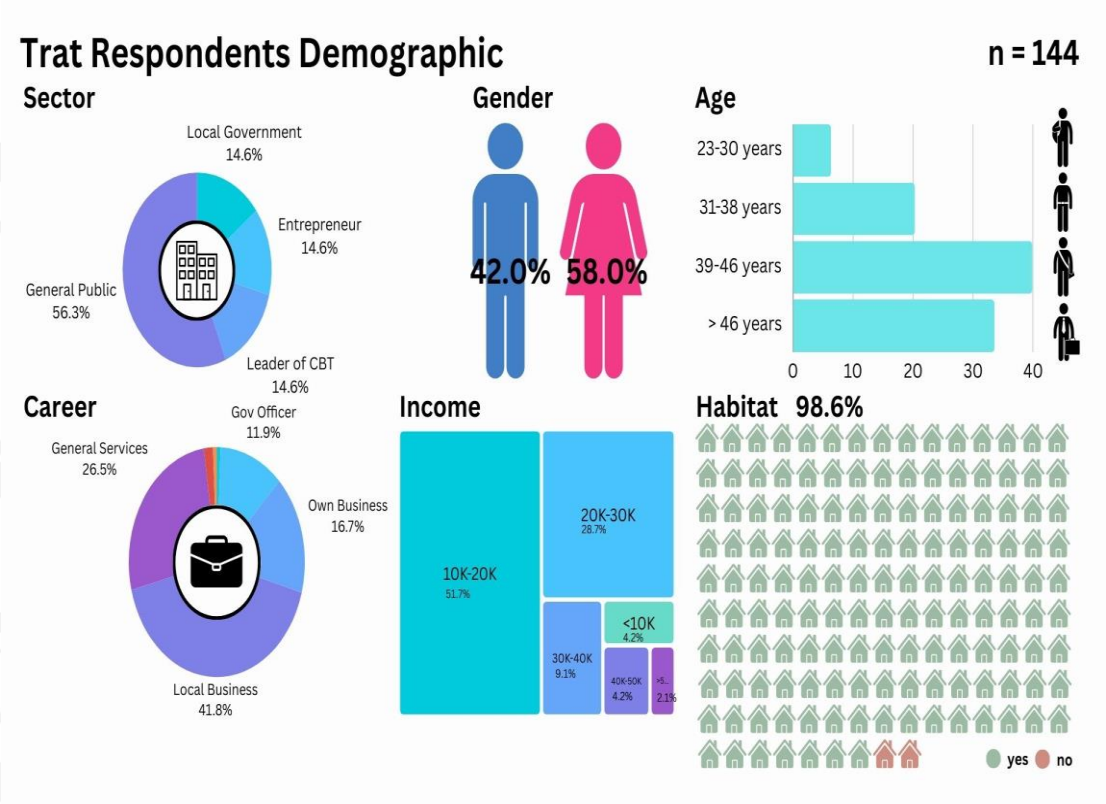

Figure 4.12 Trat Respondents Demographic

4.2.2 Key Success Factors of Community Based Tourism in The Active Beach Cluster

A study of key success factors of community based tourism management has determined four factors: policy factors and strategic plans for tourism, internal factors of the community, external factors of the community, and other related factors. Using a 5-level scale (least = 1, little = 2, moderate = 3, very high = 4, and highest = 5). Results of the study: The important level of key success factors of community based tourism

management in terms of overall tourism policies and strategic plans, the overall average was 3.53, with a high level of success. The sub-factor with the highest value is Active Beach Cluster's Tourism Development Policy, which affects CBT with an average of 3.86 and a high level of success. On the other hand, Tourism Encourage by TAT has the lowest average of 3.31 with moderate success. Shown as in Table 4.5.

Table 4.5 Success Level of Factors in Tourism Policy and Strategic Plan

(n=376)

Key success Factors of Community Based Tourism Management	**Success Level**					$\bar{X}$	**S.D.**	**Interpretation**
	1	**2**	**3**	**4**	**5**			
1. Active Beach Cluster's Tourism Development Policy Affects CBT.	1 (0.3)	14 (3.7)	95 (25.3)	194 (51.6)	72 (19.1)	3.86	.773	High
2. Tourism Encourage by DASTA.	0 (0.0)	14 (3.7)	169 (44.9)	175 (46.5)	18 (4.8)	3.52	.649	High
3. Tourism Encourage by TAT.	1 (0.3)	62 (16.5)	148 (39.4)	151 (40.2)	14 (3.7)	3.31	.796	Moderate
4. Tourism encourages by local development policy.	1 (0.3)	22 (5.9)	173 (46.0)	163 (43.4)	17 (4.5)	3.46	.668	High
5. Tourism Development Policies and Plans by the Community.	1 (0.3)	21 (5.6)	165 (43.9)	170 (45.2)	19 (5.1)	3.49	.693	High
					Summary	**3.53**	**.716**	**High**

When considering the success level of community internal factors affecting the sustainability of community based tourism management as a whole, the overall average was equal to 3.52, a level of success at a high level. The sub-factor with the highest value is the management style of community leaders, with a mean value of 3.91, followed by physical capital in the community, with a mean value of 3.71, with a high level of success, and community based tourism products and services, with a mean value of 3.60, the level of success is high. On the other hand, cultural capital in the

community has the lowest average value of 3.34 with a moderate level of success, as shown in Table 4.6.

Table 4.6 Success Level of Community Internal Factors

(n=376)

Key Success Factors of Community Based Tourism Management	Success Level					$\bar{X}$	S.D.	Interpretation
	1	2	3	4	5			
1. Physical capital in community	0 (0.0)	11 (2.9)	142 (37.8)	168 (44.7)	55 (14.6)	3.71	.747	High
2. Biological capital in community	3 (0.8)	55 (14.6)	149 (39.6)	128 (34.0)	41 (10.9)	3.40	.894	Moderate
3. Cultural capital in community	3 (0.8)	54 (14.4)	162 (43.1)	127 (33.8)	30 (8.0)	3.34	.849	Moderate
4. The occupational and earning abilities of community members.	0 (0.0)	38 (10.1)	158 (42.0)	151 (40.2)	29 (7.7)	3.45	.778	High
5. Adequacy of community members' income	1 (0.3)	29 (7.7)	163 (43.4)	151 (40.2)	32 (8.5)	3.49	.769	High
6. The quality of life and well-being of community members.	0 (0.0)	19 (5.1)	185 (49.2)	138 (36.7)	34 (9.0)	3.50	.730	High
7. Abundance of community environment and resources	0 (0.0)	19 (5.1)	172 (45.7)	136 (36.2)	49 (13.0)	3.57	.780	High
8. Expertise skill, prominence and community identity	0 (0.0)	25 (6.6)	150 (39.9)	155 (41.2)	46 (12.2)	3.59	.788	High
9. Strategies and action plans for CBT	0 (0.0)	27 (7.2)	166 (44.1)	140 (37.2)	43 (11.4)	3.53	.789	High
10. Organizations or working groups specialized in CBT	1 (0.3)	25 (6.6)	165 (43.9)	150 (39.9)	35 (9.3)	3.51	.766	High

Key Success Factors of Community Based Tourism Management	Success Level					$\bar{X}$	S.D.	Interpretation
	1	2	3	4	5			
11. Tourism staff expertise	0 (0.0)	20 (5.3)	171 (45.5)	145 (38.6)	40 (10.6)	3.55	.754	High
12. Management style of community leaders	1 (0.3)	7 (1.9)	119 (31.6)	146 (38.8)	103 (27.4)	3.91	.826	High
13. Community based tourism operation system	0 (0.0)	13 (3.4)	174 (46.3)	162 (43.1)	27 (7.2)	3.54	.680	High
14. Share value that members of the community adhere to and act together.	0 (0.0)	12 (3.2)	205 (54.5)	146 (38.8)	13 (3.5)	3.43	.615	High
15. Community communication	0 (0.0)	22 (5.9)	174 (46.3)	161 (42.8)	19 (5.1)	3.47	.684	High
16. Community member relationship	0 (0.0)	23 (6.1)	176 (46.8)	149 (39.6)	28 (7.4)	3.48	.723	High
17. Attitudes of people in the community toward community based tourism management	1 (0.3)	40 (10.6)	133 (35.4)	170 (45.2)	32 (8.5)	3.51	.807	High
18. Community based tourism selling points	1 (0.3)	26 (6.9)	162 (43.1)	143 (38.0)	44 (11.7)	3.54	.799	High
19. Community based tourism products and services	0 (0.0)	25 (6.6)	151 (40.2)	150 (39.9)	50 (13.3)	3.60	.801	High
20. Number of stores in the community	0 (0.0)	32 (8.5)	161 (42.8)	131 (34.8)	52 (13.8)	3.54	.835	High
21. Number of restaurants in the community	1 (0.3)	40 (10.6)	144 (38.3)	147 (39.1)	44 (11.7)	3.51	.845	High
22. Accommodations in the community	1 (0.3)	43 (11.4)	144 (38.3)	128 (34.0)	60 (16.0)	3.54	.902	High
23. Frequency of community based tourism public relations.	0 (0.0)	34 (9.0)	164 (43.6)	128 (34.0)	50 (13.3)	3.52	.836	High

Key Success Factors of Community Based Tourism Management	Success Level					$\bar{X}$	S.D.	Interpretation
	1	2	3	4	5			
24. Online tourism promotion channels	1 (0.3)	44 (11.7)	157 (41.8)	117 (31.1)	57 (15.2)	3.49	.897	High
25. community based tourism social media	1 (0.3)	31 (8.2)	169 (44.9)	127 (33.8)	48 (12.8)	3.51	.829	High
26. Community-designed tourism routes for tourists	1 (0.3)	37 (9.8)	171 (45.5)	114 (30.3)	53 (14.1)	3.48	.864	High
27. Travel routes that tourists can choose by themselves.	1 (0.3)	32 (8.5)	182 (48.4)	129 (34.3)	32 (8.5)	3.42	.776	High
28. Tourism activities when traveling in the community	1 (0.3)	27 (7.2)	175 (46.5)	140 (37.2)	33 (8.8)	3.47	.765	High
					Summary	**3.52**	**.790**	**High**

When considering the success level of community external factors affecting the sustainability of community based tourism management as a whole, the overall average was equal to 3.45, a level of success at a high level. The sub-factor with the highest value is the price of raw materials a community must buy from outside providers to make goods and services, with an average of 3.79, followed by the number of existing competitors in the tourism business, with an average of 3.74. high level of success, and the community's partnership with the travel agency had an average of 3.54 high levels of success. On the other hand, Similarity of tourism products and services has the lowest average value of 3.28 with a moderate level of success, as shown in Table 4.7.

Table 4.7 Success Level of Community External Factor

(n=376)

Key Success Factors of Community Based Tourism Management	Success Level					$\bar{X}$	S.D.	Interpretation
	1	2	3	4	5			
1. The number of existing competitors in the tourism business	3 (0.8)	7 (1.9)	127 (33.8)	186 (49.5)	53 (14.1)	3.74	.748	High
2. The number of emerging competitors in the tourism business	3 (0.8)	46 (12.2)	180 (47.9)	133 (35.4)	14 (3.7)	3.29	.758	Moderate
3. Similarity of tourism products and services	2 (0.5)	36 (9.6)	209 (55.6)	112 (29.8)	17 (4.5)	3.28	.719	Moderate
4. Products and services that replace traveling to visit the community	2 (0.5)	39 (10.4)	174 (46.3)	131 (34.8)	30 (8.0)	3.39	.800	Moderate
5. Number of community customer bases	0 (0.0)	49 (13.0)	177 (46.9)	117 (31.0)	33 (8.8)	3.36	.817	Moderate
6. Ability to reach competitors' customers	1 (0.3)	28 (7.4)	191 (50.8)	123 (32.7)	33 (8.8)	3.42	.766	High
7. The ability to reach out to the community's customers	1 (0.3)	22 (5.9)	195 (51.9)	130 (34.6)	28 (7.4)	3.43	.727	High
8. The community's partnership with the travel agency	1 (0.3)	15 (4.0)	182 (48.4)	137 (36.4)	41 (10.9)	3.54	.751	High
9. The price of raw materials a community must buy from outside providers to make goods and services.	0 (0.0)	11 (2.9)	125 (33.2)	171 (45.5)	69 (18.4)	3.79	.769	High
10. Number of outside suppliers involved in community based tourism	0 (0.0)	16 (4.3)	194 (51.6)	159 (42.3)	7 (1.9)	3.42	.605	High

Key Success Factors of Community Based Tourism Management	Success Level 1	2	3	4	5	$\bar{X}$	S.D.	Interpretation
11. Number of tourism business partners	0 (0.0)	26 (6.9)	206 (54.8)	139 (37.0)	5 (1.3)	3.33	.621	Moderate
12. Strengthening operations between community and business partners	0 (0.0)	17 (4.5)	202 (53.7)	142 (37.8)	15 (4.0)	3.41	.643	High
Summary						**3.45**	**.727**	**High**

When considering the success level of the other factors related to community based tourism management as a whole, the overall average was 3.40, and the level of success was at a moderate level. The sub-factor with the highest value is the community based tourism routes map, with a mean of 3.52, followed by collaboration with network partners, with a mean of 3.44 with a high level of success, and the Number of community network partners, with a mean of 3.35. Moderate success. On the other hand, the community based tourism routes map has the lowest mean value of 3.31 with a moderate level of success, as shown in Table 4.8.

Table 4.8 Success Level of the Other Factors Related to Community Based Tourism Management

(n=376)

Key Success Factors of Community Based Tourism Management	Success Level 1	2	3	4	5	$\bar{X}$	S.D.	Interpretation
1. Community based tourism routes map	0 (0.0)	34 (9.0)	153 (40.7)	148 (39.4)	41 (10.9)	3.52	.806	High
2. Community's Storytelling	1 (0.3)	56 (14.9)	173 (46.0)	117 (31.1)	29 (7.7)	3.31	.827	Moderate
3. Number of community network partners	0 (0.0)	42 (11.2)	188 (50.0)	118 (31.4)	28 (7.4)	3.35	.776	Moderate
4. Communication with network partners	0 (0.0)	25 (6.6)	205 (54.5)	120 (31.9)	26 (6.9)	3.39	.715	Moderate

Key Success Factors of Community Based Tourism Management	Success Level					$\bar{X}$	S.D.	Interpretation
	1	2	3	4	5			
5. Collaboration with network partners	0 (0.0)	17 (4.5)	210 (55.9)	114 (30.3)	35 (9.3)	3.44	.724	High
					Summary	**3.40**	**.770**	**Moderate**

4.2.3 The Component of Key Success Factors of Community Based Tourism in The Active Beach Cluster

The researcher surveyed data using questionnaires with 376 CBT community leaders and related networks to analyze success factors and the influence of success factors on the success of sustainable community based tourism development.

The key success factors of community based tourism management were analyzed using the Exploration Factor Analysis Model: EFA method and the confirmation of the component studies using the Confirmatory Factor Analysis Model: CFA method. Success factors of community based tourism management can be extracted to 14 elements. When considering the value, The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.8631, and Bartlett's Test of Sphericity was found to have a significance level of 0.01, indicating that all elements were related to each other in a suitable size for elemental analysis. This can explain the variation of 66.823%; details of each component are shown in Table 4.9.

Table 4.9 The component of Key Success Factors of Community Based Tourism

	Component													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
EF6	. 739													
EF7	. 735													
EF8	. 693													
EF5	. 598													
IF27	. 585													
IF26	. 528													
OF2		. 777												
OF1		. 754												

	Component													
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
OF3		. 716												
OF4		. 648												
OF5		. 632												
IF12			. 889											
IF13			. 712											
EF9			. 709											
P1			. 700											
P3				. 770										
P4				. 711										
P2				. 663										
IF14					. 710									
IF15					. 654									
IF16					. 633									
EF2						. 833								
EF1						. 783								
EF3						. 563								
IF10							. 706							
IF9							. 588							
IF11							. 563							
IF5								. 745						
IF6								. 710						
IF4								. 566						
EF11									. 745					
EF10									. 586					
EF12									. 530					
IF24										. 756				
IF25										. 732				
IF7											. 705			
IF8											. 660			
IF1												. 787		
IF2												. 740		
IF20													. 641	
IF21													. 517	

	Component													
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
IF22														. 512
														Eigen value = 66.823

Note: [1]Kaiser-Meyer-Olkin Measure of Sampling Adequacy Acceptable Value is more than 0.6

The 14 key success factors (KSFs) obtained from the above data analysis are ranked in importance from KSF1 to KSF14. Each key success factor has different components. The researchers combined KSF13 and KFS14 because they are consistent and can be grouped as “Facility Units.”

Figure 4.4 presents the relationship between the key success factors and the components of each key success factor, ranked in order of importance for their impact on community based tourism management, arranged from KSF1 to KSF14.

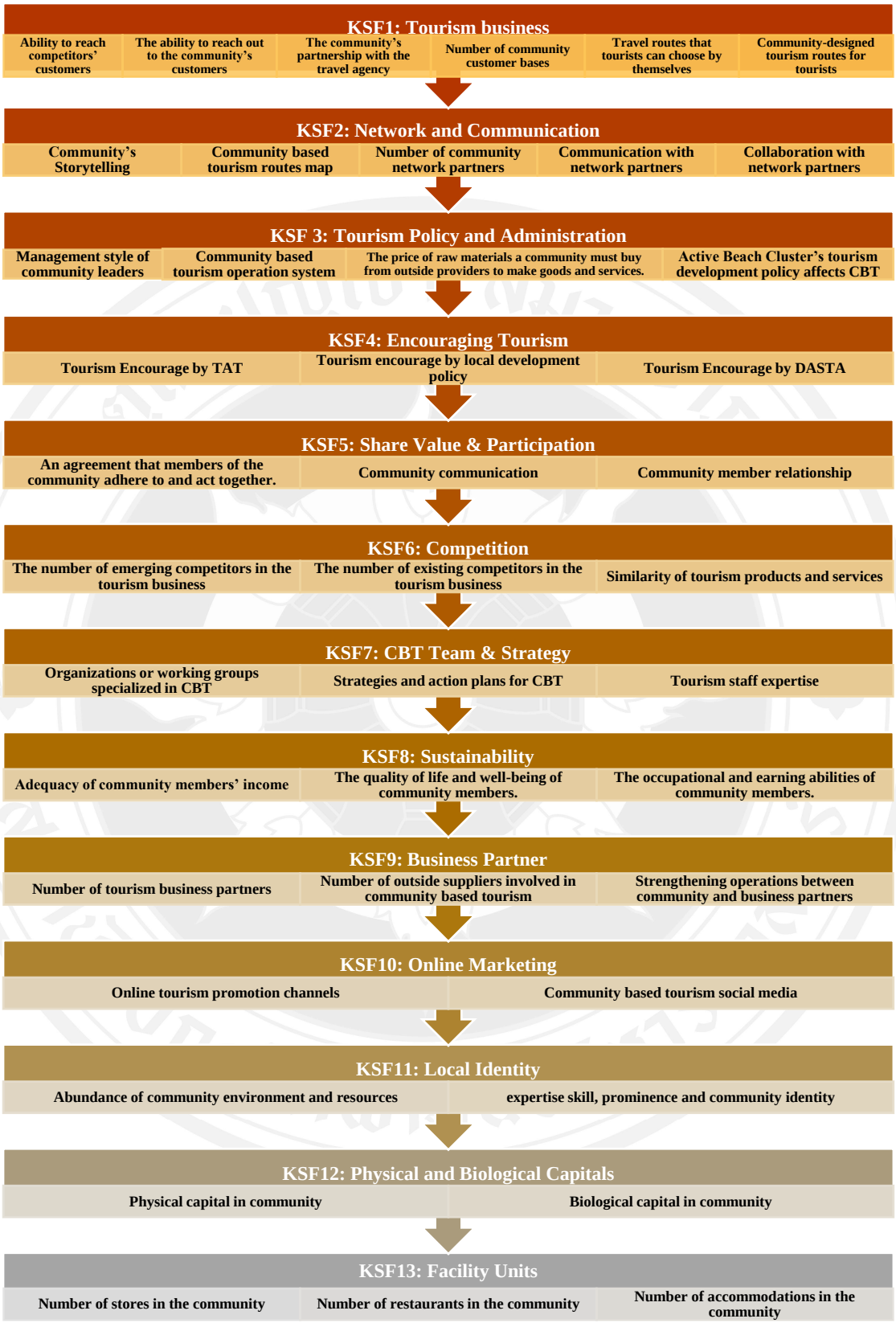

Figure 4.13 The Key Success Factors of Community Based Tourism Management

Figure 4.13 Key success factors (KSF) are arranged in order of importance from KSF1 to KSF13. In the case of KSF13, the researcher combined KSF13 (2 components) and KFS14 (1 component) because they are consistent and can be grouped, called "Facility Units," which consist of 3 components. The researcher combined KSF13 (2 components) and KFS14 (1 component), which were arranged in order of importance: number of stores in the community, number of restaurants in the community, and number of accommodations in the community. The key success factors of community based tourism management, each of which is detailed shown in Table 4.10-4.22, as follows:

Tables 4.10 further explain each component. The first key factor to success is the operation of the tourism business. "Tourism Business" consists of six components, divided into two factors: factors within the community and travel routes that tourists can choose. By themselves and community-designed tourism routes for tourists with component weights of 0.585 and 0.528, respectively, the four factors outside the community are the ability to reach competitors' customers, The ability to reach out to the community's customers, The community's partnership with the travel agency and the number of community customer bases have a component weight ranging from 0.598 to 0.739, which can explain the 24.683% variation as shown in Table 4.10.

Table 4.10 The Component of KSF1: "Tourism Business"

Code	Description Factor	Factor Loading
EF6	Ability to reach competitors' customers	. 739
EF7	The ability to reach out to the community's customers	. 735
EF8	The community's partnership with the travel agency	. 693
EF5	Number of community customer bases	. 598
IF27	Travel routes that tourists can choose by themselves.	. 585
IF26	Community-designed tourism routes for tourists	. 528
	Eigen value = 24.683	

The second key success factor is networking and communication. “Network & Communication” consists of 5 components, 2 of which are internal factors, namely community storytelling and a community based tourism route map, and three external factors, namely the number of community network partners, communication with network partners, and Collaboration with network partners. Component weights ranging from 0.632 to 0.777 can explain the variance of 6.745%, as shown in Table 4.11.

Table 4.11 The Component of KSF2: “Network & Communication”

Code	Description Factor	Factor Loading
OF2	Community’s Storytelling	.777
OF1	Community based tourism routes map	.754
OF3	Number of community network partners	.716
OF4	Communication with network partners	.648
OF5	Collaboration with network partners	.632
	Eigen value = 6.745	

The third key success factor is tourism policy and community based tourism management. “Tourism Policy and Administration” consists of 4 elements, divided into two factors within the community: the management style of community leaders and the community based tourism operation system. The component weights were 0.889 and 0.712, respectively. The price of raw materials a community must buy from outside providers to make goods and services was 0.709, and the policy component was Active Beach Cluster. Tourism Development Policy Affects CBT with a component weight of 0.700, as shown in Table 4.12.

Table 4.12 The Component of KSF3: "Tourism Policy and Administration"

Code	Description Factor	Factor Loading
IF12	Management style of community leaders	.889
IF13	Community based tourism operation system	.712
EF9	The price of raw materials a community must buy from outside providers to make goods and services.	.709
P1	Active Beach Cluster's Tourism Development Policy Affects CBT.	.700
	Eigen value = 5.177	

The fourth key success factor is tourism promotion. "Encouraging Tourism" consists of three components, all of which are policy components: tourism promotion by the Tourism Authority of Thailand, tourism encouragement by local development policy, and Tourism encouragement by DASTA with values. The component weight from 0.663 to 0.770 can explain the variation of 3.980%, as shown in Table 4.13.

Table 4.13 The Component of KSF4: "Encouraging Tourism"

Code	Description Factor	Factor Loading
P3	Tourism Encourage by TAT.	.770
P4	Tourism encourages by local development policy	.711
P2	Tourism Encourage by DASTA	.663
	Eigen value = 3.980	

The fifth key success factor is the values and participation of community members. "Share Value and Participation" consists of three elements, which are factors within the community as a whole: An agreement that members of the community adhere to and act upon together. Community communication and relations among community members (such as unity and cooperation) have component weight values ranging from 0.663 to 0.710, which can explain the variation of 3.455%, as shown in Table 4.14.

Table 4.14 The Component of KSF5: “Share Value & Participation”

Code	Description Factor	Factor Loading
IF14	Share value that members of the community adhere to and act together.	.710
IF15	Community communication	.654
IF16	Community member relationship	.633
	Eigen value = 3.455	

The sixth key success factor is business competition. “Competition” consists of 3 components, all of which are external factors of the community, namely the number of emerging competitors in the tourism business, The number of existing competitors in the tourism business, and the similarity of tourism products and services with weights ranging from 0.563 to 0.833, which can explain the variation of 3.429% as shown in Table 4.15.

Table 4.15 The Component of KSF6: “Competition”

Code	Description Factor	Factor Loading
EF2	The number of emerging competitors in the tourism business	.833
EF1	The number of existing competitors in the tourism business	.783
EF3	Similarity of tourism products and services	.563
	Eigen value = 3.429	

Key success factor in the seventh is teamwork and strategy in community based tourism management. “CBT Team & Strategy” consists of three elements, all factors within the community: organizations or working groups specializing in CBT Strategies and action plans and Tourism staff expertise, with component weights ranging from 0.563 to 0.706. These factors can explain the variation of 3.077%, as shown in Table 4.16.

Table 4.16 The Component of KSF7: "CBT Team & Strategy"

Code	Description Factor	Factor Loading
IF10	Organizations or working groups specialized in CBT	.706
IF9	Strategies and action plans for CBT	.588
IF11	Tourism staff expertise	.563
	Eigen value = 3.077	

The key success factor of the eighth is sustainability. "Sustainability" consists of three components, which are factors within the entire community: the adequacy of community members' income, The quality of life and well-being of community members, and their occupational and earning abilities of community members, with component weights ranging from 0.566 to 0.745 could explain 2.764% of the variation, as shown in Table 4.17.

Table 4.17 The Component of KSF8: "Sustainability"

Code	Description Factor	Factor Loading
IF5	Adequacy of community members' income	.745
IF6	The quality of life and well-being of community members.	.710
IF4	The occupational and earning abilities of community members.	.566
	Eigen value = 2.764	

The ninth key success factor is business partners. "Business Partner" consists of three components, all of which are factors outside the community: the number of tourism business partners, the number of outside suppliers involved in community based tourism, and Strengthening operations between the community and business partners, with component weight values ranging from 0.530 to 0.745, which can explain the variation of 2.466%, as shown in Table 4.18.

Table 4.18 The Component of KSF9: “Business Partner”

Code	Description Factor	Factor Loading
EF11	Number of tourism business partners	.745
EF10	Number of outside suppliers involved in community based tourism	.586
EF12	Strengthening operations between community and business partners	.530
	Eigen value = 2.466	

The tenth key success factor is online marketing. “Online Marketing” consists of two components: factors within the community, namely Online tourism promotion channels and Community based tourism social media, with component weights of 0.756 and 0.732, respectively. The variation is 2.440%, as shown in Table 4.19.

Table 4.19 The Component of KSF10: “Online Marketing”

Code	Description Factor	Factor Loading
IF24	Online tourism promotion channels	.756
IF25	community based tourism social media	.732
	Eigen value = 2.440	

The eleventh key success factor is community identity. “Local Identity” consists of two components, two of which are factors within the entire community: Abundance of community environment and resources and expertise, skill, prominence, and community identity, with a component weight of 0.705 and 0.660, respectively. The variance of 2.313% can be explained as shown in Table 4.20.

Table 4.20 The Component of KSF11: “Local Identity”

Code	Description Factor	Factor Loading
IF7	Abundance of community environment and resources	.705
IF8	expertise skill, prominence and community identity	.660
	Eigen value = 2.313	

The twelfth key success factor is the community’s physical and biological potential. “Physical and Biological Capitals” consists of two components, two of which are factors within the community: Physical capital and Biological capital, with a weight of 0.787 and 0.740, respectively. The variance of 2.205% can be explained as shown in Table 4.21.

Table 4.21 The Component of KSF12: “Physical and Biological Capitals”

Code	Description Factor	Factor Loading
IF1	Physical capital in community	.787
IF2	Biological capital in community	.740
	Eigen value = 2.205	

The thirteenth key success factor is facilities. “Facility Units” consists of two components, two of which are factors within the community: the number of stores and restaurants in the community, with a weight of 0.641 and 0.517, respectively. The variance of 2.069% can be explained as shown in Table 4.22.

Table 4.22 The Component of KSF13: “Facility Units”

Code	Description Factor	Factor Loading
IF20	Number of stores in the community	.641
IF21	Number of restaurants in the community	.517
	Eigen value = 2.069	

However, by considering the fourteenth key success factor, the number of accommodations in the community, which was found to be the same component as the 13th component, "Local facilities," the researcher combined the elements and considered the same issue. So, Key success There are 13 factors in community based tourism management, as detailed above.

4.2.4 Key Success Factors Consistency Analysis of Community Based Tourism Management

The qualitative data analysis from the interviews with key informants in the study of the key success factors of community based tourism management found that they were consistent with all 13 key success factors obtained from the quantitative data analysis, as presented in Table 4.23 to 4.35.

Table 4.23 The Component of KSF1: "Tourism Business"

Code	Description Factor	Factor Loading
EF6	Ability to reach competitors' customers	. 739
EF7	The ability to reach out to the community's customers.	. 735
EF8	The community's partnership with the travel agency	. 693
EF5	Number of community customer bases	. 598
IF27	Travel routes that tourists can choose by themselves.	. 585
IF26	Community-designed tourism routes for tourists	. 528
	Eigen value = 24.683	

The first success factor is the operation of the tourism business "Tourism Business" in terms of elements of tourism. It was found that the community-designed tourism routes for tourists were consistent with the information of the chairman of the community enterprise and entrepreneurs in the Chanthaburi area. That said, "In our area, Mu 4 is a point of attraction for customers because there are hundreds of years old trees, Both the durian tree and the mangosteen tree, while the group 5 Moo 6 and 7 are fruit orchards and bring the fruit to sell to us. In addition, Moo 7 has a group of

housewives to preserve durians. Moo 8 has OTOP five stars from Aunt Klaeb, which we are linked together on travel routes. Starting from Moo 4-5-6-7, we will send customers to Moo 8 to make durian toffee and mangosteen toffee. Groups 10, Moo 11, and Moo 12, which are on the side of Khao Suk Rim, have a difficult journey. However, we will use the method of forwarding tourists. For example, in groups nine and Moo 10, There are tourist attractions such as Rinradee Park, Isari Park, Horse Farm, and Arun Burapha Park, and it is our new network; we will send tourists" (LC14 and E18).

In addition, in terms of the ability to reach customers, the community understands the needs of customers. The community has products, services, and tourism areas that meet customers' needs, creating more business opportunities. As an interview with a local authority representative said, "Takhian Tia community is located near Pattaya. where many foreigners live. The community has a coconut plantation called Suan Fah Sai Aiko, which takes good care of the coconuts, and the garden area is shady. A group was formed to play plastic disc gliding in the coconut garden, and then there was a competition. He wanted to come and practice, which more and more people were interested in. The coconut plantation was established as a club, and the plantation owner tried to play with him. There is coconut coffee to eat. Have a subscription. There is a tournament that competes once a year and sells various products on weekends where athletes go to practice" (LG7).

Table 4.24 The Component of KSF2: "Network & Communication"

Code	Description Factor	Factor Loading
OF2	Community's Storytelling	.777
OF1	Community based tourism routes map	.754
OF3	Number of community network partners	.716
OF4	Communication with network partners	.648
OF5	Collaboration with network partners	.632
	Eigen value = 6.745	

The second success factor is network and communication. "Network & Communication" is essential in driving community based tourism. As seen by the

Chairman of the community enterprise and entrepreneurs in Chanthaburi province, community based tourism has been established and implemented successfully. This is partly due to collaboration with network partners and a large number of networks that help create a variety of tourism activities. As the interviewee said, “Moo 1, They will have to make compost to use by themselves. Then, the neighboring villages gathered together to help make and share among themselves. Moo 3 is a temple and has a group of long drums; Moo 4 is a point of attraction for customers because there are hundreds of years old trees, Both the durian tree and the mangosteen tree, while groups of Moo 5, Moo 6, and Moo 7 are fruit orchards and bring the fruit to sell to us. Moo 8 has OTOP five stars, and we send customers to visit them to do activities to make durian toffee and mangosteen toffee” (LC14 and E18).

In addition to working with network partners, communication is also essential. As can be seen from an interview with a representative of the central government agency, who provided the following information: “It’s not a government or private agency involved; it has to be people in the community. Community based tourism, the community must be involved. You have to talk to yourself. You have to agree with your community first. In the past, it was a problem. Origin agrees to receive tourists, but the destination does not accept tourists. There are conflicts. There are problems. If you can’t agree. We cannot promote tourism” (CG1).

Table 4.25 The Component of KSF3: “Tourism Policy and Administration”

Code	Description Factor	Factor Loading
IF12	Management style of community leaders	.889
IF13	Community based tourism operation system	.712
EF9	The price of raw materials a community must buy from outside providers to make goods and services.	.709
P1	Active Beach Cluster’s Tourism Development Policy Affects CBT.	.700
	Eigen value = 5.177	

The third success factor is tourism policy and community based tourism management.” Tourism Policy and Administration” found that the components of the Management style of community leaders are essential to tourism management, as seen from how it works. Chairman of the community enterprise and entrepreneurs in Chanthaburi province that provides full service to tourists to ensure maximum customer satisfaction, as the interviewer said, “When tourists come to inquire, we will ask him which garden tourists want to go to. Is this garden good? Is that garden good? We will explain the characteristics of tourist attractions. Depending on the tourists, they can voluntarily go to any garden. In order not to let tourists get bored of driving long distances back and forth, we also provide accommodation services, for example, if they want to stay at the beach, it is near us. A little farther away, there is also Laem Sing. We tell customers like this. so that customers are not disappointed not bored in traveling He was ok every time.” At the same time, the concept of money management Chairman of the community enterprise and entrepreneurs in the Chanthaburi area Said, “When recommending a tour or accommodation, go and pay there, do not give money to us. We do not collect any bounty; we serve, and they will like it very much” (LC14 and E18).

Moreover, setting rules for use in the area’s management is integral to working together. In an interview with the vice president of the Laem Klat Community based tourism Promotion Club, Trat Province said, “We have rules that we share in the network. Because the group is not just a matter of tourism alone. We have the issue of fisheries to support. We are registering as a group that depends on the Department of Fisheries. The Ministry of Natural Resources and Environment also participated in our area. We share common rules about what we can and can’t do. In our club, we have common rules. If it’s illegal, we let the responsible agencies handle it. But if it’s not against the law, we use people in the community to pressure them to comply. Ultimately, he had to change because people in the area with similar occupations couldn’t do anything that broke the point. Including the outside group entering the area, it is necessary to do the same” (LC15).

In addition, prioritizing the selection of areas to support and encourage community based tourism activities. According to the government development plan, it is essential due to the limitation of human resources, budget, and space availability.

This is what determines the development, which will lead to concrete an interview with representatives of central government agencies who gave information that “The tourism community has grown a lot, with both OTOP Nawatwithi many other communities. In marketing promotion, advertising, and public relations, we can’t pick up both. On the 1000 list, we must pick up the highlights other come, but before picking it up, you have to make an agreement and prepare with people in the area first Because we have experienced that Picked up to publicize without the people in the village not knowing. People went in until the village was broken up, it used to be” (CG1).

Table 4.26 The Component of KSF4: “Encouraging Tourism”

Code	Description Factor	Factor Loading
P3	Tourism encourages by the Tourism Authority of Thailand	.770
P4	Tourism encourages by local development policy	.711
P2	Tourism encourages by DASTA	.663
	Eigen value = 3.980	

The fourth success factor is tourism promotion, “Encouraging Tourism.” It is one thing that is important to the success of community based tourism management. In an interview with a representative of a local government agency, he said, “The Provincial Office of Tourism and Sports, together with Chonburi Province, has allocated a budget to support activities to attract tourists, for example, the famous market, which is currently open for sale only one day a week, which is Saturday. Initially, some people in the community did not join, but that did not prevent him from opening the house. They closed the house because he saw that the market interfered with his way of life. This group of people is steadily decreasing because they start to open their own homes to sell things because they see that tourism does not interfere with their lifestyle very much, which, if they are open-minded, will make them earn money” (LG7).

The distinctive identity that occurs in the area can be used to promote income generation through community based tourism. In an interview with the Club’s vice

president for the promotion of community based tourism, Laem Klat Sub-district, Trat Province. That said, “We didn’t do it before, in the past, in our community. Our emphasis is placed on resources management. Let’s start with dolphin watching and mainly doing banking. Later, there was support from DASTA. We set up a group to make a club and train on communication readiness, sales and development of tourist attractions” (LC15).

Table 4.27 The Component of KSF5: “Share Value & Participation”

Code	Description Factor	Factor Loading
IF14	An agreement that members of the community adhere to and act together.	.710
IF15	Community communication	.654
IF16	Community member relationship	.633
	Eigen value = 3.455	

The fifth success factor is the value and participation of people in the community. “Share Value & Participation” is important in driving community based tourism, especially regarding what everyone holds together and cooperates with in developing tourism. Interviews with representatives of local authorities point out that “Factors of Success or Failure depends on the leader whether he is strong or not. Or are you serious about promoting it here? Other times, I still don’t have money, and I’m tired and discouraged; it depends on the leader’s determination. How committed do the people in the community agree?” (LG7).

Vice President of the Community based tourism Promotion Club, Laem Klat Sub-district, Trat Province, pointed out, “In the past, our community would focus on taking care of resources. It starts with watching dolphins and mainly doing blue crab banking and DASTA. Teach us like this. We also bring tourists to help us enhance activities in the area. Not accepting tourists destroying the resources in our area, which local people have to help take care of the resources in the area. Like dolphins, we have to take care of water quality. Rare water hunting develops the story of forest planting

and developing resources in the area to be complete. Like we develop our community as well" (LC15).

Table 4.28 The Component of KSF6: "Competition"

Code	Description Factor	Factor Loading
EF2	The number of emerging competitors in the tourism business	.833
EF1	The number of existing competitors in the tourism business	.783
EF3	Similarity of tourism products and services	.563
	Eigen value = 3.429	

The sixth success factor is business competition. "Competition" found that the similarity of products and services in tourism resulted in high competition between operators, for example, in the Chanthaburi province. In which most communities are engaged in orchards, all tourism activities in each community are similar. However, the concept of the chairman of the community enterprise and entrepreneurs in Chanthaburi province reflects on the issue of competition in a dimension that is different from other places, that is, the competition perspective reflected by the chairman of that community enterprise. Members and partners in the Chanthaburi province encourage participation to create the ability to compete with tourism activities that occur in the area of other provinces. This concept is classified as the concept of using the process to empower entrepreneurs in every village to earn income from tourism activities in each area.

As can be seen from the interview, "All of us in the 12 villages are farmers. During the crisis, every class is overflowing. Rambhai Barni Rajabhat University invited us to come together and travel, even though we are in the same garden, and they are not the same. Mine is an ancient garden, and the Isaree Farm Horse Farm will be semi-organic. Rinradee Park is modern, with restaurants, coffee shops, beautiful tables, and accommodations as a resort. Arun Burapha Garden does not have accommodation; there are fruit and coffee shops, and it's up to the tourists to choose. We can explain it however he likes. Here, we work together. We always forward our customers to each

other. When a customer contacted me saying he wanted to come to Chanthaburi. And he wants to stay with us. What should we do? Let us help. We say the tourist map is unnecessary and will manage it for you. Then, I will take him to travel in the activities of various community networks, focusing on eating and traveling like a villager like a Chan people. From taking you to see Chinese junk, mining gems, visiting the elephant bathing pool, and taking a boat to see the fish cages and oyster farm, see Riverside Road and walking street. In the evening, we chose a local restaurant. They sat and ate together happily. After that, we went back to the house. On the second day, we woke up early and walked in the orchard. Then, we will travel to the city, see the gem market, and eat pork from the shop of the villager's group. We finished, and then we took them to the shop. OTOP, Aunt Chalab" (LC14 and E18).

The above information reflects that although other provinces have fruit orchards, which are tourist attractions of the exact nature, providing customer service that allows customers to experience the local way of that area makes a difference and impresses them.

Table 4.29 The Component of KSF7: "CBT Team & Strategy"

Code	Description Factor	Factor Loading
IF10	Organizations or working groups specialized in CBT	.706
IF9	Strategies and action plans for CBT	.588
IF11	Tourism staff expertise	.563
	Eigen value = 3.077	

The seventh success factor is teamwork and strategy in managing community based tourism. "CBT Team & Strategy" strategies and action plans for CBT from an interview with a central government agency representative who said, "After we have promoted the market or developed the area, we have to manage the expectations of the people in the community as well. We have to manage expectations and create awareness for them that tourism is a profession and an additional income from your main income under the raw material and culture that you already have in this area. When income comes in, people will see the importance more" (CG1).

In addition, the competence of community based tourism personnel is one of the key factors contributing to the success of community based tourism activities. Interviews with representatives of local authorities point out that “Factors of Success or Failure” depend on whether the leader is vital. Or are you serious about promoting it here? I still don’t have money; I’m tired and discouraged; it depends on the leader’s determination. How committed Are the people in the community agreeing?” (LG7). It was in line with representatives from central government agencies, who stated that “they need to find strong community leaders. Community leaders will be at the center of pushing the community’s aspirations. Then, make it concrete. Community leaders will find relevant agencies to support some areas without a center. Without community leaders, gathering, and coordination, it will not reach or spread when it clusters. What follows is that they conflict with each other, the benefits come down to her, she can find them, and she does it alone when it doesn’t fit together. There are problems in every area. If I do it alone, I will do it here. It is an example model for people in the area to see to complete the development. Ensure it doesn’t happen. There has been a situation like this before. Because neighbors did not co-operate it” (CG1).

It was also found that the success factors are not only the readiness of the leaders but also the readiness of everyone in the area is required, as interviewed by representatives of central government agencies pointing out that “The awareness of the community itself, the readiness, and the strength of the community will help if you don’t upskill and reskill yourself. But you raise the price of goods and services, not paying attention to hygiene or service standards, which makes the tourists flee, and we can’t bring back the same tourists” (CG1).

Table 4.30 The Component of KSF8: “Sustainability”

Code	Description Factor	Factor Loading
IF5	Adequacy of community members’ income	.745
IF6	The quality of life and well-being of community members.	.710
IF4	The occupational and earning abilities of community members.	.566

Code	Description Factor	Factor Loading
	Eigen value = 2.764	

Regarding the issue of the eighth success factor, “Sustainability,” it was found that community based tourism activities are part of community development for sustainability, covering economic, social, and environmental dimensions. The interview of the chairman of the community enterprise and entrepreneurs in the Chanthaburi area reflects community members’ occupational and earning abilities through actual community based tourism activities in the area; as the interviewee said, “In our area, Moo 4 is a point of attraction for customers because there are hundreds of years old trees. The durian tree and the mangosteen tree, while group 5, Moo 6, and Moo 7 are fruit orchards that bring the fruits to sell to us. In addition, Moo 7 also has a group of housewives to preserve durians. Moo 8 There is a five-star OTOP of Aunt Klab, which we have linked together on our travel routes. Starting from Moo 4-5-6-7, we will send customers to Moo 8 to make durian toffee and mangosteen toffee. While Moo 10-11-12, on the side of Khao Suk Rim, those areas have a difficult journey. But we will send tourists there. For example, groups 9 and 10 have tourist attractions, namely Suan Rinradee, Suan Isari, Horse Farm, and Arun Burapha Park. It is our new network, and we will send tourists there” (LC14 and E18), in line with a local government representative who said, “The main point is that tourism activities provide them with food. Cost of drinks All service fees are services, such as the cost of organizing the competition. The person who is the organizer will collect expenses because they rent the venue. But the garden owner will receive the training fee if there is a one-day training session for one day, he thought 200 baht. I saw that they wrote a sign saying Training fee per week 1000 baht, but if it is a month, 1500 baht per month” (LG7).

In addition, from the comments of the Vice President of the Laem Klat Sub-district Community based tourism Club, Trat Province also pointed out the mechanism of tourism activities that complemented the main activities in the area and strengthened it—villagers’ conservation work. That is if the villagers gather the crabs together and release them. We must help collect money together to buy equipment to create a crab bank. There are both oxygen and air concentrator costs. Regarding releasing crabs, there

are expenses, including electricity bills. But when tourists come to do activities with us, it makes money from this part to help. In addition to us, tourists come to eat our crabs. They came to help release mother crab for us as well. Lacking any equipment left, we use the money from tourism to manage this part, namely Tourists come to help us do this. There is also an extension of the story of the fish house. Concerning conservation areas, we have taken tourists to build fish homes and take tourists to the area where we have conservation, which is an extension of the fish house. It costs about 500 baht, and tourists come to do this, so we don't have to spend on doing it and receive the operating expenses in this part to take care of, helping the fishermen in the area not have to pay themselves" (LC15).

It is consistent with the interview of a representative of the central government agency who said, "Really, we have to see that community based tourism in the future sustainability as we think arising from the participation of people. The behavior of tourists has changed, it complements each other, and the context of COVID that causes people in the city to lose their jobs and return to the area. Then, they help strengthen the community by themselves, do marketing, or use the knowledge and skills of the new generation. It should help distribute income to the grassroots as well. Tourism is a distribution of income for the community, whether it's about creating jobs or careers for people in the area. It helps the country's economy very well, reducing the problem of overcrowding in urban areas as well. Apart from the main city, a secondary city was added. Our community does not only live in the main or secondary cities. We sell community charms of communities no matter which province you live in, so this will become a travel diversified and good distribution of tourist areas" (CG1).

Table 4.31 The Component of KSF9: "Business Partner"

Code	Description Factor	Factor Loading
EF11	Number of tourism business partners	.745
EF10	Number of outside suppliers involved in community based tourism	.586
EF12	Strengthening operations between community and business partners	.530

Code	Description Factor	Factor Loading
	Eigen value = 2.466	

The ninth factor of success is business alliance. “Business Partner” found that the chairman of the community enterprise, an entrepreneur in the Chanthaburi area, reflects issues related to the strength of operations between communities and business partners. As in the interview, “I was the association’s vice-president for 2-3 years and refused to let me leave” and “We went to meetings, we get to know the gardens, hotels, and tourist attractions when we go to meetings. We all know each other. So, when we send Tourists, they know everything, and one more thing when we pass on customers to each other like this, the other party sends customers back to us; for example, Chao Lao sends customers to us. There is no commission plus, but let’s agree on a friendly price. Then call to tell us that this customer has been sent to us. Let us talk to the customer about what he will do; that is the end of my duty, and I don’t need to bring money” (LC14 and E18).

It is consistent with the view of the vice president of the Laem Klat Sub-district Tourism Promotion Club, Trat Province, who said, “Formerly, the community worked with the Nam Chiao community will expand to Mai Rut community, Khlong Yai community, which are all in the same network. But if on the city side, there will be products from Ban Tha Ranae, Ao Yai community, Ban Laem Makham, this is our network. It is the network in Trat Province, after which the Tourism Authority of Thailand and the Department of Tourism Promotion joined in driving community based tourism, and the province also came to support this matter. Many agencies are coming to support us” (LC15).

It is consistent with the representatives of central government agencies. As the interviewee said, “Community based tourism will happen and will live sustainably, and how strong will it be? It depends on the people in the area who love, unite, and strengthen people in the area because you will do marketing, and other agencies are already helping you. But if you don’t help yourself first, you don’t love each other or keep what you have. And you’re not united, and it’s not born or strong. It’s not sustainable when the benefits come in. Your mind is already swinging. It distorted, and it keeps getting distorted” (CG1).

Table 4.32 The Component of KSF10: “Online Marketing”

Code	Description Factor	Factor Loading
IF24	Online tourism promotion channels	.756
IF25	Community based tourism social media	.732
	Eigen value = 2.440	

The tenth key success factor is online marketing. “Online Marketing” can mean that, at present, the form of communication has changed. Online marketing has played an essential role in communicating with target audiences, especially when the world faces unexpected situations such as the COVID-19 crisis. Online marketing is specific to the target audience that you want; it is communication in the form of text, images, audio, and video through various social media such as Facebook, Line, Email, Instagram, etc. Each type of online public relations channel has different marketing objectives. It can reach different customer groups. It can also help us to market specifically to the customers we want, which saves a lot of time.

Online communication contributes to comprehensive communication. This was found in an interview with representatives of central government agencies; they said, “At present, the social world is quite helpful, from the word of mouth of the tourists themselves, which is more reliable if you can market here. And then there are tourists in your area. They share the picture and story. You can have new experiences. You do not have to be new but create an impression of tradition by being a good host and having cleanliness and hygiene in the area. And then your tourists will continue to tell and keep sharing. It will be an autonomous marketing trend in the long run” (CG1).

In addition, Online Marketing allows the community to manage their travel activities better, as follows: community organization coordinator Ban Nok University, Ban Chamrung, Rayong Province said, “In the past, if a customer came, there was no durian, it couldn’t be helped, you had to wait because we couldn’t respond like the business sector. Said it will take another two weeks if you want to eat our durian. Didn’t come that day and could buy it, now it was gradually developed into an online market in the later stages. When customers come to visit, they must contact us in advance. To

know if the day you want to see the fruit will come out or not, do you have any activities to do?"

However, public relations in tourism don't end with only online marketing communication; providing information to customers afterward is very important. Because it is an essential element in deciding to travel, as in the interview of the chairman of the community enterprise and entrepreneurs in the Chanthaburi area said, "After customers have received information from us, they can contact the hotel themselves without having to go through us. Only we will advise him, just like he called today to come to Chanthaburi. Customers want to stay in Chao Lao. We asked, where is the hotel? We just asked how many people there were and what accommodation would be good or average. If excellent, soon? Excellent, but a little expensive. In the middle, there will be Tow Saeng Chan Chao Lao, New Cover Beach, or something like that, where we can provide customer information. Because we are the vice president of the association. We are in the Chan Tourism Association. Meet every month" (LC14 and E18).

In addition, communication takes place internally and externally. According to the interview of the vice president of the Laem Klat Sub-district Community based tourism Club, Trat Province, it is also essential, which gives information that "Most of them will contact through the morning through the club. The club will be a mediator located at the sub-district administrative organization. They will pass through the club, and then the club will pass into the group. But sometimes tourists will ask the club to find accommodation and book hotels. But before, we had a lot of homestays. But tourists want to travel and get comfortable. Sometimes, sea activities are hot, and they want to sleep in air conditioning. We have to book a hotel for them" (LC15).

Table 4.33 The Component of KSF11: "Local Identity"

Code	Description Factor	Factor Loading
IF7	Abundance of community environment and resources	.705
IF8	expertise skill, prominence, and community identity	.660
	Eigen value = 2.313	

The eleventh key success factor is “Local Identity.” The community’s prominence, as seen from the interview representative of the central government agency, said, “In the matter of which community they can highlight outstanding things other. Can we use the community as a magnet to attract people in? We will arrange it in the tourism recommendation route. Like today, marketing has to do ten communities not to be missed. If I go here, I have to do some activities. It will be one thing that will help stimulate and help market tourists into the area” (CG1). In line with the chairman of the community enterprise, an entrepreneur in the Chanthaburi said, “We do not recommend attractions only in our area. We recommend both Chanthaburi. Because we know the route, we know all and can tell the customer. Suppose the customer wants to hire a tour guide. We can tell as a root without repeating the path and not going back and forth. Just tell us where you want to go, just like we set a map for you. It would be best if you went here. It will not be boring. It will walk in circles” (LC 4 and E18).

According to local government representatives, who provided information that “In the case of Ban Nam Chiew, the community capital is a matter of lifestyle. Buddhism and Islam are together, and the other is a mangrove forest. This is the capital nature has given, and they still maintain it. And provide tourists with activities that contribute to these healings” (LG7). “If we give a full score of 10, we think we get more than half, about 6-7, because we can bring people in the area together. Let’s help each other in the matter of conservation. We are alert because DASTA taught us that community based tourism Does not focus on building buildings or a lot of accommodation. Still, we use tourism as an additional occupation, which we already do as our main occupation, and we will not make tourism a main occupation. But take it as another occupation that can be used to develop our community to make it more livable” (LC15). This reflects the skill. We are also thinking of processes that support success.

Table 4.34 The Component of KSF12: “Physical and Biological Capitals”

Code	Description factor	Factor Loading
IF1	Physical capital in community	.787
IF2	Biological capital in community	.740
	Eigen value = 2.205	

The twelfth success factor is the physical and biological potential of the community “Physical and Biological Capitals,” representatives of local government agencies. Pointing out the importance of each area’s physical and biological capital affecting the success of community based tourism activities, as said, “Some communities want to travel. He wanted us to find tourists, but he did not understand what resources he had in his own capital to sell to tourists. Some communities are unable to do community based tourism. It may have to be linked to a neighboring village. If the neighboring villages have resources in terms of tourism capital” (LG7).

Local government representatives said, “The capital of Baan Na Ton Chan is an air story, and the community is above sea level. The weather during this period is very cold and still cold in other periods. But in this area, the air will not be cold for about three months during March-April-May. The weather will be scorching. But he still has tourists during the holiday period, which is enough for the cost of air and cooling of the area. So, they planted a tree. Plant any flower; it’s beautiful, then take it up to see the fog. There is an activity like this. Take me to see fog on the mountain, bring coffee to brew and eat in a bamboo tube” (LG7).

That is consistent with the vice president of the Laem Klat Sub-district Community based tourism Club, Trat Province, who said in an interview, “Sometimes we travel mainly using natural resources. Sometimes, it doesn’t come on the date and time we set. But before that, we did it and were very successful. Such as colorful jellyfish, because there is no other place that tourists are interested in. But there were times when the environment changed, and the jellyfish disappeared. In the last 3 - 4 years, jellyfish have disappeared, which happens after we do the tourism until the tourists are addicted to the market. However, tourists also disappear when jellyfish disappear, and it is not high season. This year, it started to come back, but there were

few, and it was only one week, and tourists couldn't see jellyfish. That case causing us to be unable to determine when each year the jellyfish will come, and how many days they will stay, causing us not to be able to plan tourism plans" (LC15).

Table 4.35 The Component of KSF13: "Facility Units"

Code	Description Factor	Factor Loading
IF20	Number of stores in the community	.641
IF21	number of restaurants in the community	.517
	Eigen value = 2.069	

Regarding the thirteenth key success factor, which is the "Facility Units," the data collected from people who have participated in this study found that the facilities that support tourism, such as the number of shops, restaurants, and accommodations that provide services in the community, are a secondary factor in deciding to access tourism services in community areas, although the issue of meals is a basic necessity. But when deciding to use that service, users choose from their identity and prominence, natural resources, environmental capital, and social capital, mainly from the services in that community. Most of them are converting the distribution of community products into learning tourism activities. So, the number of stores might not be the main issue.

However, the number and variety of community products is an issue that deserves more attention.

Suggestions for development and sustainability found that continuous action and limitations of nature and the environment, such as climate change, is a necessary process in the dimension of development. Lack of such methods or steps may result in unsustainability. In an interview, the vice chairman of the Laem Klat Sub-district Community based tourism Promotion Club Trat province said, "Continuous tourism depends on the season and the weather. The tourist attraction we have taken care of is still unable to do it thoroughly because the area is wide. And it's still not as united as it should be, so it can't be passed on to tourists. The whole district that we take care of There are still some jams. Tourists do not turn around throughout the year, but it is seasonal, and the weather has affected the tourists who have already walked in. We

can't manage it, so we let tourists' book in advance. We do tourism by the community. We don't have a place to support tourists at any time like a hotel, we use the allocation method according to the number of people who have informed us. Sometimes, when tourists come, we cannot arrange activities as planned, which results in problems from unfavorable environments. Sometimes, the tourists who come to use the service are not happy" (LC15).

4.3 Sustainable Value from the Development of Community Based Tourism

To study the sustainability of community based tourism development, the researcher used the principles of sustainability analysis by analyzing qualitative data from interviews with key informants of 4 of the CBT master communities to study the sustainable value of community based tourism. The 4 CBT master communities consisted of Ban Puk Tambon Community based tourism Enterprise in Chonburi, Ban Nok University, Ban Chamrung in Rayong, Rak Khao Baisri Community Agricultural Tourism Enterprise in Chantaburi and Laem Klat Community Based Tourism Club in Trat.

The study found that the CBT master communities have "CBT Potential," which consists of 5 potentials that make community based tourism management sustainable. The first four potentials are potentials consistent with sustainable development indicators (Sustainability Analysis), according to all four issues: Economic Potential, Social Potential, Environment Potential, and Good Governance Potential. The fifth potential is the Adaptation Ability Potential, the community's ability to face problems or changes. Moreover, the study discovered sustainable value derived from community based tourism management. Details are as follows:

4.3.1 Ban Puek Community Based Tourism in Chonburi

4.3.1.1 Basic Information

Ban Puek community based tourism is one of 14 CBTs in Chonburi Province, a high-potential and outstanding tourism community. Ban Puek Subdistrict is a fertile area. The famous product, "Ban Puek Woven Fabric," has a fascinating history. More than 100 years ago, Queen Sri Savarindira, the Queen Consort of King

Rama V of Thailand, traveled to the Ang Sila Subdistrict. She saw the difficulties in making a living for the villagers. So, she helped to build a career by teaching hand-made woven fabrics. The profession was taught to the village until it became a famous product. The woven fabric has become a renowned attraction in Chonburi province to this day.

Baan Puek's woven fabric has beautiful patterns. It has unique characteristics in its fabric pattern. Designated to be small parallel lines called "sai pla lai nok katha." In the past, if anyone saw this pattern, they would immediately know that it was a hand-woven cloth coming from the villagers of Puek-Ang Sila (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)

The characteristics and outstanding aspects of Ban Puek Community Based Tourism Enterprise are presented in Table 4.36.

Table 4.36 The Characteristics and Outstanding Aspects of Ban Puek Community Based Tourism Enterprise, Chonburi Province

Potential	Aspects	Description
Physical	Area characteristics	Located between Ang Sila and Bang Saen, it has a Wat Mai temple, a Thai dessert house, and a weaving demonstration center.
Biological	Economic Animals	Oysters
	Natural Resources	A hundred-year-old Yang Na tree, a Thao Yai Mom tree, and a mangrove cemetery.
Economic	Souvenirs	Khun Yan Than woven fabric, the product from woven cloth such as Keyring, Headband, Scrunchie, Pencil bag. Oyster, Thao Yai Mom powder, Local Thai dessert (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Tourism Activities	Activity to visit the Tao Yai Mom flour plantation and activity to learn how to make

Potential	Aspects	Description
		Thai desserts (Pandan jelly with coconut milk) at Ban Khanom Thai Boran (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Linked Tourist Attractions	San Chao Na Cha Sa Tai Sue
Social	Lifestyle	The traditional community has a career in oyster farming and shucking fresh oysters to sell in Chonburi province. Working-aged people are factory workers, and women are grouped together to work as weavers (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Language	Central Thai. (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Uniqueness dressing	Thai-Central. (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Food	Moo Hong (Pork stew), Oyster omelet, Crab soup with ivy gourd, Local salad, Morning glory soup, Roasted crab with herbaceous seepweed, Soy sauce cabbage soup, Kanom Tom, Kanom Tien Kaew (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
Administrative	Management approach	The Ban Puek Subdistrict Tourism Community Enterprise Group committee is responsible for all management, including accepting customers, arranging queues,

Potential	Aspects	Description
		arranging times, scheduling activities, and finding people suitable for the job.

From the data in Table 4.36, the researcher has prepared a tourism map of Ban Puek Community Based Tourism Enterprise, as seen in Figure 4.13.

Figure 4.14 Ban Puek Community Based Tourism Enterprise Tourism Map
Source: Designated Areas for Sustainable Tourism Administration (Public Organization) (2023).

4.3.1.2 Economic Potential

The Ban Puek community originally had a variety of hired occupations and jobs, such as shell-shucking for hire. Conservation of woven fabrics, making Thai desserts. After the introduction of community based tourism, villagers' incomes increased without changing their way of life. Community based tourism activities do not change the identity of the people in the area. It is only the management of social capital, natural resources, and environment in the area as a route for tourism—the Ban Puek community based tourism to generate income from producing goods and services. As appeared in an interview with a village headman in the area stated that "The occupation of most people in the area is employment. People here work in various jobs, everyone comes to work as a tourist. He already has his main occupation. For example,

he is hired to shell shellfish in his area. We take tourists to activities in their area, and they get a bounty" (LC13).

Ban Puek community is a community that has the potential to produce tourism goods and services, resulting in a variety of tourism activities and the identity of the community, able to meet the needs of tourists and generate income for the community. People in the community. As can be seen from "At the weaving demonstration center There are batik making activities, keychain making, gold line writing on fabric, mask painting, and tie-dyeing. We let customers choose what they want to do" (E17) and "In organizing travel trips We are going to stay at a weaving house. Herbal juice and Thai desserts are served on woven containers, which tourists like to take pictures of. We then went to see Tao Yai Mom flour, a local plant used to make flour for cooking, and then there was a demonstration of making food from Tao Yai Mom flour. There are activities to plant and harvest local plants according to the season. It depends on when the tourists come. Then, please take a tour of the oyster house, a community that shucks oysters near the mangrove cemetery, where we will have stories about nature for tourists to learn. Then they were taken to eat local food such as pork hong, a seafood sauce pounded with white garlic and green chili peppers. I had chakram crab curry, some sip shrimp, curry, oysters, and mackerel are sold as seafood dipping trips and teach how to make fish and turtle snacks. Come here for tourists to eat and have a delicious meal. They were impressed, and they came back again" (E17).

In addition, the community can find funding sources to help support tourism. By studying the budget allocation of various agencies, the community can participate and request budget support. It is seen from "When we found out that the Ministry of Culture provided funding and support. We just wrote a request for a budget. We requested an open house event for residents to get to know our community. Then, post a Facebook page for people to call and reserve a free event at no charge. We accepted 200 customers to make batik cloth and buns, and those who participated in the activity got things to take home; the event was enjoyable. We request funds from the agency to promote the community" (LC13).

The Ban Puek community based tourism relies on local resources and cultural capital. It creates income for people in the community. Tourism work is,

therefore, an additional career that adds value to the main occupation that the community already does. It provides community members with a better quality of life.

4.3.1.3 Social Potential

Ban Puek Subdistrict is one of the outstanding areas with its unique identity of social capital, such as the inheritance of woven patterns. Nevertheless, due to the passage of time, it almost disappeared. Later, future generations came up with the idea of preserving it along with the orders of Her Royal Highness Princess Maha Chakri Sirindhorn. We help each other preserve thus conservation occurs. With the advent of community based tourism, weaving fabric has been preserved and developed into a potential tourist destination until commercialization. It has also become an additional occupation for the people in the community. As mentioned in the interview with the village headman, who said; "It started with the village headman having the opportunity to meet Her Royal Highness Princess Maha Chakri Sirindhorn, and she ordered that the woven cloth not be lost, so the village headman bought the cloth made by a local scholar to make into a museum. Therefore, in our community, we started by doing conservation work first. Now, we can do it commercially. We have taken our fabric to contests and won awards many times, and this is the starting point for community based tourism because DASTA saw the strength of our weaving culture" (LC13).

The study found that the strength of people working together in the community begins with faith in the leader, which creates people who volunteer to work for the community. Then, the village headman gradually returned the favor by generating income for them. As seen from the following: "People in the community love the village headman, so they come to help the village headman. These people are already volunteers and always come to help with the community's work. When the time comes, we have additional activities or careers for them to improve their morale and encourage working people. We view everyone who came to do this from the beginning as volunteers who come to help the community, and if we make them earn income, it will be considered profit for the community" (LC13).

Moreover, the Ban Puek community also places importance on caring for and giving value to older people. By having older people come to do activities as village philosophers introduce and demonstrate activities for tourists. As seen from "For the

most part, we employ elderly workers, namely local philosophers. We let older people teach and explain, but the people who help care for the customers will be children. Our elderly will range from 40 to 70 years" (LC13).

In addition, it was found that communities learned how to work with various networks by understanding nature and how the network works and adapting to work together effectively to develop community based tourism.

4.3.1.4 Environmental Potential

The natural resources and environment of the Ban Puek area have a high physical and biological diversity. Due to the geography next to the sea, there are ancient temples that are more than 200 years old with a long history and rare ancient plants that are hundreds of years old, which is a highlight of tourism in the area. At the same time, agricultural products can be produced as well. Therefore, it is essential to create tourism activities in diverse places and meet the needs of customers who use the community's services.

In addition to giving importance to natural resources and the environment in the area, the Ban Puek Subdistrict area also raises the level of community activities using the concept of environmental friendliness. In applying it to their tourism activities, for example, dyes from chemicals are used in the weaving of the Ban Puek community. However, the community is developing and learning to use natural dyes to create woven fabrics. As mentioned in the interview, the village headman in the area said, "We want to plant more trees to make the eco-print fabric. It is made from leaves and can be made in many colors. We want to make dyes for the fabric of our community and develop our weaving to the next level. When tourists come, they will learn how to dye fabric using natural dyes. Then, you can choose what kind of color you want because each leaf type produces different colors. We had to study natural dyeing methods and develop our work. We are trying to learn to build our community towards producing ecological products" (E17).

4.3.1.5 Good Governance Potential

The Ban Puek community has been established as a community enterprise, with a committee to manage the community's tourism. The committee's duties include accepting customers, organizing tourism activities, supervising work, and managing public relations.

This can be seen from interviews with the tourism community enterprise group directors. “I am a director of the tourism community enterprise group. Ban Puek Subdistrict will be a committee, with the chairman being the village headman and several other members handling all tourism management matters. Whether it is receiving customers, arranging queues, arranging times, arranging activity schedules.” and “Organizing travel trips starting from 8:30-9:00 a.m. to 3:00 p.m., we will have people controlling the time at each base not to exceed a certain number of minutes to control. Let the local experts and tour guides work according to the designated hours” (LC13).

In the community based tourism operations of Ban Puek Subdistrict, it was found that community leaders who worked until the villagers accepted them could direct the direction of operations and lead the community to success. Qualities of Ban Puek community leaders include teaching by practice, using both formal and informal networks, being selfless, and being dedicated to making the work successful.

This can be seen from an interview with a director of a tourism community enterprise group: “We do not know what our identity is. The village headman understands this. But the community doesn’t understand, and the villagers do it all because they believe our chief is good; we follow the leader, and the village chief creates everything himself. For example, we want to preserve and improve weaving, even though teachers are already doing this. But you need to find experts who truly know how to help teach more. The village headman sends relatives and teachers to teach, and the headman pays all the expenses himself” (LC13).

It was also found that the community is ready to learn to see their potential and develop themselves with the support of DASTA, which is a quality network. The interviewer said, “DASTA came in to give ideas, and we felt it was possible once they gave them. Then, we take action. How the DASTA works: They will also sit and work with us. It’s a group of teenagers who create various events, allowing us to talk to each other. As a result of working with DASTA, a community based tourism route was born” (LC13).

The Ban Puek tourism community has continued to develop and expand its knowledge to create personnel who can produce better local identity products. As seen from “About weaving, “The community wants to improve it. We’ve been looking

for someone with expertise to teach for a month. And now, we are learning about the process of natural color. Because when we go to compete, we are often allergic to them when it comes to natural colors" (LC13).

The Ban Puek community has adopted the 4M principles (Man, Money, Material, Management) to produce products with local identities. These principles include distributing work to people in the community, procuring quality weaving equipment and raw materials, setting prices, and paying compensation. A management system designed in terms of Man, Money, Material, and Management supports the community's ability to produce products continuously and receive income quickly and promotes the community's participation in organizing tourism.

The Ban Puek community is notable for having leaders with management knowledge who can pass it on to their subordinates so they can work for themselves, select people suitable for the job, and give importance to elderly people. This can be seen from the interview results: "The village headman always searches for suitable people for the job, and we learned management from the village headman. When problems occur at the work site, we must be the ones who fix them. If we are with you, the team will feel at ease," and "As for older people, He needs attention and focus. And this is what we have always given them. You can see which elders are good at which things. We invited him to become a local philosopher in that area. When people come to see the work, older adults will have income. He did his best in the part he was responsible for" (LC13).

In addition, it places importance on personnel development and supervision so that they are ready for work. According to "the local expert, everyone must be a good storyteller. You must have training, which the village headman will teach you to express. Our people are not shy about holding the microphone. After that, practice organizing your thoughts into steps. And we won't say anything personal. Or lose manners with customers. If some speakers use bad words, the team will mute the microphone. We will also have a timer for speaking. And a signal is sent to let you know that time is up and communicating with people in the community. We will use soft words and tones" (LC13).

In the management dimension, the Ban Puek community has outstanding leaders who set a good example. Teaching subordinates and giving work opportunities

help leaders gain recognition and trust from community members. It makes it easy to combine the power of the team.

4.3.1.6 Adaptation Ability Potential

The Ban Puek community encountered a problem in that the products of neighboring communities were similar, making the opportunity to sell products from tourism more difficult. The community tried to develop different products to increase their competitiveness, as seen from the following: “The neighboring communities and we started weaving together, and we revive and preserve together. However, there are different methods of making it, so our products are made of the same woven fabric. However, our fabric has a wider fabric. When a customer comes to the store and asks if it is sold elsewhere, we will tell you where else they sell them. Because the village headman always teaches that We all have equal opportunities. We will not close the opportunity to anyone. We try to develop our unique fabric patterns and dyeing using natural dyes. This results in a product that differs from other places” (LC13).

There is also the problem of copying the community stories, which the community solves by training members to have higher work skills by cooperating with the network so that competitors cannot copy them, as can be seen from “On the day of the cloth contest, a subordinate called to tell me that the competitor’s team had copied the entire story of our woven cloth. He presented it as we presented it yesterday. At least we are their role models but copy work does not last long because not everyone can tell an impressive story—someone who can tell stories. You have to be someone who understands that story. Which we, the people of Ban Puek, can tell as a story, step by step. Because storytellers must know and have practice, our storyteller, Ban Puek, passed the DASTA standards at an excellent level. The bronze medal is gone, and we get the DASTA Award every year” (LC13).

In addition, the impact of COVID-19 has made children and grandchildren do not dare let older people who are local philosophers come to provide knowledge or demonstrate cultural activities that are selling points for tourism because they are concerned about the people’s health. Older people are also affected by this tourism activity. The community has a way of dealing with the issues that arise by having local philosophers pass on their knowledge to community members so that they can continue the work.

As seen from the following: “There are many elderly people who are afraid of their children and grandchildren. That caused us to lose many personnel here. Because in the beginning, there was no epidemic. Then we invite older people to work. All children and grandchildren are welcome to come and work. However, when COVID-19 was present, we were so worried about our elderly that we had to stop working for about three years. Because in most of the activities of the community, storytelling is carried out by all the elders. However, we deal with the matter by having local scholars pass on their knowledge to community members so that they can continue the work. When tourism reopens, the already trained teams can continue working” (LC13).

The community has the potential for adaptation ability by developing different products to increase competitiveness, creating unique selling points, and giving importance to creating products that are friendly to nature for sustainability. The community has trained members to have higher work skills and be able to work continuously. In addition, the community places importance on people of all ages and transfers knowledge to preserve the wisdom of the community so that it is not lost.

4.3.1.7 Sustainable Value from Community Based Tourism

Sustainability in community based tourism operations of Ban Puek community, which is an outstanding community. In terms of culture and presentation of the people’s way of life in the area. The community aims to be an agricultural learning center. Community development will be done by using the community’s abilities and using the community’s partners to the community’s benefit. The community must not do anything that would completely change itself. That can be seen from the fact that some agencies saw the condition of the area with water sources and came to persuade the community to adjust to being a Khok Nong Na Model community. However, the community did not do so because they wanted to maintain the uniqueness of their original occupation, as seen from “Intended that This is an agricultural center and learning center. The government agency always invites us to make the Khok Nong Na Model because there is a pond here. If we follow them, everything we do is done with our hands from the beginning. It will become the work of the Khok Nong Na Model. It is not us; we should keep doing things like this because the foundation comes

from who we were from the beginning. What government agencies will come to ask for help? If it is something that our villagers can benefit from, we will do it."

When considering sustainable value from community based tourism, eco-value, social value, and business value were found.

As for business value, community based tourism allows the community to earn income and create more careers. As can be seen from the following: "We started by preserving local culture and then moved to do community based tourism. It makes income increase. Normally, the income only comes to the person who makes the clothes. People who can make clothing will have one income group. When we travel, people who cannot do anything are not good at weaving, shelling shellfish, and dessert, but they can become cloth painters and dessert makers. They will generate income from here."

In the social value section, it was found that the community based tourism operations of Ban Puek Subdistrict allow the villagers to discover their own identity and know what good things they have. Tourism has made the community more well-known; in the past, it used to be just a community that was on the way to other provinces. It makes the hometown people proud of their way of life and love their hometown more. As seen from the following: "In the past, Ban Puek Subdistrict was between Ang Sila and Bang Saen. Nothing stands out at all. Everyone who comes is driving past. No one knew this was Ban Puek Subdistrict until we later started doing community based tourism. There have been some television appearances around woven fabrics. It makes the community more well known."

And the participation of older people as local philosophers in tourism management. It causes self-esteem. Happiness comes from knowing self-worth. As seen from "Employment will be more of a supplementary occupation. Nevertheless, social acceptance is important. When older people became village philosophers, it was like he was a teacher. When tourists come, they feel proud. When someone calls you teacher."

It was also found that driving community based tourism together with network partners allows the community to have a business partner and gain more business opportunities, as seen from "DASTA, which allows the community to show their skills. We are here today because his team helped us work together. DASTA once

took us to contact a world-class music festival organization company to allow us to perform batik shows at music events and act as a link to get to know various organizing companies so that others can get to know Ban Puek and the sub-districts that are part of its network. It gives us more opportunities to present ourselves."

For eco value, it was found that communities organized tourism activities in areas with environmental and natural resources degradation. There is a presentation of stories about the effects of the destruction of the environment and natural resources. In addition to creating environmental awareness among community members, it also creates conservation awareness among tourists. As can be seen from the following: "The mangrove cemetery was created by a group of capitalists who filled in the land to block waterways, causing the death of aquatic animals, and after that, it became a mangrove cemetery. We sell mangrove cemetery viewing activities to customers. There are also stories of nature being destroyed by humans."

4.3.2 Ban Nok University, Ban Chamrung in Rayong

4.3.2.1 Basic Information

Noen Kho Subdistrict, Rayong Province, currently has Chamrung Village, the location of "Ban Nok University." Initially, in Chamrung Village, there was an initiative to sell agricultural products and products. Later, in 2002, the Sufficiency Economy Philosophy was adopted in daily life until 2002. 2006 established "Ban Nok University" as a center for learning the philosophy of Sufficiency Economy for those interested in the general public. Until receiving the award "Sufficiency Economy Village Lives in Peace and Happiness" from Her Royal Highness Princess Maha Chakri Sirindhorn. Her Royal Highness Princess Maha Chakri Sirindhorn Princess Maha Chakri Sirindhorn (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).

Ban Nok University is also an agricultural production center, including ancient OTOP souvenir products such as shrimp paste chili paste, first-class fish sauce, fried durian, vegetables, and local herbs. Fruits include mangosteen, rambutan, sala, dragon fruit, mangosteen, longkong. In addition, there is a production source for organic bio-fertilizers produced for use in the village (Thailand Tourism Directory, 2023).

Important information and outstanding things about Ban Nok University (Ban Chamrung) are presented in Table 4.37.

Table 4.37 Characteristics and Outstanding Aspects of Ban Nok University, Ban Chamrung in Rayong

Potential	Aspects	Description
Physical	Area characteristics	Located in Noen Kho Subdistrict, the area is next to the sea.
Biological	Economic crops	Local organic vegetables, rubber, a product from an organic orchard.
	Natural Resources	Mangrove Forest
Economic	Souvenirs	Shrimp paste chili paste, first-class fish sauce, fried durian, vegetables, local herbs (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Tourism Activities	Planting seedlings, making charcoal and fruit charcoal, growing vegetables, collecting eggs, riding a tram to see organic gardens and picking fruits such as rambutan, durian, mangosteen, santol (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Linked Tourist Attractions	-
Social	Lifestyle	The way of life is an agricultural society because the community area is low-lying, clay soil good for farming. And on the hill, there is red clay. Which is suitable for growing fruit, mangosteen orchards, rambutan orchards, durian orchards, santol orchards, rubber

Potential	Aspects	Description
		orchards (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Language	Central Thailand (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Uniqueness dressing	Dress fashionably (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Food	Shrimp paste chili paste with organic vegetables, Chamrung papaya salad (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
Administrative	Management approach	The community has a central area called Ban Nok University, where members can meet and do activities together. It also has a forum where representatives of activity groups come together to speak once a month, called the "Noen Kho Subdistrict Community Organization Council Forum."

From the information in Table 4.37 and a review of related literature. The researcher has prepared a tourist map of Ban Nok University, Ban Chamrung, as seen in Figure 4.14.

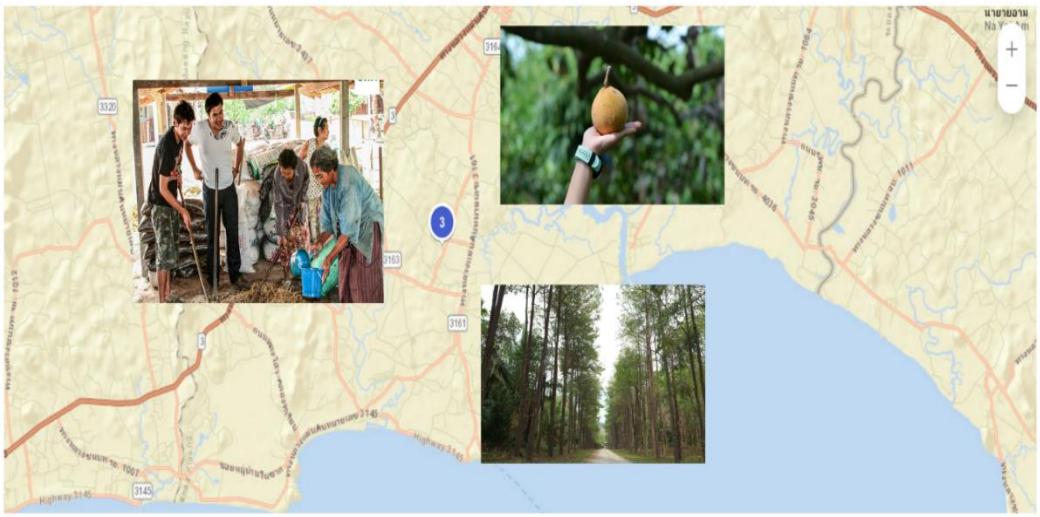

Figure 4.15 Ban Nok University, Ban Chamrung Tourism Map
Source: Designated Areas for Sustainable Tourism Administration (Public Organization) (2023).

4.3.2.2 Economic Potential

Ban Nok University is a group of villagers who form a tourist attraction. In addition to being a gathering of villagers who like the same idea, it is also for the benefit of having products from both agriculture and fishing processed to add value in making fruit orchards, where before they had to be sold at the market through price cuts by intermediaries, they turned into opening areas to become tourist attractions and selling the produce directly to visitors until community based tourism came into being. It is becoming increasingly well-known and has more than 100,000 tourists visiting annually. The community president said in an interview, “We have been doing community based tourism for about 17 years. Our community invites each other to do organic farming, agricultural product processing, green markets, and community based tourism. Regarding product processing, we process many things, such as fried durian, dried jackfruit, fried jackfruit, shrimp paste, and fish sauce. Our community has a shrimp paste processing group and a fish sauce group, and we have products from the sea and gardens. which has been processed in more than ten items” (LC12).

Another outstanding feature is that Ban Nok University tourists visit throughout the year because there are a variety of tourism activities. As can be seen

from “In addition to processed fruits and vegetables, we have a tram service for tourists to experience the way of life of the villagers, take them to see rubber tapping, take them to see rubber tapping knives, which are our wisdom, take them to go hiking in the mangrove forest; take a walk in the fruit orchard. It depends on the needs of each group of tourists and what they want because our area has many resources to choose from to meet the needs of tourists who come to use our services” (E16).

In the work of the community, it was found that villagers will have a variety of careers, resulting in income from many channels and increased business opportunities. As seen, “After doing organic farming, we processed the product, followed by green marketing; then we moved to community based tourism for people to visit. Which is bringing people into the community so that the community has more channels to sell products to tourists.” (LC12) and “organic farming, product processing, green markets, community based tourism, communication with society and environmental management, we started doing it at the same time and have always done it together because we use community activity groups that are groups of villagers as a mechanism to drive these activities” (E16).

Even though Ban Nok University is in Rayong Province, an industrial area, and faces pollution problems, contrary to the community’s organic farming way of life, Ban Nok University community leaders give them ideas about business opportunities. Interestingly, “having an industrial estate in Rayong province positively affects the community. Because more people are coming to stay in Rayong Province, people in factories on holidays will visit our community. As for the pollution, it does not reach the community because Rayong is divided into an industrial zone, and our community is in an agricultural zone. According to the city plan, we are a green area, with an industrial zone 60 km from us. It is far away, and on opposite sides of each other, so pollution does not reach us” (LC12).

In addition, community leaders also interestingly explained how to work with the network to find sources for producing products of similar quality to use as substitutes in cases where agricultural products are in short supply. “Choosing community network partners emphasizes people with the same way of thinking, geographic characteristics, and operating methods in the same direction because it creates understanding, trust, and confidence in cooperation. We currently have local

organic farming networks and community organization councils that have established networks nationwide. Therefore, these networks are teams with similar ways of thinking and a space like ours. When you have to ask to buy or sell produce, it gives you confidence that you will get good products with the same quality as us. without asking to see the standards to see if their products are certified" (LC12).

4.3.2.3 Social Potential

Ban Nok University is a network of villagers who share the same idea. Relying on Sufficiency Economy Philosophy (SEP) as the main way of life to strengthen cooperation within the network, organic agricultural products are produced and processed, resulting in a brand that builds customer trust, as in the community president's interview. "Well, people already accept us. He already believed in us. Then, we try to maintain what we have and make it good and right as per government standards. It is the official standard; if we are going to do it, it is not difficult. Its heart is that we try to maintain standards and pay attention to what we produce. How much do we respect our customers? This is already our soul. Having standards without standards is not of the essence. If our souls are good, we have come a long way. We do not go and do things that are already absurd." (LC12) and "My community is in an area where no one goes. No one is going to sell anything. We are the network when we shake hands with friends. We already have an organic network. We already have it within ourselves. The community organization council has established a network throughout the country. Therefore, Customers trust in us and never ask if our products have received certification from anywhere" (LC12).

From the concept came the stability of the villagers' income. It is one of the indicators of the project's success that can be measured and evaluated, as reflected in the community president's interview: "Look at our quality of life. We have fruit orchards. In the past, we had to carry fruit to market. We were depressed and taken advantage of by intermediaries. However, when we do tourism, some people visit our house every day so that we can sell our produce to tourists at a fair price. We meet consumers directly. Tourists are happy. We are more comfortable in this way. That is an example that prevents us from having to suffer during the fruit season. We process all the fruits when the season ends; some are processed to sell to tourists. I do not have trouble leaving the person to sell. This person sells it because tourists come to our house

every day. That shows that we have more security in the agricultural profession" (LC12).

In addition, the strength of the people's sector has been raised in importance. In the beginning, it was a gathering of villagers that were not recognized by the government, making it difficult to work or ask for cooperation from the government until the draft bill was proposed to have a legally recognized status that would be useful in working with the government, as in the interview of the community president, who told about the origin of Community Organization Council Act Buddhist era 2008, "So we have proposed the idea to the government at that time, Mr. Surayut Chulanont, Prime Minister. We also proposed that the villagers engaged in development work should have legal status. At that time, the government decided that you could try to write the law. So, we brainstormed to write the law. It then passed parliament. It aimed to help the villagers rise and take ownership of the development process. And then cause benefits to the community, such as being more flexible in working with the government" (LC12).

4.3.2.4 Environmental Potential

Ban Nok University is a tourist attraction focused on organic agriculture, which aligns with the Sufficiency Economy Philosophy (SEP). The community aspires to become a model organic farming area that does not impact the environment, and community based tourism activities complement such an area.

According to the community president's interview, he said, "Community based tourism is already sustainable. In any case, it is sustainable because people in the community contribute to their tourism activities. It is not a business unit. It is a village unit. He is already at home. Sustainability already exists—the status of the community based tourism mechanism is strong. The second is that we set the direction for agriculture; we do not do tourism. We do agriculture first. Our lives are not entrusted to tourism. We leave it to the agricultural sector. The agricultural sector that we plan is to become a model organic farming area in an organic farming area. The arrival of tourists automatically leads to the purchase of organic produce. When we have products from organic agriculture, fresh fruits, processed fruits, safe food, and green space, this kind of marketplace automatically responds to tourists. You do not have to do anything; it has already responded. So, the big direction is going like this: about healthy food, our

way of life continues. Our folk wisdom can survive because the tourist market has responded that our production is automated" (LC12).

4.3.2.5 Good Governance Potential

Ban Nok University is a community organization that works systematically by setting up committees to work in various areas. There is a community organization forum for members to meet and exchange knowledge monthly to drive development for the work of community organizations. It can be seen from the interview that "I act as the coordinator in the organization. We are a community organization that takes charge of our own lives. Mechanisms for group management We have a central area called Ban Nok University where brothers and sisters can come and do activities together. We also have a common forum where representatives of activity groups come together to talk once a month. The linking mechanism we use is like this. The Community Organization Council Forum of Noen Kho Subdistrict links work systems" (LC12).

In addition, Ban Nok University has set its future vision for the next five years as a development goal: build on existing work. Enhance power from partners wealthy from the foundation. It can be seen from the interview that "Ban Nok University's plan for the next five years is to be a tourist attraction for learning. We have to achieve three dreams. It extends the original work, strengthens the associates, and helps them become rich from the community baseline. We are doing just three important things that will build on our existing work and give us even more connections with our partners. And then causing local communities to rise and manage their economies in their way" (LC12).

In addition, when working in tourism, the community also has tourist information and has planned and prepared services to serve tourists with quality. As reflected in the saying: "Tourists come all year; there will be about 300 tourists a year. Tourists keep coming, but there are not many. The food we serve is available daily because customers must reserve in advance. When we know the number of tourists who will come to eat in advance, we send orders for ingredients, and the Creative Thai Local Food Group will prepare the ingredients and prepare the food for service. We only have ten food items. It is not complicated, and we do not have other menus to order. Our food will include chemical-free local vegetables with shrimp paste chili paste, boiled

pork legs with charming leaves, pork ribs boiled with young galangal, boiled bamboo shoots, homemade chicken curry with herbs, stir-fried local vegetables, high-quality fish because we are next to the sea, and the food changes according to the season. As for other raw materials that are not available in our community, we bring them in from outside" (LC12).

Raising the status of a community institution or legal organization can facilitate cooperation with various organizations, including creating standards and making tourism development easier. As seen from "After we have the status of a community organization institution, all tourism standards set by the government, such as community based tourism standards and homestay standards, are certified. This has become increasingly elevated compared to the past when it was a community where no one knew anyone. In addition, there is cooperation with the private sector on green tourism, which is our intention. It can be seen that we have received more cooperation with industry groups. There are more activities together. If compared to the past, we are considered to be getting better and better" (LC12) and "Mission in strengthening the power of the alliance. We look at the policy level; for example, we did it with the Government Savings Bank this year. They have a policy to promote homestays to be more perfect. We cooperate with Thammasat University to help further develop accounting standards to be more perfect, and we also cooperate with the Community Organization Development Institute, which is a public organization. Which is the main work this year" (LC12). Therefore, the above information shows that raising its status to a community organization institution allows Ban Nok University to receive cooperation from various networks, resulting in the development of the area. Improving the quality and efficiency of operations is made more accessible.

4.3.2.6 Adaptation Ability Potential

From the perspective of Ban Nok University, the community does not see mistakes in work or things that do not go as planned as problems and obstacles in operations. The community believes that our work works according to their preferences, gradually doing it, learning together continuously, continuously improving, and developing the community's work. As can be seen from the following: "There are no problems in working because we invite villagers with the same passion to work together. However, other people often understand that we have a problem that we did

not work well from the first time, which we did not think was a problem, but the government sector understood that it was a problem. While we keep working, no worries, do it, so there are no problems because we do it like the locals do. So, there are no limitations. We can do everything, unlike bureaucracy or other systems that have limitations. So, our work So we can do everything. So, there are no problems" (LC12).

Adaptation Ability Potential of the community: The community adheres to the principles of continuous learning together, taking it slow and not rushing, and learning from failures to achieve continuous development. Moreover, there is also a perspective on the problem that Problems are not problems. We keep doing it, keep adjusting the corrections, and we will continue to develop.

4.3.2.7 Sustainable Value from Community Based Tourism

Sustainability in the operations of Ban Nok University, Rayong Province, found that one thing that makes community based tourism management in the area sustainable is that the community has a standard set of ideas which is to apply the Sufficiency Economy Philosophy in their lives, carrying out this work continuously for a long time, through trial and error until understanding, can create income security and create a good quality of life from applying the Sufficiency Economy Philosophy. In addition, the community also has goals to develop itself continuously, thus allowing the community to survive for a long time. The results of the community's operations are as presented above. Make the community receive both eco-value, social value and business value.

It can be seen from the interview: "Our community has a mindset of embracing the philosophy of sufficiency economy in the lives of farmers. Previously, we had a career in rubber plantations, fruit orchards, rice farming, and coastal fishing. Our background is farmers. Then, we gradually discovered that the life of a farmer is one of little stability because we follow the trend of the capitalist world too much. So, we thought that if we would adjust our behavior by adopting the principles of the Sufficiency Economy Philosophy, it would probably be. So, 20 years ago, we decided to do these things together using the Sufficiency Economy Philosophy as a guideline" (LC12) and "For 20 years that we have been doing this, overall, we aim for villagers to rise and manage their own lives. The way of thinking of the villagers is strong about self-reliance; it is quite strong and standard. The quality of life of our members involved

under the green economic base is already quite good. As for the big direction regarding green tourism and food safety, we are doing well. Members' quality of life and related mechanisms, we are doing much better than in the past" (LC12).

The value of community based tourism is that it helps support the income of people in the community. It can be seen that fruit can be sold without any leftovers, as in the past, showing that the community has job security. Agriculture is increasingly the main occupation. Moreover, it was found that tourism allows communities to revive local traditions and culture and pass on the villagers' way of life to future generations to preserve. It can be a model for other communities to learn from and develop. As can be seen from the following: "Our unique tourist attraction is a fruit orchard. The basics of our traditional careers are still the same. Moreover, we use what we have to tell the tourists. Then, tourists are invited to see the villagers' way of life. It shows that we still revive and preserve our traditions and culture to pass on to future generations. It shows that the next generation also tried to help with these things. Furthermore, we are doing it better and better. Even the knowledge set we have been doing for 20 years has become a set of knowledge that can be distributed to other areas people want to learn about" (LC12).

In the eco value part, it was found that the environmental benefits of organic farming enable the community to consume good-quality products and sell safe products to consumers, improving the quality of life of people in the community.

4.3.3 Rak Khao Baisri Community Agricultural Tourism Community Enterprise in Chanthaburi

4.3.3.1 Basic Information

Rak Khao Baisri Community Agricultural Tourism Community Enterprise has been an agricultural community that has been farming orchards for a long time. The community's inheriting wisdom in gardening is suitable for the abundance of resources in the community, such as local fruits that are at least a hundred years old, such as ancient mangosteen and ancient durian, which are tall and large.

Therefore, the villagers in the community created it as a tourist attraction linked to the community's agricultural way of life. Promoting the charm of safe fruit orchards, it tastes delicious. There are activities for learning about agriculture. Try

living life like a fruit farmer. Fruits are also processed into community souvenirs (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).

Important information and outstanding things in Rak Khao Baisri Community Agricultural Tourism Community Enterprise are presented in Table 4.38.

Table 4.38 Characteristics and Outstanding Aspects of Rak Khao Baisri Community Agricultural Tourism Community Enterprise, Chanthaburi Province

Potential	Aspects	Description
Physical	Area characteristics	Fruit orchards spread throughout the area.
Biological	Economic crops	Fruit, wintergreen, durian.
	Natural Resources	Trees over a hundred years old, durian trees, mangosteen trees, ancient fruit orchards.
Economic	Souvenirs	Nut toffee, durian toffee, fried durian, preserved mangosteen, preserved durian (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Tourism Activities	Activities to see a demonstration of cutting male wintergreen flowers, activities to see underground water storage tunnels with folk wisdom at Khao Bai Si (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)
	Linked Tourist Attractions	-
Social	Lifestyle	The way of life for gardeners is in agriculture. Growing fruit orchards such as durian, rambutan, rambutan, and mangosteen, which depend on water for gardening, has gained the

Potential	Aspects	Description
		wisdom of making underground tunnels to store water for water all year round. This is considered wisdom that is hard to find nowadays (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Language	Central Thailand (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)
	Uniqueness dressing	Dressing like the people of the central region but sassier and more concise. This is because villagers have to work in outdoor areas such as gardens, fields, forests, and farms (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Food	Boiled pork with chamuang leaves, ragam chili paste, cardamom boiled chicken, mixed vegetable sour curry, ragam salad crab rice (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)
Administrative	Management approach	The community cooperates with networks, including tourist attractions, accommodations, and restaurants, by asking about tourists' needs and giving matching recommendations.

Based on the information in Table 4.38 and a review of related literature, the researcher prepared a tourist map of Rak Khao Baisri Community Agricultural Tourism Community Enterprise, as seen in Figure 4.15.

Figure 4.16 Rak Khao Baisri Community Agricultural Tourism Community Enterprise Tourism Map

Source: Designated Areas for Sustainable Tourism Administration (Public Organization) (2023).

4.3.3.2 Economic Potential

Community based tourism activities are supplementary activities from the traditional occupations of the people living in the area, namely the traditional occupations of the Rak Khao Baisri Community Agricultural Tourism Community Enterprise, Chanthaburi Province. Most of them work as fruit farmers, such as durian, mangosteen, rambutan, longkong, and salak. An interview with the president of Rak Khao Baisri Community Agricultural Tourism Community Enterprise reflects the worthiness and cost-effectiveness of carrying out economic activities from the original value chain. With only growing and selling activities through intermediaries, farmers cannot independently determine the price of agricultural products, and their bargaining power is low. The interviewee said, “There is a crisis where fruit orchards, including rambutan, mangosteen, and durian, cannot sell. They cannot sell them. Moreover, they go through intermediaries. Intermediaries also push down prices at brutal prices. So, it makes farmers not want to sell. Furthermore, it is better to throw it away. We are waiting for the government sector to come and help us. The government sector also came to help guarantee the price. In the past, it was still a Subdistrict Administrative Organization. The price guarantee was 8 baht for durian and 6 baht for rambutan, but it did not help because there were many fruits. Having come to guarantee the price, the

Subdistrict Administrative Organization purchases the items. Where will they go? Take it and process it by agitation, then give it away, then donate it to various places, whether it is the military department, orphans, or older people, it will not work. Because there is a cost, the cost of gas" (LC14).

Since the crisis, there has been an idea to sustainably solve problems in the area by involving network partners. One of the actions is applying the design of community based tourism activities, which is consistent with the interview that stated, "From the crisis of having to throw away the durian, a professor at Rambhai Barni Rajabhat University had an idea. We collect all the overall information. When the villagers heard that they had come to collect information, they did not join in doing it either. However, the project leader said it was not mandatory and that we would do as much as possible. We do it in villages that are ready to pilot first. Other people will see that it is good and come to follow. The way it works is that every 3–4 months, we come and talk about it. I have done this until now. We have been doing it continuously and researching together for over 20 years" (LC14).

Examples of income-generating activities from community based tourism activities in Chanthaburi Province In an interview with the president of Rak Khao Baisri Community Agricultural Tourism Community Enterprise, he said: "In the past, we charged 59 baht per head for tourism activities. There was durian toffee and mangosteen toffee. Then, it kept changing because we found that some tourists complained that it was too expensive. Or some people? If there are only a few people, we will lose. Later, the service fee was adjusted to 1,000 baht per group, which the villagers gradually thought about and adjusted together" (LC14). The interview reflects experience from actual work and the idea of creating sustainable income in operations.

In community based tourism, clients are referred to networks to pursue activities that best suit their needs. Community leaders will provide recommendations for places, activities, and costs. For customers to consider, this must be a free recommendation with no charge or commission deducted for referring customers. It can be seen from the interview: "When tourists come to ask for information, we will tell you which places have what activities. It is up to tourists to voluntarily go anywhere. It is not forced to be with us. Because each park is different, each accommodation is different, and it is up to the tourists to choose. Then we will give you a contact number.

We recommend ways to complete your trip. Which tourists are okay with" (LC14). In addition to recommending tourist attractions to customers, there is also a service to organize travel routes according to customer needs, which is the difference. Arrange travel routes for customers to experience the lifestyle of Chanthaburi people, called "Come to Mueang Chan," making it possible to differentiate tourism management from other areas.

4.3.3.3 Social Potential

Development activities in the area Through tourism activities by Rak Khao Baisri Community Agrotourism Community Enterprise in Chanthaburi Province, the strength and the process of community participation in development cooperation are reflected. Development does not come from one person but from the collaboration of everyone who sees its importance. Furthermore, they want concrete development in the area. As an interview with the Chairman of the community enterprise and entrepreneurs in the Chanthaburi area said, "If we do it with all our hearts, everyone will do it all and put their minds to it. Today I am tired. I am not going. You go instead. I do not have money. There will be no words like this" (LC14).

In Rak Khao Baisri Community Agrotourism Community Enterprise, most villagers make a living as farmers by relying on their inherited land. Later, they developed by opening homestays to support community based tourism. A strong coalition makes it tenacious to maintain the natural environment, an essential factor in making a living, and community based tourism a side job.

According to an interview with an entrepreneur in the area about the opposition to the construction of a plastic industry factory, "We raise the sign, so do not take the plastic factory that comes in. We do not take it. He said he invested more than thirty million. They said there was no pollution. We do research; we will know what is going on. We know the impact; We, therefore, oppose a section of industrial plants in our area" (LC14). This strong opposition is a testament to the community's unwavering commitment to environmental preservation.

The above statement shows strength. It shows the use of social capital and capital of natural resources and the environment in the area with knowledge and understanding. It shows tenaciousness in public resources and an understanding of the

dimensions of development in their context, demonstrating the community's strategic approach to development.

4.3.3.4 Environmental Potential

In the Rak Khao Baisri Community Agricultural Tourism Community Enterprise area, most villagers work as gardeners on their ancestral land. They were later developed by opening homestays to support community based tourism. The community manages tourism to minimize environmental impact by allowing tourists to visit the orchard only during the fruiting period but not during other times, such as flowering. Allowing tourists into the area will disturb the growth of trees, and having many people walk in the area will cause the soil to harden and ruin the fertile environment. As the interview said, "Orchard owners usually do not allow anyone to trample their gardens. Before we do tourism, we talked about this for a long time because when people walk in the area, they might step on the durian roots, which normally farmers come into this area one year only when they want to cut durians. Because if you walk in the garden often, it will make the soil hard, and the crops will be damaged" (E18).

It was also found that the community had managed to prevent fruit waste. As seen from "The community processes large quantities of fruit, and we use every part of the fruit to use it. When customers visit the garden, we will tell them they should not throw away any fruit that is too ripe because everything has value. The villagers can process it further, making it taste better than normal. Because it is fresh fruit from the garden when stirred, it is very delicious; it hardly needs added sugar and cannot be found anywhere else. We will not let tourists throw anything away because we can use it all" (E18).

The Rak Khao Baisri Community Agrotourism Community Enterprise has shown remarkable resilience in maintaining its natural environment despite the lure of industrial development. In an interview with local entrepreneurs, their steadfast opposition to the construction of plastic factories was evident. They declared, "We raise the sign, so do not take the plastic factory that comes in. We do not accept it. He said he invested more than thirty million. They said there was no pollution. We do research; we will know what is going on. We know the impact; We, therefore, oppose a section of industrial plants in our area" (LC14).

From the same message that has been presented in the social dimension, considering the environmental dimensions, it can be considered that strengthening and creating a process of participation of local people is an essential basis for maintaining and elevating the importance of the people's coalition over solving economic problems from the agricultural product crisis in the area. However, it also raises the importance and shows the role of the participation of the people sector in choosing to develop a development that is suitable for their own needs and the suitability of the area, taking into account the potential impact on natural resources and the environment in the area that can generate income for the people in the area. And the actual distribution of income.

4.3.3.5 Good Governance Potential

Rak Khao Baisri Community Agricultural Tourism Community Enterprise has a non-overlapping work plan. The villages in the Rak Khao Baisri Subdistrict also have different tourism activities. As can be seen from the following: "The Department of Intellectual Property asked us why Ms. Nonglak did not stir up the durian by herself. We said that the Stir-fried durian factory was not easy to set up. Moreover, we do not have a market; who is our target market for selling this product? Therefore, we must not do the same thing. If the tourists want to see how to stir or fry fruit, look at Aunt Kaeb's house because she is also a member of our group. If the customer is interested, we will send him to Auntie Kaeb's house ourselves. We are kind, and we make friends. It is better to do it this way" (LC14).

It was also found that the community is flexible and adapts to meet customer needs to maximize satisfaction, for example, with food menus. Although the community has standard prices, they can offer customers extra services beyond the original agreement. "It is considered a service that exceeds the customer's expectations. For example, if the customer wants a lunch box to be eaten in the car, the community also makes it affordable. As can be seen from "The food costs 250 baht per head, but you can eat all you can. Customers can eat unlimitedly. During COVID-19, they had them put it in lunchboxes to take to the van, and we did it for them" (LC14).

4.3.3.6 Adaptation Ability Potential

The study of Adaptation Ability Potential found that problems and obstacles in community based tourism operations are older adult's confidence in life

safety from opening their homes to tourists. As can be seen from “Homestays are many obstacles, and here there are old people who do not accept them because they fear the dangers of accepting outsiders to stay in their homes. However, later, when we had the opportunity to meet more customers, they felt more open-minded and comfortable accepting more customers to stay in our homes because accepting customers requires us to be screened first. By the community leader or the public relations department knowing who the customers are and where they come from, which helps to take care of the safety of the community to a certain extent” (LC14).

In addition, there needed to be more communication with tourists when participating in the agricultural park’s seasonal tourism activities. Only available for some years. As can be seen from “customers who do not understand the meaning of a fruit buffet, when they arrived and thought there would be fruit to eat all year. We have to say that when visiting, you must call and reserve in advance because the fruit does not ripen every day. Customers will criticize us by saying, “Why open it? Why advertise it?” (LC14). That causes the community to adjust public relations by communicating through various channels so tourists can understand more.

In addition, there was a problem with the price of fruits such as durian, a prominent tourist product in the community. The high price of durian made it unable to meet the needs of some groups of tourists. The community has managed it by creating more options for tourists to participate in activities and buy various products. As the interviewee said, “Some tourists complained that the price of the durian buffet trip was expensive. The community solved the problem by arranging two options: 1. Eat a buffet at the agreed-upon price. 2. Do not eat it, but you can buy it at home with the unwrapping service provided. The fruit buffet can draw the attention of customers. Nevertheless, the gardener could not provide service because he never received guests. He does not speak well, he is not a vendor, and peeling too much fruit for customers to eat makes him tired. We fix this by dividing the work according to each person’s expertise, such as who is good at selling and peeling fruit. Just do what you are good at, so our team is not too tired” (LC14).

In the issue of community adaptability, it can be seen that when problems that affect people in the community are encountered. The community team will review the information. Check customers who come to use community services to create safety

and build confidence so that community members can provide the best customer service. It was also found that the community learned to solve problems and adapt, including increasing options for organizing tourism activities, providing accurate information about tourism activities in the community, and increasing frequency and channels. Public relations to create awareness with customers. All this is so the community can provide services that best meet customers' needs.

4.3.3.7 Sustainable Value from Community Based Tourism

Sustainability in the operations of Rak Khao Baisri Community Agricultural Tourism Community Enterprise in Chanthaburi Province found that one thing that makes community based tourism management in the area sustainable is knowing how to adapt and learn to solve problems. That can be seen from organizing fruit buffet activities that require answering questions from customers all the time, and the problem was found to be that some groups of customers needed more purchasing power. Therefore, the community has increased options for serving customers by having both a buffet in the garden and buying it at home. In addition, working with the research network of Rambhaibarni Rajabhat University for a long time allows the community to learn about the research process for development and application to community work.

Moreover, the leader's good working attitude is transmitted to subordinates and continuously instilled into a good working culture, including being a good partner in referring customers and presenting and selling products. Both our own and neighboring communities' needs are met to foster growth.

When considering the sustainable value of community based tourism, it was found that the community received business value, such as agricultural products that were once oversupplied in the market and could be sold out during the tourist season. If there is anything left, it can be processed and sold to tourists throughout the year. Social value also arises from opening homes to tourists; the community gains friendship, and community members feel pride, are role models, and are accepted by tourists. The community passes on good things, causing tourists to adjust their behavior and live their own lives better. As can be seen from "There is a customer. Tell me that his mother is 70 years old and refuses to walk but likes to use a walker. When I came to stay at my grandmother's house, who is 89 years old, she walked around and did

gardening. It made my mother change her mind about using a walker and want to start walking. After that, he came to visit every year. This made Grandma herself proud that he could be an example for others" (LC14).

In addition, community based tourism also helps bring prosperity to the area. As seen from the following: "After doing community based tourism, the way of life has not changed. What is better is the road that comes into the village because the government supports the idea that if there is a tourism community, it should build a road to reach the community" (LC14).

In addition, community based tourism also creates eco value as the result of grouping tourism activities that make villagers join to maintain the abundance of the community's environment, help manage garbage, reduce waste in the community, and become a public sector partner that allows. Push and drive to prevent the causes of environmental problems from being brought into the area, as seen from the gathering against industrial factories, as mentioned above.

4.3.4 Laem Klat Community Based Tourism Club in Trat

4.3.4.1 Basic Information

Laem Klat Subdistrict in the past was an area of unrest, a hiding place for thieves, and territorial disputes with France during the reign of King Rama V. Luang Nawa was ordered to maintain peace and order in this area. The area had the shape of a cape protruding into the sea, so it was called "Laem Tras." Later, it was distorted to "Laem Klat" and is still used today.

At present, the villagers of Laem Lat still engage in fishing for a living and open the area for interested people to come and experience a different way of life, sitting on a fishing boat to see dolphins, strolling on the beautiful sandy beach, whether it is Lan Sai Beach, Muk Kaew Beach, Sai Ngern Beach, and Sai Kaew Beach. The "White Shell Lantern" is also considered Thailand's most prominent white clam yard, including natural tourist attractions such as Saphan Hin Waterfall and Tha Sen Waterfall, which are great for adventure (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).

Important information and outstanding things about Laem Klat Community Based Tourism Club in Trat Province are presented in Table 4.39.

Table 4.39 Characteristics and Outstanding Aspects of Laem Klat Community Based Tourism Club, Trat Province

Potential	Aspects	Description
Physical	Area characteristics	The community's area is a mixture of the seaside and the mountains. A natural channel is adjacent to Cambodia.
Biological	Economic Animals	Blue crabs, dolphins, colorful jellyfish, fireflies.
	Natural Resources	Sea coast, good weather, rare aquatic animals, waterfalls, mountains.
Economic	Souvenirs	Salted eggs, dried shrimp, sundried fish, dried fish (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Tourism Activities	Making artificial sea grass, crab banks (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)
	Linked Tourist Attractions	-
Social	Lifestyle	Most Laem Klat residents still work as fishermen. A fishing village is at the mouth of Ao Dam—live life like the past (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
	Language	Thai (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)

Potential	Aspects	Description
	Uniqueness dressing	General dress code (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023)
	Food	Hoi Preaw Lon, Fried Shrimp with Garlic (Designated Areas for Sustainable Tourism Administration (Public Organization), 2023).
Administrative	Management approach	The community has formed groups to form clubs. The club has training on readiness in sales communication, development of tourist attractions, and training to provide knowledge to the club committee. Clubs are the medium of the community. It is located at the Subdistrict Administrative Organization.

Based on the information in Table 4.39 and a review of related literature, the researcher prepared a tourist map for Laem Klat Community Based Tourism Club, as seen in Figure 4.16.

Figure 4.17 Laem Klat Community Based Tourism Club Tourist Map
Source: Designated Areas for Sustainable Tourism Administration (Public Organization) (2023).

4.3.4.2 Economic Potential

The Laem Klat community in Trat province has the traditional occupation of fishermen. The beginning of community based tourism began with finding ways to increase the number of aquatic animals in the area and to conserve marine animals to enable better fishing, with the Laem Klat Subdistrict area being well equipped with natural resources, both physical and biological, combined with the way of life of the villagers, who are fishermen who take the matter of conserving aquatic animals seriously when the DASTA came to see Laem Klat become an eco-tourism community.

That can be seen from the interview with the vice president of the community enterprise: “The tourism management of the Laem Klat community began with the community being a fisherman, and later the number of blue swimming crabs that were caught decreased greatly. So, the community went on a study tour to see how to make more crabs and found that creating a blue crab bank would help bring the resources back up to their original quantity. Therefore, it is the source of conservation of the area’s natural resources. At this point, DASTA saw and came to support Laem Klat as an eco-tourism community” (LC15). And “Our strengths are good resources,

food, and rare aquatic animals. If we have everything, tourists will still visit our area. However, if we do not have these things coupled with the weather conditions in areas with monsoon winds, tourists will not come in, no matter how we promote them. Therefore, our country must have good air, resources, and delicious food. We will survive" (LC15).

Promoting community based tourism has led to the development of community products by processing aquatic animals into community products; combined with the current access to e-commerce distribution channels through various channels, it is easily accessible. It is expanding the market and sending it abroad. That is shown in the interview with the vice president of the community enterprise, who gave an interview, saying, "With community based tourism, in addition to increasing income for the community, there is another aspect, namely promoting products in the community. Our community also processes our aquatic animals, including processed blue swimming crabs, dried food, sun-dried food, and sweet fish" (LC15). And "It allows us to expand the market and send them to sell elsewhere because fresh seafood has restrictions and More difficulty in selling. Nevertheless, dry goods add value to the community and make it easier for us to distribute and store for a long time" (LC15).

Moreover, community based tourism also helps to stimulate more travel to the area. Community based tourism operations are publicized through social media and work with network partners. As the saying goes, "We will also have a club page where we will take pictures and post them. It is public relations on Facebook. Tourists will contact through this channel to reserve accommodation and boat reservations with us in large numbers," and "Laem Klat has partners in the tourism network, both maritime tourist attractions and urban tourist attractions such as Ban Mai Rut, Ban Thong Yai, Ban Tha Ranae, Ban Ao Yai, etc" (LC15).

The community has taken steps to increase channels to reach the target group and to increase the variety of travel options to meet the needs of tourists.

Considering seeing the business opportunity from community based tourism management, it was found that the group of entrepreneurs who are stakeholders saw the business opportunity and chose to do business in the area. As an interview with an entrepreneur in Trat Province said. "The accommodation has been open since 2015, almost ten years since it was the former home of my girlfriend, a local person by birth.

Since we work mainly in Bangkok and the villagers in this area's main occupation is fishing, we see an opportunity to return and live at home when we retire. So, we turned our house into a homestay. It is like uncles and aunts doing it themselves" (E19).

From the interview, it was a drive for the economy in the area. From the beginning, villagers relied on local labor for construction when they could not go to sea for fishing and relied on the beautiful natural resources in the area to open a coffee shop to serve tourists who came to enjoy nature and people. They were staying at a homestay.

As the saying goes, "When we come to rebuild here, we use houses for construction. In this area, they go out to fish in front of the fish. However, during the monsoon season, they will stay home to do construction or repair work. So, we used the time when they were not fishing to help us" (E19) and "My place. Mangrove forests do not block the view. It is a long beach, a landmark for people to come and take photos. They will feel that when they come, they want to drink coffee, so they set up a coffee shop to have daily income" (E19).

However, in the community's tourism work, the community understands work. It uses tourism as a secondary occupation to improve the quality of life of people in the community and develop the community for the better. As can be seen from the following: "We understand community based tourism management because DASTA has taught us that community based tourism does not focus on building buildings or creating many accommodations. However, we use this job as a supplementary job. Which we already do as our main occupation. We do not emphasize that we will make tourism our main career. Nevertheless, take it as another profession that helps develop our community into a better living place" (LC15).

4.3.4.3 Social Potential

The Laem Klat community has an interesting way of life that is a selling point and attracts tourists. Stories of the fisherman's way of life and the conservation of aquatic animals, seasonal tourism activities, and delicious food are considered the area's charm. As can be seen from "The community has a story about the origins of the community's ecotourism, a fisherman's way of life for tourists to experience, seasonal activities, a community forest, and a border area on the Cambodian side where products can be brought in to sell, there is a community market on both sides, an orchid market. Moreover, there are recommended local foods, such as wild curry, charming pork, and

seafood, such as crabs and crayfish, which we have a group that cooks to help care for them" (LC15).

Promoting community based tourism in the Laem Klat community area is part of the development of the area that responds to development in the social dimension by clearly promoting the creation of network partners and building strength. In spatial terms, these things create jobs and diverse careers, increase opportunities for income generation, and diversify occupational risks for people in the area. Initially, the Laem Klat community had occupations as fishermen or farmers who were experts in their field of work, using their skills to earn a living. When community based tourism came into existence, it resulted in self-development that was in line with community based tourism, with the support of tourism agencies. As the interview said, "Tourism began with the promotion of DASTA, with DASTA helping to develop the community's knowledge about marketing. and media preparation Searching for the identity of the area" (LC15).

With the support of tourism agencies, the community discovers its identity and the area's uniqueness. The community learns to work with network partners, which is characterized by collaborative learning, with the government network also helping to support villagers in gaining more knowledge about tourism. The critical network is the DAO, which causes the grouping of community sectors to expand the cooperation network. Let's help each other. As mentioned in the interview: "Originally, we did it together with Ban Nam Chiao. We have expanded to Ban Mai Rut and Ban Khlong Yai, all on the same network. However, Ban Tha Ranae and Ban Ao Yai are on the city side. These villages are all in our network (LC15).

4.3.4.4 Environmental Potential

The Laem Klat community has tourism capital in terms of physical resources, biological resources, mountainous areas, sea, and waterfalls. Outstanding marine resources include blue-swimming crabs, colored jellyfish unique to Laem Klat, and dolphins. Tourism in the Laem Klat community involves tourists visiting and conserving marine resources simultaneously. That can be seen from the interview: "This Laem Klat Tourism Club has at least five villages that all do the same coastal activities, and another five villages will be in the mountainous areas. Moreover, two natural channels are adjacent to Cambodia; our area has the sea, waterfalls, and

mountains. However, the strength of tourism management is not yet fully developed because each group has a different level of readiness. For example, in the seaside group, every member can take tourists to see dolphins, and when we receive tourists, we cannot distribute tourists to all members because each group does the same activities. As a result, sometimes our tourism arrangements cannot provide adequate care for our members. Because our area is large and has similar activities" (LC15).

In an interview with the Vice President of the Laem Klat Community Enterprise, it was pointed out that the area has outstanding natural capital and environmental characteristics. Consistent with entrepreneurs in Trat Province who were mentioned as utilizing natural capital and the environment in designing products and services, as the interview said, "From my experience of homestays for two years, I can see that the best period here is December-April because the water is clear and beautiful. After that, May-November will rain. So, if it is high season, we sell beautiful water, white sand, and good weather, and in the rainy season, 30-40 hornbills come to eat wild berries; we will present the story of the hornbill. We designed the accommodations so they would not disturb nature. Try to blend in with nature. For example, the house is painted black because I had previously experimented with painting the house white, but the hornbill did not come. So, we modified the house to be closer to where hornbills like to live so they can take shelter" (E19).

In addition, the Laem Klat area has natural resources, including coastal and mountainous regions. Villagers rely on fishing for sustenance, such as catching blue crabs to sell. However, the idea to conserve blue crabs arose when resources dwindled. The Blue Crab Bank project was born. When DASTA promotes community based tourism, it creates an interdependent situation where the Ma Pu Bank relies on community based tourism to support expenses.

Meanwhile, community based tourism has the Blue Crab Bank as a tourist attraction for learning, as the Vice President of Laem Klat Community Enterprise mentioned in the interview. "At Laem Klat, tourism supplements conservation activities. If the villagers gather and release crabs, they must help pool money to buy equipment to create a crab bank; however, when we have tourists come to do activities with us. That gives us income from this part to help, besides tourists coming to eat our crabs. They also came to help release mother crab. If the community

lacks any equipment, we use the money from tourism to manage this part. There is an extension of doing the fish house thing; we create a conservation area and take tourists to make fish houses, taking tourists to place fish houses in the conservation area. When tourists come, they come and do things at this point. We do not have to have expenses to do this, and we have operating expenses for this part to care for, helping fishermen in the area not have to invest their own money" (LC15).

4.3.4.5 Good Governance Potential

Laem Klat's community based tourism management involves community development to increase business competitiveness, although local people's traditional occupations are agriculture and fishing. However, when DASTA came to provide knowledge in providing services to tourists, villagers could perform their duties. As seen from the following: "People in the area know their profession but do not know tourism. With the condition of the people in the area welcoming outsiders, the DASTA came to provide training to the group of leaders in the matter of introducing themselves, telling stories about their way of life, and understanding the matter of safety, making our community prepared at a certain level even though it is not 100% complete, now everyone can accept tourists" (LC15).

The tourism management of the Laem Klat community is grouped as a tourism club, and the club is used as an intermediary in coordination. Work with clients, do public relations, distribute clients to club members, and support tourists receiving the needed services. It can be seen from the interview that "customers will contact the club through the morning. Clubs are used as a medium for transmitting information to members; sometimes tourists will let clubs find and reserve hotels for them" (LC15).

In addition, to manage the community's activities smoothly, there are standard rules for all members. That can be seen from the interview: "We have rules that we use together in the club because our group not only does tourism, but we also have fishing to support. We are registered as a group with the Department of Fisheries and have standard rules about what we can and cannot do. In our club, we have shared rules. If the matter that happens to the community is illegal, we let the responsible agency handle it.

Nevertheless, if it is not illegal, we use people in the community to pressure them to comply, and in the end, they have to agree to change because of the

people. In a similar area of work, it cannot do anything different from what most people in the group do. In the case of groups of people from outside entering the area, they must also abide by our agreement" (LC15).

In addition to the management dimensions mentioned above, the community values human development. Community members are organized to receive training to improve the quality of tourism services and be tour guides to increase community based tourism.

4.3.4.6 Adaptation Ability Potential

As for the matter of Adaptation Ability Potential, when considering the problems and obstacles in the Laem Klat community's tourism operations, it was found that the variability of the climate causes tourism activities to change according to the season, making it impossible to generate income from tourism throughout the year. Furthermore, when unexpected natural changes occur, it makes it difficult for communities to plan tourism management. The community manages this problem by organizing tours that are available only to tourists who have made reservations to create the highest impression on tourists. It can be seen from the interview that "Our tourism mainly uses natural resources. Sometimes, when nature fluctuates, it affects tourism. For example, we have colorful jellyfish that other places do not have. Furthermore, this is something that captures the interest of tourists. However, with the changing environment, the jellyfish disappeared. When jellyfish disappear and do not come in season, Tourists also disappear. Until this year, jellyfish have been coming back. However, there were few, and they only came for one week. So, when we started promoting tourism, the results showed that when tourists came, All the jellyfish died, causing tourists who came to visit not to see the jellyfish. In this case, we cannot tell when the jellyfish will come each year. Moreover, how many days did you stay? It makes us unable to organize travel plans" (LC15), and "We lack the continuity of tourism management because our activities depend on the season and weather conditions. We have encountered problems with tourists visiting during the season, but the inclement weather prevents us from traveling. We solve the problem of having tourists' books in advance because we do community based tourism. We do not have a place like a hotel that can always accommodate you. Therefore, we will allocate services according to the number of people notified" (LC15).

In addition, problems were found in COVID-19, causing tourism to stop. As a result, the villagers lack income and have to turn to fishing, resulting in more animals being caught. The sale of fresh seafood has limitations: the product only lasts for a while and will spoil. Therefore, the community turned to processing seafood and selling it through e-commerce, which was used to promote community based tourism before COVID-19, as seen from the interview: “When you cannot travel, the villagers returned to fishing, especially during COVID-19, which has caused the amount of fishery resources to decrease a lot. Because there is no tourism, we must solve the problem by fishing again. Even though more aquatic animals are being caught, it also helps villagers make a living through ecotourism. Our community also processes existing aquatic animals, including processed blue swimming crabs, dried food, sun-dried food, and sweet fish. It allows us to expand the market and send them to sell elsewhere through Facebook, adding value to the community and allowing us to distribute seafood easier because it can be stored for a long time” (LC15).

In the area of Laem Klat, this tourism occupation has created a new occupation besides the main occupation of fishing, which has helped to supplement the income of the people in the area, which is enough for tourism to stop. People in the area adjusted by returning to fishing as usual to make a living. Because of the COVID-19 situation and the geography of the Laem Klat community, the villagers have few employment options. As a result, the resources in the area were returned to their original form before conservation.

However, the community’s success in ecotourism management is a testament to their collective efforts. It has created a new occupation and increased environmental awareness among the villagers. As community leaders and entrepreneurs emphasized, “If people in the area do not cooperate in conservation work, it makes conservation difficult to succeed. It can be seen from the garbage problem at Mai Rut Subdistrict, which has many foreigners living there. They are not interested in the environment because they are not the owners of the area” (E19). That underscores the community’s understanding that the success of ecotourism management is a result of everyone’s cooperation.

The Laem Klat community was adaptable because it understood its limitations. It tried to learn from its mistakes. To prevent repeat problems, it tried to

adapt by using creativity to create new community products, using resources efficiently, and generating more income. Most importantly, ecotourism gave the community knowledge and understanding about the environment and awareness that caring for natural resources positively impacts the community and that everyone must work together to do so.

4.3.4.7 Sustainable Value from Community Based Tourism

Sustainability in the operations of Laem Klat Subdistrict Tourism Promotion Club in Trat found that one thing that makes community based tourism management in the area sustainable is the management of ecotourism that complements fishing, which is the main occupation. The villagers are sustainable by catching more aquatic animals. It can be seen from the interview that "We bring in tourists to help us carry out conservation activities in the area, and we do not accept tourists destroying the resources in our area. Moreover, people in the area must help take care of the resources in the area as well. For example, for dolphin viewing activities, we must care for water quality, hunt for rare water animals, and develop forestry and resources in the area to perfection. Which in turn develops our community" (LC15).

When considering the sustainable value that the community receives from community based tourism, it is found that the community gets business value, which is that community based tourism improves the economy of the area because it helps generate income from conserving resources in the area. It can be seen from the interview that "Community based tourism management causes changes in a better direction, especially in coastal resources. For example, tourism brings income to help nurse young aquatic animals. Therefore, fishermen do not have to pay to do this. Furthermore, we must stop blue crab fishing because we have additional income from tourism. Instead of catching more crabs, we have more income. We catch less. They came just for the cooking activity, which helps promote each other" (LC15), and "Apart from tourism helping to generate income for the community. It also helps create extra careers, that is, helping promote the sales of products in the community that we sell to tourists" (LC15).

Social value is found in communities' pride in organizing ecotourism activities that balance the environment and natural resources. In the dimension of eco value, it was found that ecotourism results in more abundant natural resources and the

environment. As seen from the climate, the natural resources of Laem Klat have improved. Both qualitative and quantitative. It results from the arrival of tourists who come to participate in natural resources conservation activities in the area. Tourists pay the costs of resources conservation, allowing villagers to continue conservation activities because it preserves natural resources to which villagers have almost no monetary cost.

4.4 An Appropriate Sustainable Active Beach Cluster's CBT Management Model

The researcher has developed the Sustainable Active Beach Cluster's CBT Management Model, a framework model for applying to achieve sustainability in the Active Beach Cluster's community based tourism management.

4.4.1 The Development of The Sustainable Active Beach Cluster's CBT Management Model

Table 4.40 summarizes details of the development of The Sustainable Active Beach Cluster's CBT Management Model, which consists of 3 development dimensions, 13 key success factors, and 42 key success factors components and indicators.

Table 4.40 The Details of Development of The Sustainable Active Beach Cluster's CBT Management Model

Development Dimension	Key success factors	Key success factor Components	Indicator
Knowledge & Competitiveness	KSF1: Tourism Business	1.1 The community's ability to evaluate competitors' ability in the tourism business to reach tourists.	The community analyzes the ability to reach tourists of competitors in the tourism business to evaluate competitiveness or create business cooperation.

Development Dimension	Key success factors	Key success factor Components	Indicator
		1.2 The community's ability to reach tourists.	The community can reach tourists, who are the target group, and create business opportunities. For example, being an ecotourism community, it can reach eco-tourists.
		1.3 The community's partnership with the travel agency.	The community cooperates with travel agencies to allow them to use the community's tourism activities as part of the company's products and services and to refer tourists to the community.
		1.4 Community customer bases	The community systematically collects data and statistics to expand the customer base continuously.
		1.5 Travel routes that tourists can choose by themselves.	The community organizes activities and offers a variety of travel routes for tourists to choose from according to their needs.
		1.6 Tourism routes that the community has designed for tourists.	The community organizes activities and designs travel routes to serve tourists.
	KSF6: Competition	6.1 The number of emerging competitors in the tourism business.	The community has analyzed the number and potential of emerging competitors in the tourism business, including other communities, tour operators, or substitute

Development Dimension	Key success factors	Key success factor Components	Indicator
			products and services, to use the information to develop tourism activities to gain a competitive advantage.
		6.2 The number of existing competitors in the tourism business.	The community has analyzed the number and potential of existing competitors in the tourism business, including other communities, tour operators, or substitute products and services, to use the information to develop tourism activities to gain a competitive advantage.
		6.3 Similarity of tourism products and services.	The community has created products and services that are unique and different from other tourism operators.
	KSF10: Online Marketing	10.1 Online tourism publicity channels.	The community promotes tourism through various online platforms that cover all target groups.
		10.2 Community based tourism social media.	The community has its own media that post on social media and is used to publicize community based tourism.
	KSF13: Facility Units	13.1 Number of stores in the community.	The community has several shops that serve tourists' needs and has received certification in

Development Dimension	Key success factors	Key success factor Components	Indicator
			tourism standards, such as SHA safety standards.
		13.2 number of restaurants in the community.	The community has several restaurants that serve tourists' needs and has received certification in tourism standards, such as Green Restaurant.
		13.3 Number of accommodations in the community.	The community has sufficient accommodations to serve tourists' needs and has received certification in tourism standards, such as homestay standards.
Community Capabilities	KSF12: Physical and Biological Capital	12.1 Physical capital of the community	The community has a physical capital of tourism that can be developed as a selling point, such as a tourist attraction, landmark, and check-in point.
		12.2 Biological capital of the community	The community has a biological capital of tourism that can be developed as a selling point, such as forests, fruits, vegetables, and endemic animals.
	KSF5: Share Value & Participation	5.1 An agreement that members of the community adhere to and act together.	The community has shared values, agreements, rules, and regulations that members uphold and practice to create unity in driving the community.

Development Dimension	Key success factors	Key success factor Components	Indicator
		5.2 Community internal communication.	The community has a systematic internal communication process to ensure correct understanding among members. For example, there is a transparent communication process, and there is a meeting once a month to ensure correct understanding.
		5.3 Community member relationship.	Community members cooperate and participate in community based tourism activities. There is a clear division of responsibilities for tourism activities, and community members of all ages are encouraged to participate.
	KSF11: Local Identity	11.1 Abundance of community environment and resources.	The community maintains the environment and the community's resources, which are continually abundant.
		11.2 expertise skill, prominence, and community identity.	The community has skills and expertise, outstanding local wisdom, and the community's identity.
	KSF8: Sustainability	8.1 Adequacy of community members' income.	Members of the community have sufficient income for their livelihoods.
		8.2 The quality of life and well-being of community members.	Members have a good quality of life and well-being.

Development Dimension	Key success factors	Key success factor Components	Indicator
		8.3 The occupational and earning abilities of community members.	Its members can pursue a variety of careers to earn enough income for a living.
	KSF3: Tourism Policy and Administration	3.1 Management style of community leaders.	Community leaders have a style of management that can effectively drive community based tourism.
		3.2 Community based tourism operation system.	The community operates Community based tourism in a systematic manner, including planning, operation, evaluation, and continuous improvement.
		3.3 The price of raw materials a community must buy from outside suppliers to make goods and services.	The community can purchase raw materials for producing goods and services from suppliers outside the community at a price equal to or less than the market price.
		3.4 Active Beach Cluster's Tourism Development Policy Affects CBT.	Policies and tourism development plans in the Active Beach Cluster are appropriate to the problem conditions, and area development can be implemented.
	KSF7: CBT Team & Strategy	7.1 Organizations or working groups specialized in CBT.	The community has an efficient organization or working group dedicated to community based tourism.
		7.2 Strategies and action plans for CBT.	The community has a strategy and action plan for community based

Development Dimension	Key success factors	Key success factor Components	Indicator
			tourism, which are transmitted to members (KM) to drive community based tourism.
		7.3 Tourism staff expertise.	Community members have the knowledge and ability to operate tourism regarding customer service, communication, storytelling, procedures, and working systems for organizing community based tourism activities.
Network & Opportunities	KSF2: Network & Communication	2.1 Community's Storytelling	The community has its own selling point story, and storytellers skilled at telling stories can create a good customer experience and expand business opportunities.
		2.2 Community based tourism routes map.	The community has a map suggesting community based tourism routes.
		2.3 Number of community network partners.	The community has sufficient network partners, such as government networks, the private sector, the civil society sector, and the public sector, to support each part of the work.
		2.4 Communication with network partners.	Communities have accurate and regular communication with network partners to drive the work efficiently.

Development Dimension	Key success factors	Key success factor Components	Indicator
		2.5 Collaboration with network partners.	Communities can work effectively with network partners.
	KSF4: Encouraging Tourism	4.1 Tourism Encouraged by External Agencies.	External agencies such as the Tourism Authority of Thailand (TAT) or the Special Areas for Sustainable Tourism Development Service Organization (DASTA) encourage the community's tourism.
		4.2 Tourism Encouraged by Local Development Policy.	The community has received tourism encouragement through policies on developing and promoting tourism at the local level, such as the provincial tourism development and promotion policy.
		4.3 Tourism Encouraged by National Development Policy.	The community has received tourism encouragement through National Development Policies, such as the DASTA tourism development or TAT promotion policies.
	KSF9: Business Partner	9.1 Number of tourism business partners.	The community has a tourism business partner in an amount sufficient to support the work of the community and can be substituted.

Development Dimension	Key success factors	Key success factor Components	Indicator
		9.2 Number of outside suppliers involved in community based tourism	The community has suppliers outside the community who supply raw materials for production or sell products and services related to tourism to the community in an amount sufficient to support the work of the community and can be substituted.
		9.3 Strengthening operations between community and business partners.	The community can effectively work with business partners and promptly respond to the development and management of tourism.

4.4.2 The Model Assessment Results from the Specialists

In developing the Sustainable Active Beach Cluster's CBT Management Model, specialists must provide their opinions on proposing an appropriate sustainable management model. These specialists include model user representatives, experts in environmental management, community and local development, business management, and professionals in sustainable tourism development. This will make the proposed sustainable management model reliable and practical.

There were eleven key informants: four of the model user representatives, two experts in environmental management, two experts in community and local development, one expert in business management, and two professionals in sustainable tourism development fields.

The assessment results from the specialists show that forty issues of the sustainable active beach cluster's CBT management model developed by the researcher are very important, with rating scores between 4-5 and acceptable, with average scores between 0.636 - 1. Two issues are moderately important, with rating scores between 3

- 3.182 and unacceptable, with average scores between 0.090 - 0.182. The details can be summarized in Table 4.41

Table 4.41 The Assessment Results of the Sustainable Active Beach Cluster's CBT Management Model

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
Knowledge & Competitiveness	KSF1: Tourism Business	1.1 The community's ability to evaluate competitors' ability in the tourism business to reach tourists.	The community analyzes the ability to reach tourists of competitors in the tourism business to evaluate competitiveness or create business cooperation.	0.909	4.455
		1.2 The community's ability to reach tourists.	The community can reach tourists, who are the target group, and create business opportunities. For example, being an ecotourism community, it can reach eco-tourists.	1	4.727
		1.3 The community's partnership with the travel agency.	The community cooperates with travel agencies to allow them to use the community's tourism activities	0.818	4

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			as part of the company's products and services and to refer tourists to the community.		
		1.4 Community customer bases	The community systematically collects data and statistics to expand the customer base continuously.	1	4.636
		1.5 Travel routes that tourists can choose by themselves.	The community organizes activities and offers a variety of travel routes for tourists to choose from according to their needs.	1	4.818
		1.6 Tourism routes that the community has designed for tourists.	The community organizes activities and designs travel routes to serve tourists.	1	4.909
	KSF6: Competition	6.1 The number of emerging competitors in the tourism business.	The community has analyzed the number and potential of emerging competitors in the tourism business, including other	1	4.367

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			communities, tour operators, or substitute products and services, to use the information to develop tourism activities to gain a competitive advantage.		
		6.2 The number of existing competitors in the tourism business.	The community has analyzed the number and potential of existing competitors in the tourism business, including other communities, tour operators, or substitute products and services, to use the information to develop tourism activities to gain a competitive advantage.	0.909	4.455
		6.3 Similarity of tourism products and services.	The community has created products and services that are unique and different from	1	4.727

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			other tourism operators.		
	KSF10: Online Marketing	10.1 Online tourism publicity channels.	The community promotes tourism through various online platforms that cover all target groups.	0.909	4.546
		10.2 Community based tourism social media.	The community has its own media that post on social media and is used to publicize community based tourism.	0.909	4.546
	KSF13: Facility Units	13.1 Number of stores in the community.	The community has several shops that serve tourists' needs and has received certification in tourism standards, such as SHA safety standards.	1	4.727
		13.2 number of restaurants in the community.	The community has several restaurants that serve tourists' needs and has received certification in tourism	1	4.818

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			standards, such as Green Restaurant.		
		13.3 Number of accommodations in the community.	The community has sufficient accommodations to serve tourists' needs and has received certification in tourism standards, such as homestay standards.	1	4.818
Community Capabilities	KSF3: Tourism Policy and Administration	3.1 Management style of community leaders.	Community leaders have a style of management that can effectively drive community based tourism.	1	4.636
		3.2 Community based tourism operation system.	The community operates Community based tourism in a systematic manner, including planning, operation, evaluation, and continuous improvement.	1	4.727
		3.3 The price of raw materials a community must	The community can purchase raw materials for	0.182	3.182

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
		buy from outside suppliers to make goods and services.	producing goods and services from suppliers outside the community at a price equal to or less than the market price.		
		3.4 Active Beach Cluster's Tourism Development Policy Affects CBT.	Policies and tourism development plans in the Active Beach Cluster are appropriate to the problem conditions, and area development can be implemented.	0.909	4.364
	KSF5: Share Value & Participation	5.1 An agreement that members of the community adhere to and act together.	The community has shared values, agreements, rules, and regulations that members uphold and practice to create unity in driving the community.	0.909	4.727
		5.2 Community internal communication.	The community has a systematic internal communication process to ensure	0.909	4.364

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			correct understanding among members. For example, there is a transparent communication process, and there is a meeting once a month to ensure correct understanding.		
		5.3 Community member relationship.	Community members cooperate and participate in community based tourism activities. There is a clear division of responsibilities for tourism activities, and community members of all ages are encouraged to participate.	1	4.818
	KSF7: CBT Team & Strategy	7.1 Organizations or working groups specialized in CBT.	The community has an efficient organization or working group dedicated to community based tourism.	1	4.727

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
		7.2 Strategies and action plans for CBT.	The community has a strategy and action plan for community based tourism, which are transmitted to members (KM) to drive community based tourism.	1	4.727
		7.3 Tourism staff expertise.	Community members have the knowledge and ability to operate tourism regarding customer service, communication, storytelling, procedures, and working systems for organizing community based tourism activities.	1	4.818
	KSF8: Sustainability	8.1 Adequacy of community members' income.	Members of the community have sufficient income for their livelihoods.	0.636	4.273
		8.2 The quality of life and well-being of community members.	Members have a good quality of life and well-being.	1	4.727
		8.3 The occupational and	Its members can pursue a variety	0.636	4.273

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
		earning abilities of community members.	of careers to earn enough income for a living.		
	KSF11: Local Identity	11.1 Abundance of community environment and resources.	The community maintains the environment and the community's resources, which are continually abundant.	1	4.909
		11.2 expertise skill, prominence, and community identity.	The community has skills and expertise, outstanding local wisdom, and the community's identity.	1	5
	KSF12: Physical and Biological Capital	12.1 Physical capital of the community	The community has a physical capital of tourism that can be developed as a selling point, such as a tourist attraction, landmark, and check-in point.	1	5
		12.2 Biological capital of the community	The community has a biological capital of tourism that can be developed as a selling point, such as forests, fruits, vegetables,	1	4.909

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			and endemic animals.		
Network & Opportunities	KSF2: Network & Communication	2.1 Community's Storytelling	The community has its own selling point story, and storytellers skilled at telling stories can create a good customer experience and expand business opportunities.	0.909	4.727
		2.2 Community based tourism routes map.	The community has a map suggesting community based tourism routes.	1	4.727
		2.3 Number of community network partners.	The community has sufficient network partners, such as government networks, the private sector, the civil society sector, and the public sector, to support each part of the work.	1	4.546
		2.4 Communication with network partners.	Communities have accurate and regular communication with network	0.909	4.636

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			partners to drive the work efficiently.		
		2.5 Collaboration with network partners.	Communities can work effectively with network partners.	1	4.727
	KSF4: Encouraging Tourism	4.1 Tourism Encouraged by External Agencies.	External agencies such as the Tourism Authority of Thailand (TAT) or the Special Areas for Sustainable Tourism Development Service Organization (DASTA) encourage the community's tourism.	1	4.727
		4.2 Tourism Encouraged by Local Development Policy.	The community has received tourism encouragement through policies on developing and promoting tourism at the local level, such as the provincial tourism	1	4.727

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			development and promotion policy.		
		4.3 Tourism Encouraged by National Development Policy.	The community has received tourism encouragement through National Development Policies, such as the DASTA tourism development or TAT promotion policies.	1	4
	KSF9: Business Partner	9.1 Number of tourism business partners.	The community has a tourism business partner in an amount sufficient to support the work of the community and can be substituted.	0.909	4.091
		9.2 Number of outside suppliers involved in community based tourism	The community has suppliers outside the community who supply raw materials for production or sell products and services related to tourism to the community in an amount sufficient	0.090	3

Development Dimension	Key Success Factors	Key Success Factor Components	Indicator	Average Score	Rating Score
			to support the work of the community and can be substituted.		
		9.3 Strengthening operations between community and business partners.	The community can effectively work with business partners and promptly respond to the development and management of tourism.	0.909	3.727

The definitions of the scores are as follows:

1) The +1 score refers to a practical issue; the 0 score refers to an uncertain issue; and the -1 score refers to an impractical issue. The acceptable issues must have an average score of more than 0.50.

2) The 5-rating score refers to the most important issue; the 4-rating score refers to the very important issue; the 3-rating score refers to the moderately important issue; the 2-rating score refers to the slightly important issue; and the 1- rating score refers to the least important issue. The higher the average rating score, the more important the issue.

Regarding the importance of each key success factor component, the rating scores showed that the issues “expertise skill, prominence, community identity” and “Physical capital in the community” were the most important, with a score of 5. The first is the key success factor component of KSF11, “Local Identity,” and the second is the key success factor component of KSF12, “Physical and Biological Capital.”

The two issues that received the lowest scores were “3.3 The price of raw materials a community must buy from outside suppliers to make goods and services” and “9.2 Number of outside suppliers involved in community based tourism,” with

scores of 3.182 and 3, respectively. These issues are in KSF3 “Tourism Policy and Administration” and KSF9 “Business Partner.” Both have Average Scores below 0.5, which are considered unacceptable issues.

Therefore, CBT should focus on the issues of “expertise skill, prominence, community identity” and “Physical capital in the community” when operating tourism. The importance of the key success factor component issue in the model can be summarized in Figure 4.18.

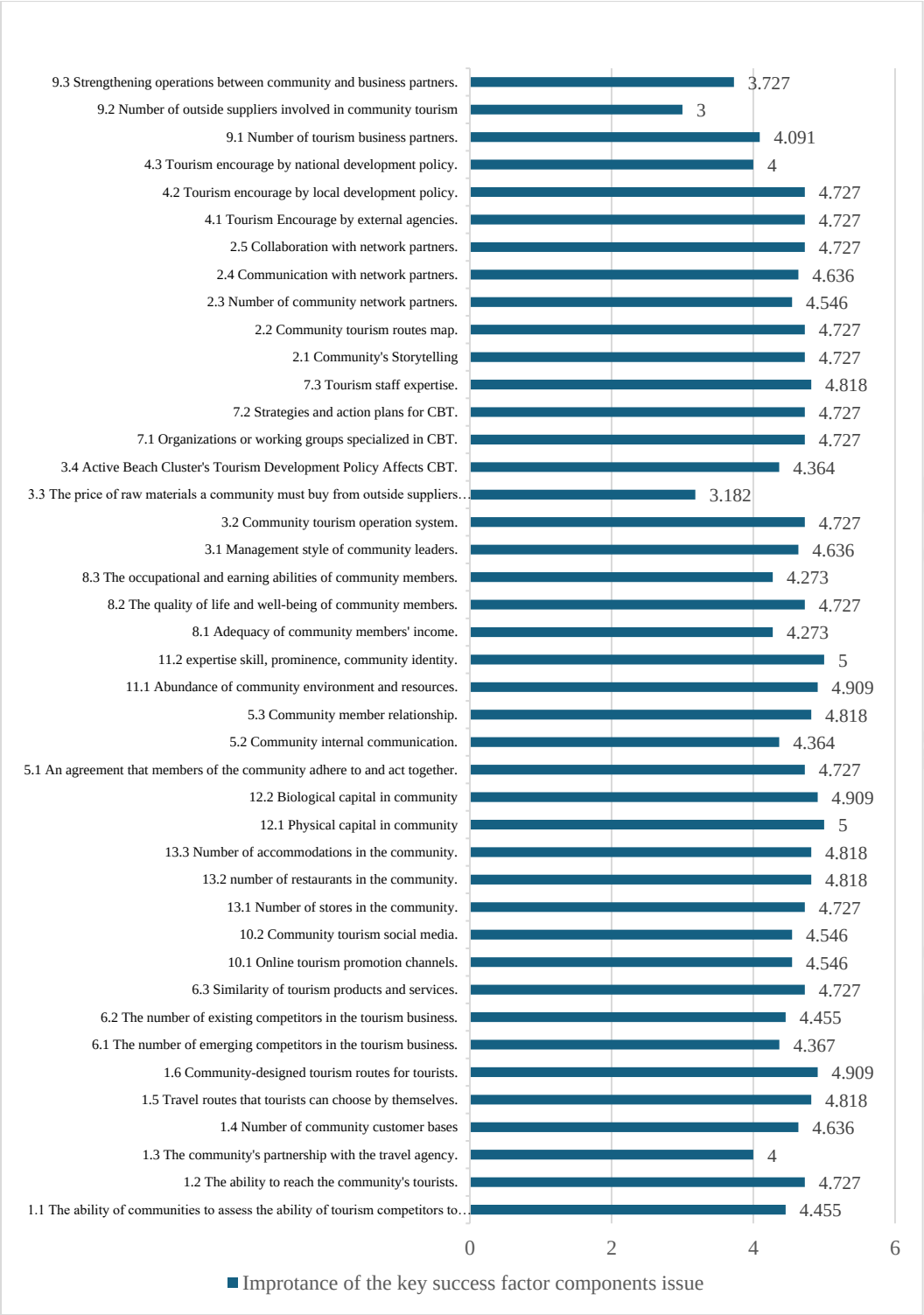

Figure 4.18 The Importance of the Key Success Factor Component Issue

Although all issues are acceptable and very important, the assessment form's open-ended questions reveal the key informants' valuable opinions, which could be summarized as follows.

1) Some key success factor components and indicators are redundant or missing some critical points. The researcher should adjust it to be more appropriate.

2) To make the model more complete, add information about the strategy for improving community based tourism in the Active Beach Cluster and findings on the issue of sustainable value, which the researcher has synthesized into it.

The adjustments of the Sustainable Active Beach Cluster's CBT Management Model after the assessments, details are presented in Table 4.42.

Table 4.42 The Adjustments of the Sustainable Active Beach Cluster's CBT Management Model After the Assessments

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
Knowledge & Competitiveness	KSF1: Tourism Business	1.1 The community's ability to evaluate competitors' ability in the tourism business to reach tourists.	The community analyzes the ability to reach tourists of competitors in the tourism business to evaluate competitiveness or create business cooperation.	-	**Knowledge & Competitiveness**	KSF1: Tourism Business	1.1 The community's ability to evaluate competitors' ability in the tourism business to reach tourists.	The community analyzes the ability to reach tourists of competitors in the tourism business to evaluate competitiveness or create business cooperation.
		1.2 The community's ability to reach tourists.	The community can reach tourists, who are the target group, and create business opportunities. For example,	-			1.2 The community's ability to reach tourists.	The community can reach tourists, who are the target group, and create business opportunities. For example, being an ecotourism

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			being an ecotourism community, it can reach eco-tourists.					community, it can reach eco-tourists.
		1.3 The community's partnership with the travel agency.	The community cooperates with travel agencies to allow them to use the community's tourism activities as part of the company's products and services and to refer tourists to the community.	-			1.3 The community's partnership with the travel agency.	The community cooperates with travel agencies to allow them to use the community's tourism activities as part of the company's products and services and to refer tourists to the community.
		1.4 Community customer bases	The community systematically collects data and statistics to	-			1.4 Community customer bases	The community systematically collects data and statistics to

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			expand the customer base continuously.					expand the customer base continuously.
		1.5 Travel routes that tourists can choose by themselves.	The community organizes activities and offers a variety of travel routes for tourists to choose from according to their needs.	- This issue is similar to the key success factor component 1.6 and should be combined.			1.5 Tourism routes that the community has designed for tourists.	The community organizes activities and designs a variety of travel routes for tourists to choose from according to their needs.
		1.6 Tourism routes that the community has designed for tourists.	The community organizes activities and designs travel routes to serve tourists.	- This issue is similar to the key success factor component 1.5 and should be combined.				
	KSF6: Competition	6.1 The number of emerging competitors in	The community has analyzed the number and	- In the indicator, an evaluation of		KSF6: Competition	6.1 The number of emerging competitors in	The community has analyzed and evaluated the

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
		the tourism business.	potential of emerging competitors in the tourism business, including other communities, tour operators, or substitute products and services, to use the information to develop tourism activities to gain a competitive advantage.	competitors' performance.			the tourism business.	potential and performance of emerging competitors in the tourism business, such as other communities, tour operators, or substitute products and services, to use the information to develop tourism activities and gain a competitive advantage.
		6.2 The number of existing competitors in the tourism business.	The community has analyzed the number and potential of existing	-			6.2 The number of existing competitors in the tourism business.	The community has analyzed the number and potential of existing

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
			competitors in the tourism business, including other communities, tour operators, or substitute products and services, to use the information to develop tourism activities to gain a competitive advantage.					competitors in the tourism business, including other communities, tour operators, or substitute products and services, to use the information to develop tourism activities to gain a competitive advantage.
		6.3 Similarity of tourism products and services.	The community has created products and services that are unique and different from	-			6.3 Similarity of tourism products and services.	The community has created products and services that are unique and different from

Before Adjustment					After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**	**The Specialist's Opinion**	**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			other tourism operators.					other tourism operators.
	KSF10: Online Marketing	10.1 Online tourism publicity channels.	The community promotes tourism through various online platforms that cover all target groups.	-		KSF10: Online Marketing	10.1 Online tourism publicity channels.	The community promotes tourism through various online platforms that cover all target groups.
		10.2 Community based tourism social media.	The community has its own media that post on social media and is used to publicize community based tourism.	-			10.2 Community based tourism social media.	The community has its own media that post on social media and is used to publicize community based tourism.
	KSF13: Facility Units	13.1 Number of stores in the community.	The community has several shops that serve tourists' needs and has received certification in	- Every Key Success Factor Element of KSF13 should be combined into one item		KSF13: Facility Units	13.1 The number of Facility Units in the community.	The community has the necessary facility units, such as essential public utilities in sufficient

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
			tourism standards, such as SHA safety standards.	and added to the necessary factors, including basic public utilities such as bathrooms, parking, medical facilities, security, public relations points, electricity, water, and the internet.				quantities to meet the needs of tourists, including bathrooms, car parking, medical facilities, security, public relations points, shops, restaurants, accommodations, electricity, water, and the internet.
		13.2 number of restaurants in the community.	The community has several restaurants that serve tourists' needs and has received certification in	- It should add about the quality or standards of facility units.			13.2 The standards of Facility Units in the community.	Community facility Units have received certification in tourism standards, such as SHA Safety

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			tourism standards, such as Green Restaurant.					Standards, Green Restaurant, and Homestay Standards.
		13.3 Number of accommodations in the community.	The community has sufficient accommodations to serve tourists' needs and has received certification in tourism standards, such as homestay standards.	-				
Community Capabilities	KSF3: Tourism Policy and Administration	3.1 Management style of community leaders.	Community leaders have a style of management that can effectively drive community based tourism.	-	**Community Capabilities**	KSF3: Tourism Policy and Administration	3.1 Management style of community leaders.	Community leaders have a style of management that can effectively drive community based tourism.

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
		3.2 Community based tourism operation system.	The community operates Community based tourism in a systematic manner, including planning, operation, evaluation, and continuous improvement.	-			3.2 Community based tourism operation system.	The community operates Community based tourism in a systematic manner, including planning, operation, evaluation, and continuous improvement.
		3.3 The price of raw materials a community must buy from outside suppliers to make goods and services.	The community can purchase raw materials for producing goods and services from suppliers outside the community at a price equal to or	*In a practical issue assessment, this issue has a score range of 0.182, which is unacceptable.				

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
			less than the market price.					
		3.4 Active Beach Cluster's Tourism Development Policy Affects CBT.	Policies and tourism development plans in the Active Beach Cluster are appropriate to the problem conditions, and area development can be implemented.	-			3.3 Active Beach Cluster's Tourism Development Policy Affects CBT.	Policies and tourism development plans in the Active Beach Cluster are appropriate to the problem conditions, and area development can be implemented.
	KSF5: Share Value & Participation	5.1 An agreement that members of the community adhere to and act together.	The community has shared values, agreements, rules, and regulations that members uphold and practice to	-		KSF5: Share Value & Participation	5.1 An agreement that members of the community adhere to and act together.	The community has shared values, agreements, rules, and regulations that members uphold and practice to create

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			create unity in driving the community.					unity in driving the community.
		5.2 Community internal communication.	The community has a systematic internal communication process to ensure correct understanding among members. For example, there is a transparent communication process, and there is a meeting once a month to ensure correct understanding.	-			5.2 Community internal communication.	The community has a systematic internal communication process to ensure correct understanding among members. For example, there is a transparent communication process, and there is a meeting once a month to ensure correct understanding.

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
		5.3 Community member relationship.	Community members cooperate and participate in community based tourism activities. There is a clear division of responsibilities for tourism activities, and community members of all ages are encouraged to participate.	-			5.3 Community member relationship.	Community members cooperate and participate in community based tourism activities. There is a clear division of responsibilities for tourism activities, and community members of all ages are encouraged to participate.
	KSF7: CBT Team & Strategy	7.1 Organizations or working groups specialized in CBT.	The community has an efficient organization or working group dedicated to	-		KSF7: CBT Team & Strategy	7.1 Organizations or working groups specialized in CBT.	The community has an efficient organization or working group dedicated to

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
			community based tourism.					community based tourism.
		7.2 Strategies and action plans for CBT.	The community has a strategy and action plan for community based tourism, which are transmitted to members (KM) to drive community based tourism.	- It should be adjusted to "The community has strategies and operational plans for tourism to drive sustainable community based tourism."			7.2 Strategies and action plans for CBT.	The community has strategies and operational plans for tourism and has knowledge management in the community to drive sustainable community based tourism.
		7.3 Tourism staff expertise.	Community members have the knowledge and ability to operate tourism regarding customer service, communication, storytelling,	-			7.3 Tourism staff expertise.	Community members have the knowledge and ability to operate tourism regarding customer service, communication, storytelling, procedures, and

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			procedures, and working systems for organizing community based tourism activities.					working systems for organizing community based tourism activities.
	KSF8: Sustainability	8.1 Adequacy of community members' income.	Members of the community have sufficient income for their livelihoods.	- It should use "household debt" as a measure of the sufficiency of income for their livelihoods.		KSF8: Sustainability	8.1 Adequacy of community members' income.	Community members have no household debt, or in cases where members have it, they can continue to pay it off until it has gone, which reflects that members of the community have sufficient income for their livelihoods.
		8.2 The quality of life and well-	Members have a good quality of	-			8.2 The quality of life and well-	Members have a good quality of

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
		being of community members.	life and well-being.				being of community members.	life and well-being.
		8.3 The occupational and earning abilities of community members.	Its members can pursue a variety of careers to earn enough income for a living.	- It should increase the issue of communities using raw materials within the local to make a living and using them to produce goods and services to generate income and be self-sufficient in sustainability.			8.3 The occupational and earning abilities of community members.	Community members can pursue various careers, such as traditional occupations and tourism occupations, to earn enough income to live. The important thing is that community members use raw materials within the local area to produce goods and services, generate income,

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
								and be self-sufficient in sustainability.
	KSF11: Local Identity	11.1 Abundance of community environment and resources.	The community maintains the environment and the community's resources, which are continually abundant.	- It should be adjusted from "Abundance of community environment and resources" to "Sustainable preservation of the environment and resources in the community."		KSF11: Local Identity	11.1 Sustainable preservation of the environment and resources in the community.	The community maintains the environment and the community's resources, which are continually abundant.
		11.2 expertise skill, prominence, and community identity.	The community has skills and expertise, outstanding local wisdom, and the community's identity.	- It should increase "cultural capital" to cover all aspects of community			11.2 Cultural capital, local wisdom, expertise, and identity of the community.	The community's cultural capital, local wisdom, expertise, and identity encourage

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
				capital components.				communities to be outstanding.
	KSF12: Physical and Biological Capital	12.1 Physical capital of the community	The community has a physical capital of tourism that can be developed as a selling point, such as a tourist attraction, landmark, and check-in point.	-		KSF12: Physical and Biological Capital	12.1 Physical capital of the community	The community has a physical capital of tourism that can be developed as a selling point, such as a tourist attraction, landmark, and check-in point.
		12.2 Biological capital of the community	The community has a biological capital of tourism that can be developed as a selling point, such as forests, fruits, vegetables, and endemic animals.	- It should be adjusted to the community has a biological capital of tourism that can be developed as a selling point, such as endemic plants,			12.2 Biological capital of the community	The community has a biological capital of tourism that can be developed as a selling point, such as endemic plants, endemic animals, and community

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
				endemic animals, and community products, which are Geographical Indications (GI)				products, which are Geographical Indications (GI)
Network & Opportunities	KSF2: Network & Communication	2.1 Community's Storytelling	The community has its own selling point story, and storytellers skilled at telling stories can create a good customer experience and expand business opportunities.	-	**Network & Opportunities**	KSF2: Network & Communication	2.1 Community's Storytelling	The community has its own selling point story, and storytellers skilled at telling stories can create a good customer experience and expand business opportunities.
		2.2 Community based tourism routes map.	The community has a map suggesting community	-			2.2 Community based tourism routes map.	The community has a map suggesting

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			based tourism routes.					community based tourism routes.
		2.3 Number of community network partners.	The community has sufficient network partners, such as government networks, the private sector, the civil society sector, and the public sector, to support each part of the work.	-			2.3 Number of community network partners.	The community has sufficient network partners, such as government networks, the private sector, the civil society sector, and the public sector, to support each part of the work.
		2.4 Communication with network partners.	Communities have accurate and regular communication with network partners to drive the work efficiently.	-			2.4 Communication with network partners.	Communities have accurate and regular communication with network partners to drive the work efficiently.

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
		2.5 Collaboration with network partners.	Communities can work effectively with network partners.	-			2.5 Collaboration with network partners.	Communities can work effectively with network partners.
	KSF4: Encouraging Tourism	4.1 Tourism Encouraged by External Agencies.	External agencies such as the Tourism Authority of Thailand (TAT) or the Special Areas for Sustainable Tourism Development Service Organization (DASTA) encourage the community's tourism.	- It should be adjusted to "Tourism Encouraged by Government Agencies, State Enterprises, and Public Organizations."		KSF4: Encouraging Tourism	4.1 Tourism Encouraged by External Agencies.	Tourism is Encouraged by external agencies such as Government Agencies, State Enterprises, Public Organizations, and the Private Sector.
		4.2 Tourism Encouraged by	The community has received	-			4.2 Tourism Encouraged by	The community has received

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
		Local Development Policy.	tourism encouragement through policies on developing and promoting tourism at the local level, such as the provincial tourism development and promotion policy.				Local Development Policy.	tourism encouragement through policies on developing and promoting tourism at the local level, such as the provincial tourism development and promotion policy.
		4.3 Tourism Encouraged by National Development Policy.	The community has received tourism encouragement through National Development Policies, such as the DASTA tourism development or	-			4.3 Tourism Encouraged by National Development Policy.	The community has received tourism encouragement through National Development Policies, such as the DASTA tourism development or

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	Key Success Factors	Key Success Factor Components	Indicator		Development Dimension	Key Success Factors	Key Success Factor Components	Indicator
			TAT promotion policies.					TAT promotion policies.
	KSF9: Business Partner	9.1 Number of tourism business partners.	The community has a tourism business partner in an amount sufficient to support the work of the community and can be substituted.	- Explain and expand the meaning of "Business Partner."		KSF9: Business Partner	9.1 Number of tourism business partners.	The community has a tourism business partner who aims to achieve common business objectives in an amount sufficient to support the community's work and can be substituted.
		9.2 Number of outside suppliers involved in community based tourism	The community has suppliers outside the community who supply raw materials for production or sell products and services related to tourism to the	*In a practical issue assessment, this issue has a score range of 0.090, which is unacceptable.				

Before Adjustment				The Specialist's Opinion	After Adjustment			
Development Dimension	**Key Success Factors**	**Key Success Factor Components**	**Indicator**		**Development Dimension**	**Key Success Factors**	**Key Success Factor Components**	**Indicator**
			community in an amount sufficient to support the work of the community and can be substituted.					
		9.3 Strengthening operations between community and business partners.	The community can effectively work with business partners and promptly respond to the development and management of tourism.	- It should be adjusted to "Strength and cooperation in operations between communities and business partners."			9.2 Strength and cooperation in operations between communities and business partners.	The community can effectively work with business partners and promptly respond to the development and management of tourism.

4.4.3 The Sustainable Active Beach Cluster's CBT Management Model

The researcher has developed The Active Beach Cluster's CBT Sustainable Management Model to apply in community based tourism management to achieve sustainability by using the strategy to enhance community based tourism in the Active Beach from SWOT analysis and TOWS Matrix process, Key success factors of community based tourism management in the Active Breach Cluster, findings on Community Potentials obtained from in-depth studies in the area and analyzed using principles of analysis for consistency with sustainable development (Sustainability Analysis), SDCA Cycle and expert opinions were applied as a conceptual framework to enable the development of the model, as presented in Figure 4.19.

Figure 4.19 The Sustainable Active Beach Cluster's CBT Management Model

Model description

The Active Beach Cluster's CBT Sustainable Management Model consists of 4 elements that communities must have:

1) Strategy to enhance community based tourism in the Active Beach Cluster

2) CBT Potential in the Active Beach Cluster

3) Key success factors of community based tourism management in the Active Beach Cluster

4) SDCA Cycle consists of the Standardize-Do-Check-Action process, which is used to develop and create work standards

When integrated, these four elements will ultimately enable community based tourism development and create sustainable value for the community in the Active Beach Cluster. Sustainable Value consists of eco value, social value, and business value.

The details of each component of the model are as follows.

1) Strategy to enhance community based tourism in the Active Beach Cluster obtained from SWOT analysis results can be used to analyze the strategy to enhance tourism in the Active Beach Cluster using the TOWS Matrix process consisting of four strategies: Proactive strategy, Preventive strategy, Corrective strategy, and Defensive weaknesses and threats strategy. Details have been presented in Section 4.1.2.

2) CBT Potential in the Active Beach Cluster, which consists of:

(1) Economic Potential is the ability and advantage of being a tourism entrepreneur regarding knowledge, skills, and ability to produce goods and services. Revolving capital source the market supports the product business network Ability to create business opportunities.

(2) Social Potential is having good social capital and supporting tourism, such as a way of life, a community with good teamwork, and the ability to work with networks and other agencies.

(3) Environment Potential is that the community has capital in natural resources and the environment that positively impacts tourism, and the

community has a system for managing the environment and natural resources for sustainability.

(4) Good Governance Potential is that the community has systematic community based tourism management, promoting the participation of community members, and is continuously developed.

(5) Adaptation Ability Potential is the community's ability to adapt when faced with problems or changes from outside and within the community. Which makes it possible to manage tourism work and ensure its continuation.

Details and examples have been presented in Section 4.3.

3) Key success factors of community based tourism management in the Active Beach Cluster. Which is divided into 13 success factors and 40 Key success factor Components, summarized in 3 dimensions as follows:

(1) Knowledge and Competitiveness: It is the internal factor of the community, which is created by the community itself. Which consists of 4 key success factors, as follows: Tourism Business, Competition, Online marketing, Facility Unit.

(2) Local Capabilities: It is a capital component in tourism operations, including 6 key success factors, as follows: Tourism Policy and Administration, Share Value & Participation, CBT Team & Strategy, Sustainability, Local Identity, Physical and Biological Capital.

(3) Networks and Opportunities are external factors of the community that the community receives from outside. It consists of 3 key success factors, as follows: Network & Communication, Encouraging Tourism, Business Partner.

The above information shows that the three dimensions of success factors, including 13 factors, are ordered by number from KSF1 to KSF13. These 13 key success factors were obtained by analyzing quantitative and qualitative data collected from leaders. Communities and people involved in community based tourism management in the study area are synthesized into a model, where KSF1 is the group of components of key success factors that are most important, and KSF13 is the group of components of key success factors that are least important, as the details presented in section 4.2.

4) SDCA Cycle: It is a process for developing community standards that lead to sustainability. The study found that the CBT master community has successfully organized sustainable community based tourism, which is a community that has been able to manage tourism continuously until the present, and that community based tourism management creates sustainable value. The CBT master community is constantly evolving and improving its work.

Therefore, for the model to be successfully applied, The SDCA process (Standardize-Do-Check-Action) must be used to create work standards and develop work processes to drive sustainable community based tourism management. That is, the community can adjust itself to deal with changes in every situation, has established a working system consistent with the community context, and has tested and experimented until it can find the way of working that is most appropriate for the community at that time. After that, it was created as a standard for the community's work. When new problems were found, problems were solved, including continuous development of work efficiency by measuring and evaluating success to create standards for work continuously and systematically by applying the SDCA process.

CHAPTER 5

CONCLUSION DISCUSSION AND RECOMMENDATIONS

5.1 Conclusion

5.1.1 Policy and Planning that Affects Community Based Tourism and Strategy to Enhance Community Based Tourism in The Active Beach Cluster

The results from the analysis of the consistency of policies and plans related to community based tourism promotion in the Active Beach Cluster showed that the policies and operational guidelines should be set out in the tourism-related plans and area development plans at all three levels (the first-level plan, the second-level plan, and the third-level plan) according to plan classification that consistent with the criteria of the Office of the National Economic and Social Development Council (2019). The first-level plan was consistent with the second-level plan, and the third-level plan because, since 2017, Thailand had analyzed the country's situation and created the 20-year National Strategic Plan 2018-2037 as a guideline for national development. And develop plans at other levels to be consistent and in the same direction. The consistency of policies and development guidelines for all three plans related to tourism and the development of the study area are shown in Figure 4.1.

The results of the SWOT Analysis and TOWS Matrix of community based tourism resulted in the strategy to enhance community based tourism in the Active Beach Cluster, including four areas:

1) The proactive strategy consisted of eight strategies: economic strategy, human capital development strategy, environment and resources strategy, tourism strategy, and management strategy.

2) The preventive strategy consisted of five strategies: economic strategy, environment and resources strategy, and tourism strategy.

3) The corrective strategy consisted of eight strategies: social strategy, economic strategy, environment and resources strategy, and tourism strategy.

4) The defensive weaknesses and threats strategy consisted of four strategies: economic strategy, environmental and resources strategy, and tourism strategy.

The details have been presented in section 4.1.2.2.

5.1.2 Key Success Factors of Sustainable Community Based Tourism Management in The Active Breach Cluster

This study found that there were 13 key success factors of sustainable community based tourism management in the Active Breach Cluster, ranked in order of importance from key success factor 1 to key success factor 13 (KSF1-KSF13) as follows:

1) The first key success factor was KSF1: Tourism Business, which comprised six important components. The first four components were factors outside the community: the ability to reach competitors' customers, the ability to reach out to the community's customers, the community's partnership with the travel agency, and the number of community customer bases. Additionally, the last two components were factors within the community, including travel routes that tourists could choose for themselves and community-designed tourism routes for tourists. This study found that the tourism business was the key success factor the community must prioritize first.

2) The second key success factor was KSF2: Network and Communication, which consisted of five components arranged in order of importance. The first two components were the community's internal factors: community storytelling and a community based tourism route map. The last three external factors were the number of community network partners, communication with network partners, and collaboration with network partners. This study found that this key success factor was something the community must prioritize second.

3) The third key success factor was KSF3: Tourism Policy and Administration. It consists of four components, arranged in order of importance and divided into two factors within the community: the management style of community leaders and the community based tourism operation system. The community's internal

factors were the last two components: the price of raw materials that a community must buy from outside providers to make goods and services, and the Active Beach Cluster's tourism development policy affected CBT.

4) The fourth key success factor was KSF4: Encouraging Tourism, which consisted of three policy components arranged in order of importance: tourism promotion by the Tourism Authority of Thailand, tourism encouragement by local development policy, and tourism encouragement by Designated Areas for Sustainable Tourism Administration (Public Organization), or DASTA.

5) The fifth key success factor was KSF5: Share Value and Participation, which consisted of three components. They were the community's internal factors and arranged in order of importance: share value that members of the community adhere to and act upon together, community communication, and community member relationships.

6) The sixth key success factor was KSF6: Competition, which consisted of three components, they were the community's and arranged in order of importance: the number of emerging competitors in the tourism business, the number of existing competitors in the tourism business, and the similarity of tourism products and services.

7) The seventh key success factor was KSF7: CBT Team and Strategy, which consisted of three components of the community's internal factors, arranged in order of importance: organizations or working groups specializing in CBT, strategies and action plans for CBT, and tourism staff expertise.

8) The eighth key success factor was KSF8: Sustainability, which consisted of three internal community factors arranged in order of importance: the adequacy of community members' income, the quality of life and well-being of community members, and the occupational and earning abilities of community members.

9) The ninth key success factor was KSF9: Business Partners. It consisted of three components what were factors outside the community and arranged in order of importance: the number of tourism business partners, the number of outside suppliers involved in community based tourism, and the strengthening operations between the community and business partners.

10) The tenth key success factor was KSF10: Online Marketing, which consisted of two components that were the community's internal factors: online tourism promotion channels and community based tourism social media.

11) The eleventh key success factor was KSF11: Local Identity, which consisted of two components, that were the community's internal factors. The first one was the abundance of the community environment and resources, and another one was the expertise, skill, prominence, and community identity.

12) The twelfth key success factor was KSF12: Physical and Biological Capital. It consisted of two components, which were the community's internal factors and arranged in order of importance: physical capital and biological capital.

13) The thirteenth key success factor was KSF13: Facility Units, which consisted of three components, they were the community's internal factors. The researcher combined KSF13 (two components) and KFS14 (one component) together, which were arranged in order of importance: the number of stores, restaurants, and accommodations in the community.

5.1.3 Sustainable Value from the Development of Community Based Tourism

The study revealed significant findings on the sustainable value derived from community based tourism development. It identified the CBT master community as having a unique "CBT Potential," which signified its ability to drive community based tourism toward sustainability and created sustainable value.

"CBT Potential" consisted of five potentials that make community based tourism management sustainable. The first four potentials were consistent with sustainable development indicators in all four issues: Economic Potential, Social Potential, Environment Potential, and Good Governance Potential. The fifth potential was the Adaptation Ability Potential, the community's ability to face problems or changes.

The details were as follows:

1) Economic Potential: It was found that the community had economic potential, which can be seen by the fact that the community had tourism entrepreneurial competencies and the production of tourism-related goods and services, such as

knowledge of marketing, advertising, public relations, accounting, finance, management, investment, etc. Besides, the community had a source of working capital, a market to support tourism products and services, various additional occupations, the ability to create business opportunities, and business partners both directly and indirectly—likewise, a location in an economic development area, such as the Eastern Economic Corridor, etc. Moreover, there was business value derived from community based tourism.

2) Social Potential: It was found that the community had social potential, that was an exciting way of life, culture, tradition, wisdom, and local knowledge. That was a selling point which attracted tourists and could be used to develop the tourism business of the community further. There was a strong participation by community members, a strong network of cooperation in tourism, a community's ability to work with stakeholders and tourism stakeholders, and social value derived from community based tourism.

3) Environment Potential: The community could support tourism through physical and biological potential and sound environmental management, causing less impact and receiving eco value from community based tourism.

4) Good Governance Potential: It was found that communities had management potential, could develop communities to increase business competitiveness, and promoted the participation of members in the community. Furthermore, the 4M principle was used to manage tourism work. The 4M principle comprised man, money, material, and management.

5) Adaptation Ability Potential: Communities could adapt to problems or changes from outside and within themselves. That makes it possible to manage tourism work and continue.

In conclusion, the study found that the model community possessed the CBT Potential, which encompassed environmental, economic, social, and good governance potentials, along with Adaptation Ability Potential. This collective potential enabled the community to create sustainable value, including business, social, and eco value, and operated community based tourism continuously, reflecting the sustainability of community based tourism management.

5.1.4 The Sustainable Active Beach Cluster's CBT Management Model

Developing the Sustainable Active Beach Cluster's CBT Management Model, the researcher adopted the strategy to enhance community based tourism in the Active Beach Cluster, key success factors of community based tourism management in the Active Breach Cluster, CBT Potentials, SDCA cycle, and expert opinions were applied as a conceptual framework to enable the development of the model, resulting in the model presented in Figure 5.1

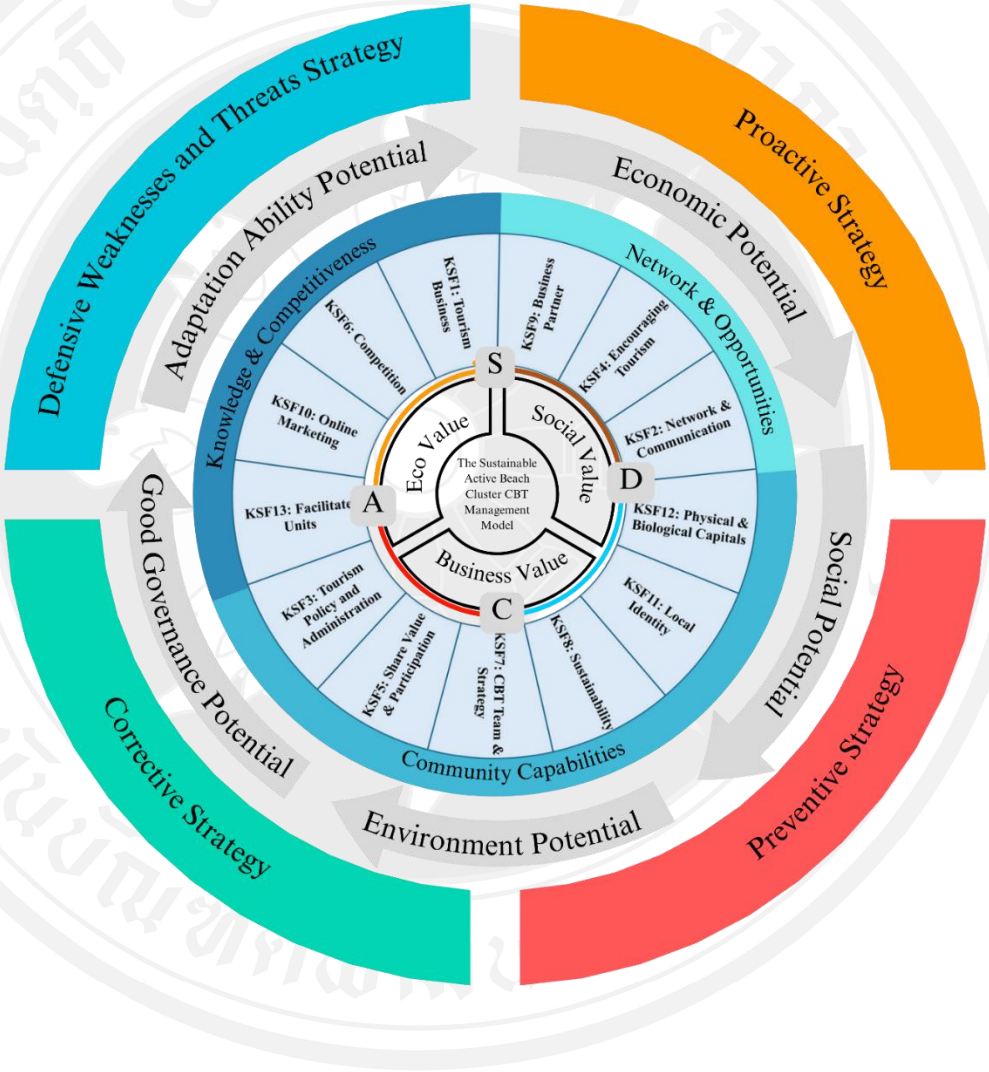

Figure 5.1 The Sustainable Active Beach Cluster's CBT Management Model

The Sustainable Active Beach Cluster's CBT Management Model consisted of four elements that communities must have:

1) Strategy for improving community based tourism in the Active Beach Cluster

2) CBT Potential in the Active Beach Cluster

3) Key success factors of community based tourism management in the Active Breach Cluster

4) SDCA Cycle

Applying the model to manage community based tourism to be sustainable and have sustainable value required communities to use the first three elements, which include the strategy for improving community based tourism, CBT potential, and key success factors of community based tourism management to manage their tourism. Then, the SDCA Cycle was used to develop work processes and create work standards. To drive community based tourism management to be sustainable, it needed the ability to adapt and accept changes to survive, work systems had been developed to be consistent with the community context and changing situations.

5.2 Discussion

From the study of the success of sustainable community based tourism management, it was found that communities would thrive in sustainable community based tourism management and have sustainable value. The community needed tourism capital to create unique, engaging, and unique selling points for the community and potential in terms of economy, society, environment, and management. It includes coordinating community members' cooperation and collaboration with network partners effectively to develop the community and continuously drive community based tourism. This research study found the following interesting issues:

5.2.1 Local Identity

Community based tourism management of CBT master communities in all four areas found the same essential point: all four communities had their own identities and can be seen from:

1) Ban Puek Community based tourism Enterprise in Chonburi had an ancient weaving identity.

2) Ban Nok University, Ban Chamrung in Rayong, had an identity of organic farming according to the Sufficiency Economy Philosophy.

3) Rak Khao Baisri Community Agricultural Tourism Enterprise in Chanthaburi had an identity of fruit gardening.

4) Laem Klat Community Based Tourism Club in Trat, had an identity of conservation fisheries.

These four communities had brought their own identities as a tourism selling point and extended the results in the development of routes and community based tourism activities by utilizing their tourism capital to its full potential, including physical, biological, and cultural capital. They relied on the cooperation of community members to drive community based tourism to success. The community received business, social, environmental, and sustainability values.

This point was consistent with the study of Mtapuri et al. (2022), which found that sustainable community based tourism guidelines must rely on using local resources for maximum benefit, including human and natural resources. This resulted in economic growth and positive effects on local communities and the natural environment.

As for the issue of the identity of this community, it was found that, at first, the assembly went on with their everyday lives without finding out what their identity was. While the study led us to discover that external agencies supported the community to help them find their own identity, they also helped develop the skills needed to manage tourism for the community, such as service skills, storytelling skills, communication and speaker skills, and skills in finance and accounting. These external agencies include DASTA, community development offices, tourism offices, and universities inside and outside the area.

This point was consistent with the study of Nguyen et al. (2022), which found that the main obstacles to creating community power were that the community not knowing what good things they have to offer for tourism, the community not knowing about tourism, the community used to wait for the government's guidance to develop the area, and the government's development policy in the top-down policy style that did not meet the needs of specific development areas. These obstacles gave the

communities the power to propel themselves toward progress. The government should let the community know what good things they have, support tourism management knowledge, and provide training to help communities gain confidence in their potential and expertise in tourism management to drive community based tourism on their own.

5.2.2 Network

On the issue of the operation of network partners, external agencies promoted and supported community based tourism. From the analysis of the data, it was found that the community was satisfied and impressed with working with network partners in the form of mentoring, being a partner in work that has been working continuously for a long time, more than the network partner that came to work according to the plan and budget that the agency receives from the annual government budget allocation, which was a short-term collaboration. As it can be seen from impressions of working together with DASTA and Rambhai Barni Rajabhat University, representatives of the tourism community explained that such agencies helped driving community based tourism by encouraging villagers to come together, creating an understanding of what community based tourism is, helping communities find their own identity, and developing community personnel to be ready to welcome tourists. Including knowledge transfer, collaborative thinking, and joint funding in various fields, the agency will act as a mentor to support the community in finding ways to develop community based tourism and manage problems independently.

This point was consistent with a study by Dolezal and Novelli (2022) which found that the successful development of community based tourism required empowerment and partnerships to drive community based tourism by incorporating and working together with villagers to increase opportunities for villagers to practice the skills necessary to develop community based tourism. Arranging travel or related activities may be grouped in the form of community based tourism enterprises using other network partners as a support to mobilize expertise, technology, and financial resources that meet the community's needs. Allowing villagers to play a role and be the leading player in driving community based tourism, especially in the form of volunteers, would create a sense of belonging, and tourism would be vital because it was taken care of by villagers. Moreover, it was consistent with the study of

Charoenwong et al. (2023) that found that “Network Power” from tripartite cooperation consisting of the public sector, the public sector, and the private sector at all levels would regularly generate power to drive sustainable ecological community based tourism activities. It also gave confidence to the public by creating bargaining power that led to the development of other activities in the future.

5.2.3 Good Governance

In terms of sustainable community based tourism management in the CBT master community, this study found that the CBT master community had been grouped to form a community based tourism working group. Roles and responsibilities had been defined, operations were planned, knowledge and skills necessary for tourism were developed for community members, there were linking with tourism-related networks, having good leaders that were accepted by the members of the community, setting goals and a future vision for the community, and most importantly, having a group of community members involved in the operation of community based tourism.

This point was in line with the study of Bumyut et al. (2022), which found that the factors that made the introduction of new standards for tourism in the community thrive were (1) the motivation of community leaders, (2) community participation, (3) community size, and (4) community access to information and awareness. This study found that if community leaders were motivated to develop and community members were involved in the implementation, they can drive success.

Furthermore, our study aligned with the findings of Iorio and Corsale (2014) stated that community based tourism was a powerful tool for promoting sustainable development. It effectively brought together communities, supporting institutions, and human resources to share a vision of sustainable tourism development. This approach, which prioritizes social equality, cultural identity, and the preservation of natural resources, could significantly contribute to economic stability.

5.2.4 Sustainable Community Based Tourism

In addition, this study also found an interesting issue, namely, whether community based tourism could be sustainable. The community members must have the sense of belonging. The community must drive community based tourism through

management, operations, and supervision by using the existing potential for benefit, whether it is the environment, natural resources, ways of life, cultural traditions, occupations, knowledge in the community, or local wisdom. In a community where community members had to work together, communicate regularly, focus on learning by doing, and learn from problems encountered, there is cooperation with network partners to fulfill and extend what the community has broken.

This point was consistent with the studies of Karacaoğlu and Birdir (2017); Henama et al. (2017); Arintoko et al. (2020); Wijaya et al. (2020); Mtapuri et al. (2022); Nguyen et al. (2022) they found that to develop community based tourism to be stable, growing, successful, and sustainable, community members must have ownership and cooperation in their work, with members taking on managing, operating, supervising, and making decisions about tourism development.

That is called “power from people within the community,” which is considered an essential factor in driving community based tourism toward sustainability. Furthermore, the tourism business in the area should also belong to entrepreneurs who are community members.

This study showed sustainable community based tourism management in the CBT master community. Although each community had different identities and strengths in tourism, however, the results of community based tourism management of all four communities had operated continuously to create sustainable value, including business, social, and eco value for all communities. As follows:

The business value received by the community from community based tourism was found in the case of Baan Puk Community in Chonburi, community based tourism gave community members more income, helped them create new jobs, and reduced unemployment in the community. In addition, in the cases of Ban Nok University, Ban Chamrung in Rayong, and Rak Khao Baisri Community Agricultural Tourism Enterprise in Chanthaburi, it was found that CBT was helping to support the income of community members. It also helped to eliminate the fruit oversupply problem that used to arise from the main occupation, making the community more stable in the occupation of agriculture, which is the main occupation. In the case of the Laem Klat Community Based Tourism Club in Trat, CBT improved the local economy and generates income from local resources conservation.

The results of this study were consistent with those of Caday-Fillone and Villanueva (2019); Butler (2020); Mtapuri et al. (2022); Samarak, Burakachonkun, and Tongla. It has been found that sustainable community based tourism could improve the socio-economic development of communities, alleviate community poverty, support disadvantaged members of the community, provide more community members with employment, and increase income for the community, such as small businesses and community entrepreneurs.

The social value received by the community from CBT found in CBT master communities, all four forms of community based tourism allowed the community to discover its own identity, know what good things they have that make the community known, and make community members proud of being local philosophers. In addition, the communities could be an excellent example for tourists in living and preserving the environment and natural resources, show love for their homeland, and be proud of their way of life.

When considering social values separated by area, it was found in the case of the Ban Puek community in Chonburi, CBT had enabled the community to gain more work partners and business opportunities. In contrast, Ban Nok University, Ban Chamrung in Rayong, found that CBT allows communities to revitalize local traditions and cultures and pass on the villagers' way of life to the next generation, including the community as a model for other communities to learn how to develop their area further. Moreover, in the case of Rak Khao Baisri Community Agricultural Tourism Enterprise in Chanthaburi, it was found that CBT also brought prosperity to the area by providing the community with good roads to travel.

The results of this study were consistent with a survey by Karacaoğlu and Birdir. (2017) which found that CBT can improve the quality of life of local people, especially those in the most vulnerable groups in society by managing local resources for their benefit. This point was also consistent with the study of Naranjo Llupart (2022), which found exciting data that CBT is an effective way to unite the community by supporting institutions and human resources together to share the vision of sustainable tourism development with the principles of society, equality, cultural identity, and preserving natural resources.

The eco value that the community received from the CBT found that the environmental tourism activities of the Ban Puk community in Chonburi helped raising awareness of the environment among community members and conservation among tourists. In the case of Ban Nok University, Ban Chamrung in Rayong, it was found that the effects of tourism on organic farming enable the community to consume good-quality products and sell safe products to consumers. The community environment was secure from pollution, and the quality of life of community members was improved.

Moreover, in the case of Rak Khao Baisri Community Agricultural Tourism Enterprise in Chanthaburi, it was found that the result of grouping together in tourism activities enabled the villagers to participate in the preservation of their area together to maintain the fertility of the environment, manage waste, reduce waste in the community, and become a public sector alliance that helped drive the issue of the environment. In addition, in the case of Laem Klat Community Based Tourism Club in Trat, it was found that the results of ecotourism activities in the area were varions; as a result, natural resources and the environment were abundant. The more tourists come in, the more abundance increases. Nevertheless, as tourism halted due to the COVID-19 situation, fertility declined.

The results of this study were consistent with those of Caday-Fillone and Villanueva (2019) and Butler (2020). They found that community based tourism raised awareness about environmental protection and promoted responsible resources. Moreover, according to the studies of Jugmohan et al. (2016) and Wijaya et al. (2020), CBT raised awareness about business responsibility to contribute to responsible tourism practices to protect the natural, social, and cultural environment.

Therefore, sustainable community based tourism management creates sustainable value (business, social, and eco values) for local people and people in the community, as the researcher has already presented.

5.3 Recommendation

5.3.1 Recommendations from the Study Results

To develop sustainable community based tourism, communities must find their own identity and create uniqueness, integrated knowledge of all sectors, using the

community as the starting point and driving force. In addition, government agencies and related parties join in as an additional force by encouraging community members to share their own needs for local development; that is, “the needs for local development must come from the community members themselves,” as well as encouraging stakeholders, researchers, and experts to participate in the development by working seamlessly. That is where related parties can adapt to operate together efficiently and promptly, using tourism capital to develop tourist routes and activities that are distinctive and different.

Additionally, communities need to develop and improve to continuously raise standards of conduct using the PDCA Cycle (Plan-Do-Check-Act), the PASD Cycle (Plan-Do-Study-Act), and the SDCA Cycle (Standardize-Do-Check-Action). Then, the community needs to create an atmosphere of unity among communities and network partners, including government, the private sector, civil society, and entrepreneurs, to recognize and realize that jointly developing community based tourism is the same thing as improving the quality of life and well-being of all parties and it is an activity that promotes living and doing business in the local area with stability and sustainability.

5.3.2 Recommendations for Applying the Model

The Sustainable Active Beach Cluster’s CBT Management Model obtained from this study is a developed model to improve sustainable community based tourism management only in the Active Beach Cluster with the context of the area climate, geography, and way of life. They are all unique and may not be the same as other areas. Therefore, users should study further and adjust various elements in applying the model to be appropriate for the area used.

5.3.3 Recommendations for Future Research

Researchers should choose a convenient study to gather insights into the area more comfortably. In cases where the study area is remote, a network in the area should be found to work with as a partner, and technology should be used to support to eliminate distance barriers. In addition, researchers may conduct additional research in 14 other tourism development areas of Thailand or conduct in-depth studies in each

area, such as significant city tourism, secondary city tourism, festival tourism, and provincial tourism.

Moreover, it should be studied in the context of different types of tourism, such as ecotourism, cultural tourism, and medical tourism. Also, interested parties may conduct a specific study by type of travelers, such as Thai and foreign tourists.

Furthermore, the positive and negative impacts of CBT can be studied. The researcher can learn more about the issue of interest because, in the end, the study's results will create a body of knowledge on tourism development in Thailand.

5.3.4 Recommendations for Agencies Involved in Community Based Tourism

The agencies involved in community based tourism in the Active Beach Cluster can apply the strategy to enhance CBT in the Active Beach Cluster and develop work at all levels, from the policy, operational, and local levels, which aim to develop community based tourism in the area in a precise and sustainable manner. High-level agencies should play a role in supervising, allocating budgets, and facilitating the work of operational and local-level agencies. Meanwhile, operational and local agencies should communicate to create mutual understanding, reduce gaps in working together, and coordinate effectively as partners in developing community based tourism in their areas.

In addition, local-level agencies should act as mentors to the communities and intermediaries to coordinate cooperation between related agencies to raise the level of community based tourism towards sustainability.

In addition, if agencies in other areas want to implement such a strategy, relevant policies should be studied, and a SWOT analysis of the potential of the areas to be used should be conducted first so that strategies can be adjusted to suit the target areas and achieve maximum benefits.

5.4 Limitation of the Study

There were some limitations of the study. The study area was huge, and the geography of the tourism community was far from Bangkok, where the researcher

worked. That took time traveling to collect data, and the cost of data storage was high. Besides, during the data collection, there was an outbreak of COVID-19, causing the data collection to halt for a while. However, the researcher solved the problem by using information technology to help collecting data and finding a partner in the area to help coordinate data collection more flexibly.

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APPENDICES

Appendix A

Interview Form: Key Policy Informants Responsible for Community Based Tourism

Interview Form: Key Policy Informants Responsible for Community Based Tourism

Subject: Key Success Factors in Sustainable Community Based Tourism and Problems & Obstacles in Community Based Tourism Management

Explanation: This interview form is part of the research on community based tourism management model based on sustainable value and key success factor.

Thailand's tourism policy aims to develop the provinces of Chonburi, Rayong, Chanthaburi, and Trat into tourist cities with colorful beaches on the eastern seaboard and as learning centers on community tourism lifestyles at the international level. It aims to develop environmentally friendly tourism into a tourist city with international quality and safety standards and link it with tourism in Cambodia and Vietnam. The Tourism Development Board of the Eastern Seaboard Tourism Development Zone (Chonburi, Rayong, Chanthaburi, and Trat provinces) has set a vision for developing the area, which is "international colorful oriental seaside tourism that is environmentally friendly, connecting to Cambodia and Vietnam."

The development plan of your province aims to drive and develop tourism potential to grow with quality, leading to income generation from tourism and developing it into sustainable tourism.

1. From the above policy, how does your organization drive operations?

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2. What are the results of this operation? And did the people participate or not, and how did they participate?

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3. What are the problems and obstacles encountered in operations? How do you manage to solve them, and what are the results?

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4. What are the strengths and weaknesses of working to develop tourism in your area of responsibility?

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5. Community based tourism (CBT) in your area: What are its strengths and weaknesses?

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6. How can you facilitate community based tourism development in your area of responsibility? Also, identify the most crucial factor from the suggestions above and explain why it is essential.

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7. What are the gaps in community based tourism development in the area for which you are responsible? (Problems and Obstacles)

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8. Has the community promoted as a community based tourism destination in your area thrived? If so, how? Do other communities have potential and should be promoted as community based tourism destinations? If so, what are they?

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9. How would you like to receive support from the government, private sector, or other agencies in driving tourism development work in your area of responsibility?

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10. Other suggestions for community based tourism development

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Name of informant .....

Job position .....

date .....

Appendix B

Interview Form: The Community-level Informants Responsible for Community Based Tourism

Interview Form: The Community-level Informants Responsible for Community Based Tourism

Subject: Key Success Factors in Sustainable Community Based Tourism and Problems & Obstacles in Community Based Tourism Management

Explanation: This interview form is part of the research on community based tourism management model based on sustainable value and key success factor.

Thailand's tourism policy aims to develop the provinces of Chonburi, Rayong, Chanthaburi, and Trat into tourist cities with colorful beaches on the eastern seaboard and as learning centers on community tourism lifestyles at the international level. It aims to develop environmentally friendly tourism into a tourist city with international quality and safety standards and link it with tourism in Cambodia and Vietnam. The Tourism Development Board of the Eastern Seaboard Tourism Development Zone (Chonburi, Rayong, Chanthaburi, and Trat provinces) has set a vision for developing the area, which is "international colorful oriental seaside tourism that is environmentally friendly, connecting to Cambodia and Vietnam."

The development plan of your province aims to drive and develop tourism potential to grow with quality, leading to income generation from tourism and developing it into sustainable tourism.

1. From the above policy, how does your organization drive operations?

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2. What are the results of this operation? And did the people participate or not, and how did they participate?

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3. What are the problems and obstacles encountered in operations? How do you manage to solve them, and what are the results?

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4. What are the strengths and weaknesses of working to develop tourism in your area of responsibility?

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5. Community based tourism (CBT) in your area: What are its strengths and weaknesses?

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6. How can you facilitate community based tourism development in your area of responsibility? Also, identify the most crucial factor from the suggestions above and explain why it is essential.

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7. What are the gaps in community based tourism development in the area for which you are responsible? (Problems and Obstacles)

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8. Has the community promoted as a community based tourism destination in your area thrived? If so, how? Do other communities have potential and should be promoted as community based tourism destinations? If so, what are they?

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9. How would you like to receive support from the government, private sector, or other agencies in driving tourism development work in your area of responsibility?

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10. Other suggestions for community based tourism development

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Name of informant .....

Job position .....

date .....

Appendix C

Questionnaires

Questionnaires: CBT community leaders and CBT network partners in the Active Beach Cluster

Subject: Key success factor of Community based tourism management

Explanation: This interview form is part of the research on community based tourism management model based on sustainable value and key success factor. It consists of 2 parts of questions as follows:

Section 1: General information of the respondents

1. Gender □ Male □Female
2. Age ..... year
3. Occupation .....
4. Income □ Less than 10,000 baht/month □ 10,001-20,000 baht/month
   □ 20,001-30,000 baht/month □ 30,001-40,000 baht/month
   □ 40,001-50,000 baht/month □ 50,001 baht/month and up
5. Period of living in the community:

□ Living for a period .....year .....months □ not living in the community

6. Length of time working for the community .....year .....month
7. Status of respondents

□ Community leader: Job Position.....Community name……Province.....

□ Network partners: Please specify details of the type of network partners.

- □ Government agency: Name.....
- □ Private sector agency: Name.....
- □ Local philosopher: Name.....
- □ Entrepreneur: Name.....
- □ Educational Institution: Name.....
- □ Other (please specify): .....Name.....

Part 2: Factors for success in community tourism management

Explanation: Please put a mark ✓ to rate the importance of the key success factor of community based tourism management that match your opinion.

A score level of 1 means least important.

A score level of 2 means little important.

A score level of 3 means moderately important.

A score level of 4 means very important.

A score level of 5 means the most important.

key Success Factor of Community Based Tourism Management	Success Level				
	Least important	Little important	Moderately important	Very important	The most important
	1	2	3	4	5
Factors in tourism policy and strategic plan					
1. Active Beach Cluster's Tourism Development Policy Affects CBT.					
2. Tourism Encourage by DASTA.					
3. Tourism Encourage by TAT.					
4. Tourism encourages by local development policy.					
5. Tourism Development Policies and Plans by the Community.					
Community internal factors					
1. Physical capital in community					
2. Biological capital in community					
3. Cultural capital in community					
4. The occupational and earning abilities of community members.					
5. Adequacy of community members' income					
6. The quality of life and well-being of community members.					
7. Abundance of community environment and resources					
8. Expertise skill, prominence and community identity					
9. Strategies and action plans for CBT					

key Success Factor of Community Based Tourism Management	Success Level				
	Least important	Little important	Moderately important	Very important	The most important
	1	2	3	4	5
10. Organizations or working groups specialized in CBT					
11. Tourism staff expertise					
12. Management style of community leaders					
13. Community based tourism operation system					
14. Share value that members of the community adhere to and act together.					
15. Community communication					
16. Community member relationship					
17. Attitudes of people in the community toward community based tourism management					
18. Community based tourism selling points					
19. Community based tourism products and services					
20. Number of stores in the community					
21. Number of restaurants in the community					
22. Accommodations in the community					
23. Frequency of community based tourism public relations.					
24. Online tourism promotion channels					
25. community based tourism social media					
26. Community-designed tourism routes for tourists					
27. Travel routes that tourists can choose by themselves.					
28. Tourism activities when traveling in the community					
Community external factor					
1. The number of existing competitors in the tourism business					

key Success Factor of Community Based Tourism Management	Success Level				
	Least important	Little important	Moderately important	Very important	The most important
	1	2	3	4	5
2. The number of emerging competitors in the tourism business					
3. Similarity of tourism products and services					
4. Products and services that replace traveling to visit the community					
5. Number of community customer bases					
6. Ability to reach competitors' customers					
7. The ability to reach out to the community's customers					
8. The community's partnership with the travel agency					
9. The price of raw materials a community must buy from outside providers to make goods and services.					
10. Number of outside suppliers involved in community based tourism					
11. Number of tourism business partners					
12. Strengthening operations between community and business partners					
The other factor related to community based tourism management					
1. Community based tourism routes map					
2. Community's Storytelling					
3. Number of community network partners					
4. Communication with network partners					
5. Collaboration with network partners					

Appendix D

Interview Form: The CBT Master Community Informant

Interview Form: The CBT Master Community Informant

Subject: Community based tourism management of CBT master in the Active Beach Cluster

Explanation: This interview form is part of the research on community based tourism management model based on sustainable value and key success factor. It consists of 6 questions as follows:

Section 1: General information about key Informant

1. Name of CBT master community: ……Province .....

2. Name-Surname.....Contact number.....ID Line/FB/IG…..….....

3. Type of information provider……..…

□ Community Leader: Job Position/Department.....

□ Folk philosopher: expertise/work.....

□ Local Entrepreneurs: Product/service type and business name……...

□ People's representatives: Role in the community: …….……

Part 2: Tourism situation in the community

4. What are the main attractions that draw tourists to your community? Why do you think these attractions appeal to tourists, and how does the community currently manage and maintain them?

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5. What are the shortcomings of your community that hinder tourism? Why are these weaknesses, and how is the community currently addressing them?

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6. What are the community's strengths and weaknesses in running tourism businesses, and how is it currently dealing with these factors?

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7. What expertise, distinctive features and identity does your community possess? Please explain.

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8. What are the key factors contributing to tourism success in your community? Why are these factors crucial, and how is the community presently managing them?

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9. What factors influence tourism in your community, and how do they impact tourism? How is the community currently managing these factors?

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10. What are the problems and obstacles encountered in managing community tourism? What are their characteristics and effects, and how is the community addressing them?

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11. Who manages tourism in your community, and how is it carried out?

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12. What role do you play in supporting or contributing to tourism in your community?

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Part 3: Sustainable value from community based tourism management

13. Can tourism in your community generate income and improve the community's livelihoods? If so, how? Is the income generated sufficient to support current living standards?

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14. Does tourism in your community create business value or benefits, and if not, what can be done to enhance the value in this aspect?

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15. How does tourism in your community affect the residents' quality of life?

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16. Does tourism in your community bring about social benefits, such as quality of life, employment, and safety? If so, in what way and what can be done to increase the value in this area?

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17. How does tourism in your community impact on the environment and community resources?

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18. Does tourism in your community promote an eco-friendly environment and provide environmental and resources benefits, such as waste reduction, increased energy consumption efficiency, and resources use? If so, how and what can enhance the value in this regard?

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Part 4: Capital and Tourism Potential of the Area

19. What are your community's main tourist attractions, landmarks, and check-in points? What makes them unique? Do they have any specific stories or significance? Are these places well-known to tourists? Is your community responsible for managing or maintaining these areas?

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20. What physical resources are crucial for the success of your Community Based Tourism initiative?

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21. What natural resources are available for community tourism, such as trees, fruits, vegetables, and local animals? What makes them unique? Do they have any stories or significance? Are these resources known to tourists? How does your community organize or manage these resources?

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22. What natural resources are essential for the success of your Community Based Tourism initiative?

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23. What are the primary occupations of the community members? Do these occupations provide a sufficient income? How do these professions support tourism in the area? What are the community's overall economic activities and characteristics, and are they sustainable in the present era? Does your community address these matters?

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24. What economic factors are essential for the success of your Community Based Tourism initiative?

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25. What is the quality of life of the community members? What is the employment rate? How would you assess the overall quality of life in the community (excellent, moderate, lacking)? Are people satisfied with their current way of life, and does it impact tourism in the community? Does your community address these social and quality-of-life matters?

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26. What social resources are essential for the success of your Community Based Tourism initiative?

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Part 5: Community Based Tourism Management

27. Does the community have a strategy and operational plan for community tourism that aligns with the area development plan? Has this plan been communicated to the community members?

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28. Does the community have a working group for community tourism? What are its responsibilities? What is the selection process for members, and is there a formal appointment and announcement process? How is the personnel work managed?

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29. What is the process for community tourism operations, and who is responsible for each aspect?

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30. Does the community prioritize shared values? What are these shared values, and how do they benefit the community's tourism?

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31. What is the management style of the community leader or chief administrator responsible for community tourism management, and how does it impact the work?

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32. What is the community tourism management model, and how does it prioritize and emphasize operations?

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Part 6: Other factors related to community tourism operations

33. Where are the popular places for tourists to visit in the community? What are the characteristics of organizing a trip? Has the community prepared a recommended travel route for tourists, and what are its characteristics? What is the response to the said tourism route?

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34. What are the selling points of the community? How has the community promoted sales points or managed this aspect? What problems and obstacles were encountered while carrying out this work?

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35. Does the community have business competitors? Who are they? Where do the competitors operate, in the Active Beach Cluster or nearby areas? Or other areas. What are the characteristics of such competitors in business competition with the community? Has the community managed this aspect or not? What problems/obstacles were encountered while carrying out this work?

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36. Besides the old business competitors mentioned above, have there been any new business competitors in the community? Who are they? Where are the latest competitors operating? In the Active Beach Cluster or nearby areas? Or other areas. What are the characteristics of this new competitor in business competition with the community? Has the community managed this aspect or not? What problems/obstacles were encountered while carrying out this work?

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37. Who are the customers of the community tourism business? Are they repeat visitors? How does the community find customers? How can customers get to know and access the community? How does the community operate regarding customers? What are the problems/obstacles in this area of operations?

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38. Community tourism business operations: Does the community have to import production factors or goods/services from suppliers outside the community, including what? What problems/obstacles does the community encounter in carrying out this work? Has the community managed this aspect, and how?

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39. Apart from the business competitors mentioned above, are there currently substitute products for community tourism businesses that come to attract customers or compete for market share? What types of products/services are there? What are the characteristics of the substitute products of the tourism business that compete with the community? How can customers access that product? Has the community managed this aspect or not? What problems/obstacles were encountered while carrying out this work?

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40. Who are the partners in the community's tourism operations? How do they help each other? How does the community manage such alliance relationships?

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41. If you want to develop community tourism, which can be self-reliant, create sustainable income for the community, and have more business, social, and eco value, what should we do first and why?

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Date.....

Appendix E

The Item-Objective Congruence Index (IOC) and Reliability Results

The Item-Objective Congruence Index (IOC)

Interview Form For:

1. The Community-level Informants Responsible for Community Based Tourism
2. The Community-level Informants Responsible for Community Based Tourism

Subject: Key Success Factors in Sustainable Community Based Tourism and Problems & Obstacles in Community Based Tourism Management

Explanation:

+1 is that the questions are consistent with the desired content.

0 means not sure that the questions are consistent with the desired content.

-1 means the question is not consistent with the desired content.

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
1	From the above policy, how does your organization drive operations?	1	1	1	1	1	Consistent
2	What are the results of this operation? And did the people participate or not, and how did they participate?	1	1	1	1	1	Consistent
3	What are the problems and obstacles encountered in operations? How do you manage to solve them, and what are the results?	1	1	1	1	1	Consistent
4	What are the strengths and weaknesses of working to develop tourism in your area of responsibility?	1	1	1	1	1	Consistent
5	Community based tourism (CBT) in your area: What are its strengths and weaknesses?	1	1	1	1	1	Consistent
6	How can you facilitate community based tourism development in your area of responsibility? Also, identify the most crucial factor from the suggestions above and explain why it is essential.	1	1	1	1	1	Consistent
7	What are the gaps in community based tourism development in the area for which you are responsible? (Problems and Obstacles)	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
8	Has the community promoted as a community based tourism destination in your area thrived? If so, how? Do other communities have potential and should be promoted as community based tourism destinations? If so, what are they?	1	1	1	1	1	Consistent
9	How would you like to receive support from the government, private sector, or other agencies in driving tourism development work in your area of responsibility?	1	1	1	1	1	Consistent
10	Other suggestions for community based tourism development	1	1	1	1	1	Consistent

The Item-Objective Congruence Index (IOC)

Questionnaires: CBT community leaders and CBT network partners in the Active Beach Cluster

Subject: Key success factor of Community based tourism management

Explanation:

+1 is that the questions are consistent with the desired content.

0 means not sure that the questions are consistent with the desired content.

-1 means the question is not consistent with the desired content.

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
1	Active Beach Cluster's Tourism Development Policy Affects CBT.	1	1	1	1	1	Consistent
2	Tourism Encourage by DASTA.	1	1	1	1	1	Consistent
3	Tourism Encourage by TAT.	1	1	1	1	1	Consistent
4	Tourism encourages by local development policy.	1	1	1	1	1	Consistent
5	Tourism Development Policies and Plans by the Community.	1	1	1	1	1	Consistent
6	Physical capital in community	1	1	1	1	1	Consistent
7	Biological capital in community	1	1	1	1	1	Consistent
8	Cultural capital in community	1	1	1	1	1	Consistent
9	The occupational and earning abilities of community members.	1	1	1	1	1	Consistent
10	Adequacy of community members' income	1	1	1	1	1	Consistent
11	The quality of life and well-being of community members.	1	1	1	1	1	Consistent
12	Abundance of community environment and resources	1	1	1	1	1	Consistent
13	Expertise skill, prominence and community identity	1	1	1	1	1	Consistent
14	Strategies and action plans for CBT	1	1	1	1	1	Consistent
15	Organizations or working groups specialized in CBT	1	1	1	1	1	Consistent
16	Tourism staff expertise	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
17	Management style of community leaders	1	1	1	1	1	Consistent
18	Community based tourism operation system	1	1	1	1	1	Consistent
19	Share value that members of the community adhere to and act together.	1	1	1	1	1	Consistent
20	Community communication	1	1	1	1	1	Consistent
21	Community member relationship	1	1	1	1	1	Consistent
22	Attitudes of people in the community toward community based tourism management	1	1	1	1	1	Consistent
23	Community based tourism selling points	1	1	1	1	1	Consistent
24	Community based tourism products and services	1	1	1	1	1	Consistent
25	Number of stores in the community	1	1	1	1	1	Consistent
26	Number of restaurants in the community	1	1	1	1	1	Consistent
27	Accommodations in the community	1	1	1	1	1	Consistent
28	Frequency of community based tourism public relations.	1	1	1	1	1	Consistent
29	Online tourism promotion channels	1	1	1	1	1	Consistent
30	community based tourism social media	1	1	1	1	1	Consistent
31	Community-designed tourism routes for tourists	1	1	1	1	1	Consistent
32	Travel routes that tourists can choose by themselves.	1	1	1	1	1	Consistent
33	Tourism activities when traveling in the community	1	1	1	1	1	Consistent
34	The number of existing competitors in the tourism business	1	1	1	1	1	Consistent
35	The number of emerging competitors in the tourism business	1	1	1	1	1	Consistent
36	Similarity of tourism products and services	1	1	1	1	1	Consistent
37	Products and services that replace traveling to visit the community	1	1	1	1	1	Consistent
38	Number of community customer bases	1	1	1	1	1	Consistent
39	Ability to reach competitors' customers	1	1	1	1	1	Consistent
40	The ability to reach out to the community's customers	1	1	1	1	1	Consistent
41	The community's partnership with the travel agency	1	1	1	1	1	Consistent
42	The price of raw materials a community must buy from outside providers to make goods and services.	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
43	Number of outside suppliers involved in community based tourism	1	1	1	1	1	Consistent
44	Number of tourism business partners	1	1	1	1	1	Consistent
45	Strengthening operations between community and business partners	1	1	1	1	1	Consistent
46	Community based tourism routes map	1	1	1	1	1	Consistent
47	Community's Storytelling	1	1	1	1	1	Consistent
48	Number of community network partners	1	1	1	1	1	Consistent
49	Communication with network partners	1	1	1	1	1	Consistent
50	Collaboration with network partners	1	1	1	1	1	Consistent

The Item-Objective Congruence Index (IOC)

Interview Form For: The CBT Master Community Informant

Subject: Community based tourism management of CBT master in the Active Beach Cluster.

Explanation:

+1 is that the questions are consistent with the desired content.

0 means not sure that the questions are consistent with the desired content.

-1 means the question is not consistent with the desired content.

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
1	What are the main attractions that draw tourists to your community? Why do you think these attractions appeal to tourists, and how does the community currently manage and maintain them?	1	1	1	1	1	Consistent
2	What are the shortcomings of your community that hinder tourism? Why are these weaknesses, and how is the community currently addressing them?	1	1	1	1	1	Consistent
3	What are the community's strengths and weaknesses in running tourism businesses, and how is it currently dealing with these factors?	1	1	1	1	1	Consistent
4	What expertise, distinctive features and identity does your community possess? Please explain.	1	1	1	1	1	Consistent
5	What are the key factors contributing to tourism success in your community? Why are these factors crucial, and how is the community presently managing them?	1	1	1	1	1	Consistent
6	What factors influence tourism in your community, and how do they impact tourism? How is the community currently managing these factors?	1	1	1	1	1	Consistent
7	What are the problems and obstacles encountered in managing community tourism? What are their characteristics and effects, and how is the community addressing them?	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
8	Who manages tourism in your community, and how is it carried out?	1	1	1	1	1	Consistent
9	What role do you play in supporting or contributing to tourism in your community?	1	1	1	1	1	Consistent
10	Can tourism in your community generate income and improve the community's livelihoods? If so, how? Is the income generated sufficient to support current living standards?	1	1	1	1	1	Consistent
11	Does tourism in your community create business value or benefits, and if not, what can be done to enhance the value in this aspect?	1	1	1	1	1	Consistent
12	How does tourism in your community affect the residents' quality of life?	1	1	1	1	1	Consistent
13	Does tourism in your community bring about social benefits, such as quality of life, employment, and safety? If so, in what way and what can be done to increase the value in this area?	1	1	1	1	1	Consistent
14	How does tourism in your community impact on the environment and community resources?	1	1	1	1	1	Consistent
15	Does tourism in your community promote an eco-friendly environment and provide environmental and resources benefits, such as waste reduction, increased energy consumption efficiency, and resources use? If so, how and what can enhance the value in this regard?	1	1	1	1	1	Consistent
16	What are your community's main tourist attractions, landmarks, and check-in points? What makes them unique? Do they have any specific stories or significance? Are these places well-known to tourists? Is your community responsible for managing or maintaining these areas?	1	1	1	1	1	Consistent
17	What physical resources are crucial for the success of your Community Based Tourism initiative?	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
18	What natural resources are available for community tourism, such as trees, fruits, vegetables, and local animals? What makes them unique? Do they have any stories or significance? Are these resources known to tourists? How does your community organize or manage these resources?	1	1	1	1	1	Consistent
19	What natural resources are essential for the success of your Community Based Tourism initiative?	1	1	1	1	1	Consistent
20	What are the primary occupations of the community members? Do these occupations provide a sufficient income? How do these professions support tourism in the area? What are the community's overall economic activities and characteristics, and are they sustainable in the present era? Does your community address these matters?	1	1	1	1	1	Consistent
21	What economic factors are essential for the success of your Community Based Tourism initiative?	1	1	1	1	1	Consistent
22	What is the quality of life of the community members? What is the employment rate? How would you assess the overall quality of life in the community (excellent, moderate, lacking)? Are people satisfied with their current way of life, and does it impact tourism in the community? Does your community address these social and quality-of-life matters?	1	1	1	1	1	Consistent
23	What social resources are essential for the success of your Community Based Tourism initiative?	1	1	1	1	1	Consistent
24	Does the community have a strategy and operational plan for community tourism that aligns with the area development plan? Has this plan been communicated to the community members?	1	1	1	1	1	Consistent
25	Does the community have a working group for community tourism? What are its responsibilities? What is the selection process for members, and is	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
	there a formal appointment and announcement process? How is the personnel work managed?						
26	What is the process for community tourism operations, and who is responsible for each aspect?	1	1	1	1	1	Consistent
27	Does the community prioritize shared values? What are these shared values, and how do they benefit the community's tourism?	1	1	1	1	1	Consistent
28	What is the management style of the community leader or chief administrator responsible for community tourism management, and how does it impact the work?	1	1	1	1	1	Consistent
29	What is the community tourism management model, and how does it prioritize and emphasize operations?	1	1	1	1	1	Consistent
30	Where are the popular places for tourists to visit in the community? What are the characteristics of organizing a trip? Has the community prepared a recommended travel route for tourists, and what are its characteristics? What is the response to the said tourism route?	1	1	1	1	1	Consistent
31	What are the selling points of the community? How has the community promoted sales points or managed this aspect? What problems and obstacles were encountered while carrying out this work?	1	1	1	1	1	Consistent
32	Does the community have business competitors? Who are they? Where do the competitors operate, in the Active Beach Cluster or nearby areas? Or other areas. What are the characteristics of such competitors in business competition with the community? Has the community managed this aspect or not? What problems/obstacles were encountered while carrying out this work?	1	1	1	1	1	Consistent
33	Besides the old business competitors mentioned above, have there been any new business competitors in the community? Who are they? Where are the latest	1	1	1	1	1	Consistent

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
	competitors operating? In the Active Beach Cluster or nearby areas? Or other areas. What are the characteristics of this new competitor in business competition with the community? Has the community managed this aspect or not? What problems/obstacles were encountered while carrying out this work?						
34	Who are the customers of the community tourism business? Are they repeat visitors? How does the community find customers? How can customers get to know and access the community? How does the community operate regarding customers? What are the problems/obstacles in this area of operations?	1	1	1	1	1	Consistent
35	Community tourism business operations: Does the community have to import production factors or goods/services from suppliers outside the community, including what? What problems/obstacles does the community encounter in carrying out this work? Has the community managed this aspect, and how?	1	1	1	1	1	Consistent
36	Apart from the business competitors mentioned above, are there currently substitute products for community tourism businesses that come to attract customers or compete for market share? What types of products/services are there? What are the characteristics of the substitute products of the tourism business that compete with the community? How can customers access that product? Has the community managed this aspect or not? What problems/obstacles were encountered while carrying out this work?	1	1	1	1	1	Consistent
37	Who are the partners in the community's tourism operations? How do they help each other? How does the community manage such alliance relationships?	1	1	1	1	1	Consistent
38	If you want to develop community tourism, which can be self-reliant, create sustainable income for the						

Question		Expert opinion			SUM	IOC	Interpret results
		1	2	3			
	community, and have more business, social, and eco value, what should we do first and why?						

Reliability Results

Reliability results by Cronbach's alpha coefficient method, where the number of samples used in the test was 57, all 50 questions were tested. The test results showed that The Reliability of research tools has an alpha coefficient of 0.861. Therefore, the confidence of this research tool is accepted with a confidence value of not less than 0.70.

Table1 The results of the sentiment check

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.866	50

BIOGRAPHY

Name-Surname	Pittha Phongpradist
Academic Background	Master of Science appropriate technology for resource development, Faculty of Environment and Resource Studies, Mahidol University Bachelor of Science Department of Agriculture (Agronomy), Faculty of Agriculture, Kasetsart University Lecturer at the Faculty of Humanities and Social Sciences Suan Dusit University
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