

Community Engagement for Sustainable Community-Based Tourism Development in Thailand

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Abstract

This study aims to conduct a sustainability analysis to assess community engagement in tourism development in the Active Beach Cluster area, specifically Bann Peuk in Chonburi Province, Thailand. The findings indicate that successful Community-Based Tourism (CBT) management can be achieved through four dimensions of sustainable indicators: economic, social, environmental, and managerial. The economic and social dimensions contribute to the quality of life in the study area, with the social dimension fostering economic diversity and unique activities specific to Baan Peuk. Additionally, the environmental dimension serves as a critical resource for promoting CBT tourism in this case study. Effective governance, which ensures good connectivity and sustainability across all dimensions, is essential. Thus, the study area exemplifies sustainable management and promotion, which can be applied to CBT initiatives nationwide.

Keywords: Community-Based Tourism, Sustainable Tourism, Tourism Development.

Introduction

CBT refers to a form of tourism that prioritizes the sustainability of the environment, society, and culture, as determined by the community itself. It is managed by the community for its own benefit, with the community acting as the owner and having the right to administer tourism activities to facilitate visitor learning (The Thailand Community Based Tourism Institute, 2023). According to The National Tourism Policy Board (2019), CBT represents alternative tourism that is creatively and standardly managed by the community, fostering learning opportunities that contribute to environmental sustainability, the preservation of local culture, and the enhancement of quality of life. The Designated Areas for Sustainable

Tourism Administration (DASTA) defines CBT as tourism managed by the community, serving as a development tool through the participation of all sectors in resource management. This approach leverages valuable local wisdom to create a sustainable balance between economic, social, cultural, and environmental aspects, ultimately leading to an improved quality of life and happiness for community members, tourists, and visitors ([Designated Areas for Sustainable Tourism Administration \(Public Organization\), 2019](#)).

CBT is a form of tourism that prioritizes the sustainability of the environment, society, and culture. Its primary objectives are to enhance community resilience and self-sufficiency while improving the quality of life for community members. The direction and management of CBT development are determined by the community, for the community, with active participation in thinking, planning, sharing responsibilities, and distributing the benefits of tourism. Community tourism resources, including the environment, society, art and culture, ways of life, beliefs, and wisdom, are managed to achieve balance and sustainability, accommodating visitors efficiently according to the needs shared by the community and tourists. This is accomplished through the sustainable management of natural resources, culture, and the environment, with active community participation in decision-making processes to enhance local income distribution and overall well-being. While external agencies may act as sponsors, the community members themselves serve as hosts, delivering tourism products, activities, services, and experiences to visitors through a community-based learning process. At the international level, the Global Sustainable Tourism Council (GSTC) has established a framework for sustainability standards tailored to community-oriented tourist attractions. This framework serves as a guideline for tourist attractions worldwide, aligning with the principles of Sustainable Development and the 17 Sustainable Development Goals ([Global Sustainable Tourism Council, 2024](#)).

CBT is a form of tourism that prioritizes the sustainability of the environment, society, culture, traditions, way of life, and the local economy. The community itself determines the direction of development, assuming ownership roles and management rights for the benefit of its members. CBT management leverages local potential and identity to create unique tourism activities embedded in the community's way of life,

providing tourists with opportunities to experience and engage in these distinctive practices. CBT originates from community attractions and features tourism activities that align with the daily lives of community members and the environmental characteristics of the area. It showcases the lifestyle, natural beauty, and vibrant local culture, harmonizing with the community's available resources. This approach to tourism management promotes the stability of tourism and fosters long-term community development.

The Active Beach Cluster is a significant tourism development zone in Thailand, aiming to evolve into an international, vibrant, and environmentally friendly destination for eastern seaside tourism. This cluster comprises Chonburi, Rayong, Chanthaburi, and Trat. Chonburi serves as the primary tourist city, with Rayong, Chanthaburi, and Trat as secondary tourist cities. The Active Beach Cluster boasts 53 CBT sites certified by the DASTA and the Office of the Permanent Secretary for Tourism and Sports, supporting a population of 450,992. Chonburi, as the main tourist city, has 14 certified CBT sites, with a population of 257,668 ([Department of Health Service Support Ministry of Public Health, 2021](#)).

The Ban Puek community-based tourism initiative is one of 14 CBTs in Chonburi Province, recognized for its high potential and outstanding tourism offerings. Ban Puek Subdistrict is a fertile area known for its famous product, "Ban Puek Woven Fabric," which has a rich history. Over 100 years ago, Queen Sri Savarindira, the Queen Consort of King Rama V of Thailand, visited the Ang Sila Subdistrict and observed the villagers' economic hardships. In response, she helped establish a weaving profession by teaching the villagers how to produce handmade woven fabrics. This craft was taught extensively within the village, eventually becoming a renowned product and a prominent attraction in Chonburi province to this day.

Baan Puek's woven fabric is distinguished by its beautiful and unique patterns, particularly characterized by small parallel lines known as "sai pla lai nok katha." Historically, this distinctive pattern immediately identified the fabric as a hand-woven product from the villagers of Puek-Ang Sila ([Designated Areas for Sustainable Tourism Administration \(Public Organization\), 2023](#)). The characteristics and outstanding aspects of Ban Puek's community-based tourism are detailed in [Table 1](#).

Based on the data presented in Table 1, the researcher has developed a tourism map showcasing community enterprises and tourism activities in the Ban Puek community, illustrated in Figure 1.

Table 1: The Characteristics and Outstanding Aspects of Ban Puek's Community-Based Tourism.

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.
	Economic	Oysters
Biological	Animals	
	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.
	Tourism Activities	Activity to visit the Tao Yai Mom flour plantation and activity to learn how to make Thai desserts (Pandan jelly with coconut milk) at Ban Khanom Thai Boran.
	Linked Tourist Attractions	San Chao Na Cha Sa Tai Sue
	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.
Social	Language Uniqueness	Central Thai. Thai-Central.
	Dressing	
Administrative	Food	Moo Hong (Pork stew), Oyster omelette, Crab soup with ivy gourd, Local salad, Morning glory soup, Roasted crab with herbaceous seep weed, Soy sauce cabbage soup, Kanom Tom, Kanom Tien Kaew
	Management Approach	The Ban Puek Subdistrict Tourism Community Enterprise Group committee is responsible for all management, including accepting customers, arranging queues, arranging times, scheduling activities, and finding people suitable for the job.

Note. Adapted from *Interesting attractions/activities*, by Designated Areas for Sustainable Tourism Administration (Public Organization) (2023), cbtthailand (<https://cbtthailand.dasta.or.th/webapp/attraction/>). CC-BY.



Figure 1: Tourism Community Enterprise in Ban Puek Sub - District Map.

Note. Adapted from *Interesting attractions/activities*, by [Designated Areas for Sustainable Tourism Administration \(Public Organization\) \(2023\)](#), cbtthailand (<https://cbtthailand.dasta.or.th/webapp/attraction/>). CC-BY.

Ban Puek has evolved from a traditional weaving community into a renowned tourist destination, particularly distinguished for its cultural tourism offerings. Its community-based tourism initiative leverages local wisdom, specifically in weaving expertise, to develop community products. Additionally, Ban Puek serves as a vocational training centre for weaving, attracting tourists who seek an authentic experience aligned with the villagers' lifestyle. Tourism development in Ban Puek Sub-district prioritizes community participation, exemplified by the establishment of the Tourism Community Enterprise. This initiative harnesses the local community as the primary driving force and collaborates closely with robust networks such as the Organization Development Institute and DASTA.

Simultaneously, Ban Puek Sub-district embodies an ecological community ethos through the preservation of Thao Yai Mom cultivation and oyster farming, integral to local livelihoods. Moreover, the community has achieved recognition as an OTOP Nawatwithi Tourism Community and holds certification from DASTA as a CBT destination, underscoring its commitment to tourism industry standards. Importantly, the community has actively engaged in community tourism since 2013, spanning over a decade, highlighting the robust sustainability of its tourism initiatives. Based on the provided information, the Ban Puek community demonstrates high potential and exemplary sustainable management in CBT.

Consequently, the researcher selected Ban Puek community-based tourism as the study area to derive insights and best practices for designing sustainable community tourism development guidelines, particularly relevant for coastal and culturally significant regions.

This study aims to conduct a sustainability analysis focusing on community tourism development within the Active Beach Cluster, synthesizing insights and lessons drawn from the successful community tourism practices of Ban Puek in Chonburi Province. Chonburi serves as the primary tourist hub within the Active Beach Cluster, making Ban Puek's experiences particularly relevant for understanding effective community tourism management. To assess the sustainability of CBT development, the researcher employed sustainability analysis principles, focusing on qualitative data gathered through interviews with key informants from the Ban Puk Tambon Community Tourism Enterprise (Chonburi). Known for its rich cultural heritage and old-world charm, this case study revealed that successful CBT management aligns with sustainable development indicators across four dimensions: economic, social, environmental, and management. The CBT development guidelines derived from this analysis are in accordance with the Thirteenth National Economic and Social Development Plan and the Sustainable Development Goals (SDGs).

Literature Review

Sustainable Community Based Tourism Management

CBT is a management approach that promotes sustainable tourism by focusing on community benefits and achieving a balance between economic, social, and environmental development. CBT development emphasizes flexibility to adapt to local contexts and address specific challenges, ensuring a comprehensive understanding of local conditions for effective management. This approach is evident in studies examining tourism management across various regions. [Karacaoğlu and Birdir \(2017\)](#) observed that through CBT, communities gain control over and manage local resources for their own benefit. Additionally, CBT raises awareness among businesses about their responsibility to engage in sustainable tourism practices that safeguard the natural,

social, and cultural environment (Wijaya, Hartati, & Sumadi, 2020). These findings align with Butler's (2020) research, which highlights that sustainable CBT contributes to the socio-economic development of small communities by promoting environmental conservation and responsible resource utilization. Furthermore, Mtapuri, Camilleri and Dłużewska (2022) found that CBT has the potential to alleviate poverty within communities, supporting economically disadvantaged members and enhancing income opportunities for small businesses and entrepreneurs.

The success of CBT management hinges on several critical factors, including community engagement, local governance, sustainable management of resources, service provision, and infrastructure. These elements are supported by development policies and partnerships with various networks, yet the primary responsibility for tourism management must remain within the community. This principle is underscored by findings from studies by Karacaoğlu and Birdir (2017), Wijaya et al. (2020), Mtapuri et al. (2022), Dolezal and Novelli (2022), and Nguyen, d'Hautesserre and Serrao-Neumann (2022), emphasizing the importance of community ownership, active participation in management, operations, supervision, and decision-making processes for successful CBT management. It is crucial that tourism enterprises are owned by local entrepreneurs who are integral members of the community.

To foster significant advancements in CBT, sustainable practices should facilitate the establishment of robust relationships with diverse stakeholders such as governments, policymakers, suppliers, creditors, employees, and customers. Uraiwan (2023) affirmed that Public and Private Partnerships have been crucial in achieving high-level sustainable tourism development across various facets, including tourism marketing, physical infrastructure planning, service enhancement at tourist sites, and participatory management processes. Collaboration between marketers and hospitality businesses is essential for improving community tourism products to captivate local stakeholders, who are expected to safeguard their natural environment, culture, and traditions for the benefit of their communities (Mtapuri et al., 2022). This approach ensures that travellers value authentic destinations that offer unique experiences. Srithong, Suthitakon and Karnjanakit (2019) observed that community forums, networking initiatives, and workshops have been instrumental in enhancing community participation.

Nguyen et al. (2022) identified a significant barrier to community empowerment in tourism as a lack of awareness within the community about their potential attractions and insufficient knowledge about tourism practices. Effective sustainable CBT management strategies necessitate leveraging local resources, both human and natural, to achieve optimal benefits. By doing so, sustainable CBT can foster economic growth and yield positive outcomes for both the local community and the natural environment.

Project Sustainability Assessment Based on the Principles of Sustainability Analysis

Evaluating project sustainability through sustainability analysis principles aligns with the comprehensive principles of sustainable development, encompassing various developmental concerns. This approach facilitates project feasibility assessment by examining issues through the balanced perspectives of environmental, economic, and social dimensions, while also evaluating governance effectiveness. The assessment framework ensures consistency with sustainable development principles for each issue, as illustrated in Figure 2 (Phoochinda, 2018).

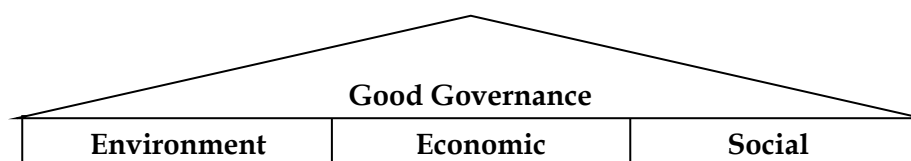


Figure 2: Principles of Sustainability Analysis.

Note. From *Application of Sufficiency Economy Philosophy to Environmental Management* (p.408), by Phoochinda (2018), Bangkok: All in One Printing Co., Ltd. CC-BY-ND.

Establishing indicators of sustainable development across four aspects facilitates the comparative evaluation of each project dimension as follows:

1. Environment: The analysis and evaluation of project outcomes directly assess the physical characteristics and their environmental impacts.
2. Economic: Analysing and evaluating the economy involves assessing the financial aspects and economic impacts of the project.
3. Social: Analysing and evaluating the social aspects involves assessing the cultural and societal impacts within the project area.
4. Good Governance: Analysing and evaluating according to good governance

principles involves assessing participation and applying the 4 M considerations in management: manpower, finances, materials, and management practices (Phoochinda, 2018).

This research applied sustainability analysis principles to evaluate ecological value, social value, and business value, drawing from data collected through interviews with key stakeholders in the CBT master community.

Research Methodology

The conceptual research framework aims to advance sustainable community-based tourism management by studying the CBT master community within the Active Beach Cluster in Thailand. It involves analysing and formulating guidelines for sustainable community-based tourism development that enhance ecological, social, and business values, as depicted in Figure 3.

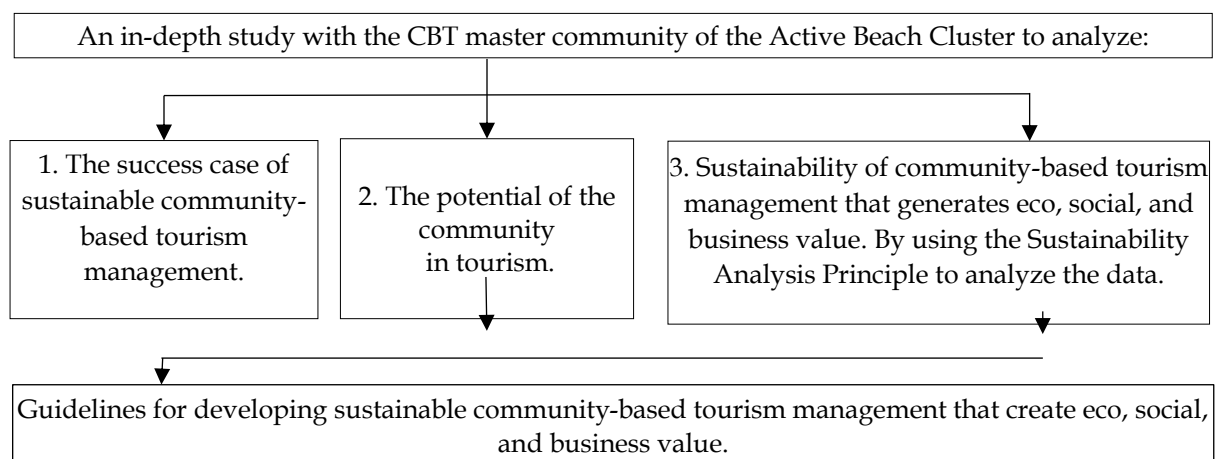


Figure 3: Conceptual Research Framework.

Study Area Selection

The selection of CBT master communities involved choosing four communities with the highest qualifications based on specific criteria outlined for each province. These criteria were derived from accreditation standards and award assessment criteria related to tourism, community development, and environmental conservation. The selection process emphasized eight key criteria across three main areas, which are detailed as follows:

Capital Criteria for CBT

1. The community's tourism capital or resource.
2. Qualifications for being an eco-community.

Travel Community Success Criteria

3. Being promoted as OTOP Nawatwithi community tourism.
4. Tourism-related accreditation, prizes, and standards.
5. Environmental and natural resource-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 CBT business.

This criterion for selection measures the community's capacity to sustainably develop itself for long-term success in community-based tourism. It assesses the community's readiness in terms of tourism infrastructure, awareness, and capabilities to manage and preserve environmental and natural resources, essential for sustaining tourism. Additionally, it evaluates the community's potential for self-development and its alignment with national development goals, including external support and government promotion. Community strength is bolstered by active community participation and the establishment of external networks to support tourism, ensuring the sustainability of community tourism enterprises. This criterion facilitates the selection of successful community-based tourism management based on sustainable development guidelines in Thailand. The Ban Puek subdistrict community-based tourism has been selected as the CBT master community for the Active Beach Cluster area due to its alignment with the majority of the specified criteria, detailed in [Table 2](#). The outcomes of the CBT master community selection revealed that these communities excelled in their respective areas, with the Ban Puek Community-Based Tourism Enterprise (Chonburi) particularly distinguished for its exceptional cultural tourism offerings.

Table 2: Successful CBT Selection Table.

Criterion	Conditions for Criteria Compliance	
	Consistency	Reasons
1. The community's tourism capital or resource	✓	- Ban Puek's local wisdom in agriculture has developed into community products such as woven fabrics, Thai desserts, and Thao Yai Mom flour. They are also the source of oyster cultivation in Chonburi province.
2. Qualifications for being an eco-community	✓	- Quality oyster farming - There is a conservative planting Thao Yai Arrow and raising oysters, which are local occupations.
3. Being promoted as OTOP Nawatwithi community tourism	✓	- OTOP Nawatwithi Tourism Community
4. Tourism-related accreditation, prizes, and standards	✓	- DASTA certified CBT travel community.
5. Environmental and natural resource-related accreditation, prizes, and standards	×	-
6. Involvement of community members in tourism	✓	- Ban Puek has been established as a CBT community enterprise. - Ban Puek has been developed into a Vocational Training Centre in Honour of Her Royal Highness Princess Maha Chakri Sirindhorn (Weaving).
7. Networking outside of the community	✓	- CBT networking group - Community Organization Development Institute - DASTA
8. Sustainability in the CBT business	✓	- From 2013 to present

Note. Comply by Author

Key Informant in Qualitative Research Methods

Key informants evaluating the viability and sustainability of community-based tourism management include representatives of CBT master community leaders certified by DASTA and local entrepreneurs.

Data Collection

Primary data will be gathered through semi-structured interviews to explore the sustainability and impact of community tourism within the Active Beach Cluster. The objective is to gather information about the model community, insights into tourism dynamics, value derived from community tourism management, the tourism potential of the area, and related details. Interviews will be conducted with key community informants from the CBT master community.

Data Collection Tool Quality Checks

The research aimed to assess the quality of data collection tools through content validation (Validity) using the Item-Objective Congruence Index (IOC) method. This involved evaluating the validity of questionnaire content by comparing its items with the study objectives. Three experts assessed the questionnaire: two specialized in environmental studies and one in community-based tourism. The study tools include an interview form for key informants of the CBT master community. The results of the content validity assessment indicated an IOC value of 1.00, signifying that the validity of the instrument met the predefined criteria.

Research Process

1. Gather secondary sources pertaining to sustainable tourism development, the current status and effects of tourism, Thailand's strategies for tourism development and promotional management, specifics regarding the Active Beach Cluster, scholarly investigations on sustainable community-based tourism administration, and associated theoretical frameworks and principles.
2. Choose the most accomplished CBT master community in each province based on established criteria, selecting one community per province, totalling four communities in all.
3. Visit the repository of the CBT master community to conduct interviews aimed at studying community tourism management and the tourism potential within the community. This includes assessing physical, biological, economic, social, and

management potentials, as well as evaluating sustainable values such as ecological, social, and business impacts. Data collection involved using semi-structured interviews with leaders of the CBT master community to gather information on tourism infrastructure and potential across these dimensions.

4. Analysing successful community tourism management for its sustainable impact involves using interview results to assess the project's sustainability through principles of sustainability analysis. This analysis aims to identify and evaluate the sustainable value generated by community-based tourism initiatives.
5. Develop guidelines for sustainable community-based tourism management aimed at generating sustainable value across three dimensions.
6. To prepare a complete report, summarize the research findings comprehensively.

Data Analysis

Qualitative data analysis methods, including comparison, interpretation, and content analysis, were utilized in conjunction. These methods proved beneficial for data analysis in various ways, as outlined below:

1. Comparison involves a systematic examination of similarities and differences in the qualities or attributes of two or more datasets. This process enables drawing conclusions that describe the similarities and differences observed within the data.
2. Interpretation involves the process of understanding the meaning or significance of information or data. It focuses on deriving insights and understanding the implications conveyed by the information.
3. Content Analysis is a method of analysing documents or evidence to systematically describe and interpret the phenomenon under study. It involves extracting meaningful content from both direct and indirect sources of information provided by informants.

To ensure the reliability of qualitative data, methodological triangulation employs multiple data collection methods to gather the same information. This includes using methods such as observation and interviews concurrently, alongside studying information from documentary sources. [Chantavanich \(2009\)](#) asserts that the principle of data triangulation aims to mitigate reliance on any single source for data reliability from the outset.

Research Results

Table 3: Sustainability Factors in the Economic Dimension of Ban Puek Community-Based Tourism Management.

Sustainability Factors in the Economic Dimension	Details
The community possesses significant potential in both local resource capital and social capital.	<ul style="list-style-type: none"> - Community members have traditional occupations by using the potential of local resources and local wisdom, including: <ul style="list-style-type: none"> • Oyster farming • Hiring for shellfish shelling. • Weaving • Making Thai desserts • Making Thao Yai Mom flour - The community creates tourism activities from traditional occupations. - The community uses tourism as a supplementary occupation that creates additional income from the main occupation.
The community has the capability to create tourist products and services.	<ul style="list-style-type: none"> - There is a weaving demonstration centre based on local wisdom called the Ban Puek Ang Sila Hand-woven Cloth Learning Centre. - Woven fabrics are processed into a variety of products. - Weaving has been applied as a tourism activity.
The community offers a variety of distinctive tourism activities that cater to tourist preferences and generate income for its members.	<ul style="list-style-type: none"> - Cultural tourism activities, such as learning about the lifestyle of Ban Puek woven fabric. - Food tourism activities: eating local food and local cooking, including Moo Hong, Ban Puek style seafood sauce, Oyster omelette, Crab soup with ivy gourd, Shrimp curry, Mackerel topped with chili, and Thai desserts - Agricultural tourism activities: planting, harvesting, and processing Thao Yai Mom trees.
The community has the capability to secure financial resources to sustain its tourism initiatives.	<ul style="list-style-type: none"> - The community has conducted an analysis of budget allocations from various agencies, enabling active participation in and advocacy for financial support.

Economic Dimension

Table 4: Sustainability Factors in the Social Dimension of Ban Puek Community-Based Tourism Management.

Sustainability Factors in the Social Dimension	Details
The community possesses unique social capital and maintains a distinct identity.	<ul style="list-style-type: none"> - Ban Puek woven fabric with a unique pattern - An ancient temple has a history of more than 200 years.
The community actively preserves its traditional wisdom.	<ul style="list-style-type: none"> - The community inherits and develops the patterns of Ban Puek woven fabric.
The community has utilized local wisdom and its traditional way of life to transform itself into a tourist attraction with significant potential, thereby creating additional economic opportunities for community members through commercialization.	<ul style="list-style-type: none"> - The community engages in cultural tourism activities where local residents instruct tourists in various traditional practices and activities. <ul style="list-style-type: none"> • Activities related to woven fabrics, including weaving, dyeing, sewing, and creating products from woven fabric. • Activity of visiting ancient temples and folding ancient lotus flowers. • Activities to eat local food. • Local cooking activities.
The community's cohesion is strengthened through collaborative efforts, beginning with trust in its leadership, which attracts volunteers dedicated to communal work.	<ul style="list-style-type: none"> - Community leaders establish policies and encourage community members to actively participate in the development of their area. - Community leaders brainstorm with members to plan work. - Community leaders support flexible work. - Community leaders create incentives to work by creating additional income for members.
The community places importance on and generates value for individuals of all age groups.	<ul style="list-style-type: none"> - The community invites elderly members to act as local guides and ambassadors, showcasing and demonstrating cultural activities to tourists. - Children in the community are entrusted with responsibilities to assist and attend to customers.
The community learns to engage with diverse networks, gaining insight into collaborative strategies that facilitate effective cooperation in developing community-based tourism initiatives.	<ul style="list-style-type: none"> - Working on the conservation of woven fabrics with National Science and Technology Development Agency (NSTDA). - Working in tourism with DASTA.

In studying the sustainability of CBT development, the researcher employed sustainability analysis principles. This involved analysing qualitative data gathered from interviews with key informants within communities to explore sustainability, ecological value, social value, and business value generated by CBT initiatives. From the study, it was observed that Ban Puek's CBT in Chonburi demonstrates successful management aligned with indicators of sustainable development, specifically across four dimensions: economic, social, environmental, and management, which are detailed as follow.

Table 3 presents the factors contributing to sustainability in the economic dimension of Ban Puek community-based tourism management, leveraging local resource bases and cultural capital to enhance community income. Tourism serves as a supplementary career, adding value to existing occupations and improving overall quality of life for community members.

Table 5: Sustainability Factors in the Environmental Dimension of Ban Puek Community-Based Tourism Management.

Sustainability Factors in the Environmental Dimension	Details
The community boasts a diverse array of natural resources and a biologically varied environment.	<ul style="list-style-type: none"> - Coastal landscape - Abundance of century-old, uncommon flora. - Utilization of natural resources and surroundings for agricultural production. - Tourism activities are developed by harnessing the advantages of natural resources and the environment.
The community has cultivated environmentally sustainable products and services.	<ul style="list-style-type: none"> - Using natural dyes to create woven fabrics. - Organizing eco-friendly tourism activities.

Social Dimension

Table 4 outlines sustainability factors within the social dimension of Ban Puek community-based tourism management,

highlighting its unique social capital and cohesive community identity. Factors include trust in leaders, unity among members, a culture of continuous learning, and valuing people of all ages. Community tourism development integrates local wisdom and traditional practices, enhancing its appeal as a tourist destination.

Table 6: Sustainability Factors in the Good Governance Dimension of Ban Puek Community-Based Tourism Management.

Sustainability Factors in the Good Governance Dimension	Details
The community is committed to advancing community management practices to achieve sustainability.	<ul style="list-style-type: none"> - The community is structured as a collective enterprise. - The community has established a committee dedicated to overseeing community tourism activities. This committee assumes responsibility for tasks including customer reception, coordination of tourist activities, supervision of work processes, and managing public relations.
The community leader is widely respected by members and serves as an exemplary figure in both community development and the management of tourism operations.	<ul style="list-style-type: none"> - The Community leader who works until the villagers accept them allows the leader to direct operations and lead the community to success. - Leaders of the Ban Puek community exhibit qualities such as practical teaching methods, adept use of formal and informal networks, and a strong commitment and dedication to ensuring successful outcomes in their endeavours.
The community is poised to acquire knowledge and demonstrates openness to collaborating within networks.	<ul style="list-style-type: none"> - The community works with DASTA to discover its potential and develop communities to raise the level of tourism.
The community is committed to continuous self-improvement.	<ul style="list-style-type: none"> - The community places a high priority on continuous staff development aimed at enhancing the production of unique products and services that reflect the specific characteristics of the local region. - The community provides supervision of staff to optimize their productivity. - The community divides work among members according to each person's expertise.
The community has adopted the principles of Man, Money, Material, and Management (4M) to develop goods and services that embody its distinctive local characteristics.	<ul style="list-style-type: none"> - The community has implemented a management framework based on the 4 M principles, promoting active community engagement in production processes to ensure continuous product generation and prompt income distribution. The management system is distinguished by knowledgeable leaders who impart expertise to subordinates, facilitating self-directed work. Roles are assigned based on suitability, emphasizing inclusivity across all age groups.

Environmental Dimensions

The community possesses significant natural and environmental capital, with potential ideas for developing into a green tourism destination. [Table 5](#) delineates the sustainability factors observed within the environmental dimension of Ban Puek community-based tourism management.

Good Governance

[Table 6](#) illustrates the sustainability factors within the good governance dimension of Ban Puek community-based tourism management. It highlights effective leadership that serves as role models, provides mentorship, and creates employment opportunities. These leaders garner trust and acceptance from community members, fostering cohesive teamwork. The community demonstrates commitment to sustainable development, embraces a culture of continuous learning, and actively engages with networks for collaborative efforts.

Discussion and Conclusion

Discussion

The examination of effective sustainable community-based tourism management revealed that communities can achieve success while generating economic, social, and environmental value. Essential to this success is the acquisition of tourism resources to establish distinctive and compelling attractions. Moreover, the community's potential across economic, social, environmental, and managerial dimensions is crucial. This involves fostering collaboration among community members and effectively engaging network partners to foster community development and sustain community tourism. Key findings from this research study include the following intriguing observations:

This study illustrates that within the CBT master community, sustainable community-based tourism management exhibits distinctive attributes and strengths in tourism. Specifically, CBT Ban Puek benefits from effective leadership that inspires community members to operate efficiently. These leaders serve as exemplary figures

across various domains of conduct, ensuring community readiness to implement policies effectively. This finding resonates with [Alhadi et al. \(2023\)](#), who observed that local leaders play a pivotal role in guiding community tourism initiatives and spearheading environmental conservation efforts, thereby fostering community engagement in tourism. These leaders also serve as crucial intermediaries, facilitating communication between the community and other stakeholders. Key indicators of community leadership include transparency, problem-solving abilities, persuasive skills, coordination capabilities, commitment, competence, inspiration, flexibility, and receptiveness.

Nevertheless, the outcomes of community-based tourism management demonstrate ongoing creation of economic, social, and environmental value for communities. The study identified the economic benefits derived from community-based tourism within the Baan Puk Community in Chonburi. Specifically, community-based tourism increased income for community members, facilitated the creation of new employment opportunities, and contributed to a reduction in unemployment rates. The findings of this study align with the results of [Butler \(2020\)](#), [Mtapuri et al. \(2022\)](#), and [Samarak, Burakachonkun and Tongla \(2022\)](#), which indicate that sustainable community-based tourism can enhance the socio-economic development of communities. It has been demonstrated to alleviate poverty, support disadvantaged community members, create employment opportunities, and increase income for various community stakeholders, including small businesses and local entrepreneurs.

The social benefits derived from CBT reveal several positive outcomes for master communities. These communities are able to discover and celebrate their unique identities, recognize their valuable attributes that enhance their visibility, and cultivate a sense of pride among community members in their roles as local philosophers. Additionally, children in the community feel proud to contribute to their families by working and earning money. Community members serve as role models for tourists, demonstrating sustainable living practices, environmental stewardship, a deep love for their homeland, and pride in their traditional way of life. Community-based tourism management that prioritizes people of all ages exemplifies the value of inclusive societal engagement. This approach can be further leveraged to create business opportunities for communities, particularly by attracting tourists of all age groups, especially the elderly. The elderly are

an increasingly significant customer segment due to rising demographic rates and high purchasing power. [Streimikiene et al. \(2021\)](#) observed that the global decline in birth rates is leading to a growing elderly population. Despite this, the tourism industry often overlooks the elderly and disabled. This demographic represents a substantial and vital market segment that engages with tourism services more than any other group.

When considering social values, it was found that, in the case of the Ban Puek community in Chonburi, CBT has enabled the community to establish more work partnerships and create additional business opportunities. The findings of this study align with research conducted by [Karacaoğlu and Birdir \(2017\)](#), which indicates that CBT can enhance the quality of life for local residents, particularly those in vulnerable societal groups, by effectively managing local resources for their benefit. This perspective is further supported by Naranjo Lluport's study ([2022](#)), which presents compelling data suggesting that CBT serves as an effective strategy for fostering community cohesion, integrating support institutions and human resources, and promoting sustainable tourism development rooted in principles of societal equity, cultural identity preservation, and environmental conservation.

The ecological benefits derived from CBT indicate that environmental tourism activities in the Ban Puk community, Chonburi, contribute to raising awareness about the environment among community members. Additionally, these activities help foster conservation awareness among tourists visiting the area. The findings of this study are consistent with those of [Butler \(2020\)](#), who found that community-based tourism raises awareness about environmental protection and promotes the responsible use of resources. Additionally, studies by [Wijaya et al. \(2020\)](#) indicate that CBT enhances awareness of business responsibility in contributing to responsible tourism practices, aiming to protect the natural, social, and cultural environment. Therefore, sustainable community-based tourism management generates business, social, and ecological values for local residents and the broader community, as demonstrated in the research findings presented.

Conclusion

The study of community-based tourism management in Ban Puek's CBT and the resulting sustainability has culminated in the formulation of a sustainable

community-based tourism management guideline aimed at generating ecological, social, and economic value for the Active Beach Cluster. The guideline comprises three key components.

The three components are:

Knowledge and Competitiveness: These internal elements of a community are intrinsic to the community itself or are created by the community, encompassing four key success factors.

The Tourism Business Factor:

- Accessibility to tourists
- Number of community customer bases
- Travel routes

The Competition Factor:

- The number of emerging competitors in the tourism business
- The number of existing competitors in the tourism business
- Similarity of tourism products and services

The Marketing Factor:

- Tourism promotion channels
- Community tourism social media

The Facilitate Unit Factor:

- Number of stores in the community
- Number of restaurants in the community
- Number of accommodations in the community

Local potential signifies the inherent capabilities within the community that drive tourism activities. It encompasses four key areas: community potential, environmental potential, social potential, economic potential, and management potential.

Environmental Potential Encompasses:

- Physical Capital
- Biological Capital

Social Potential Encompasses:

- The community's share value
- Participation
- The local identity

Economic Potential Consists of Sustainability Factors:

- Adequacy of community members' income.
- The quality of life and well-being of community members.
- The occupational and earning abilities of community members.

Management Potential Encompasses:

- The tourism policy and community's administration
- The CBT Team
- CBT management strategy.

Networking and opportunities represent external factors that communities receive from outside sources. This component comprises three factors: networking and communication, tourism promotion initiatives, and business partnerships.

To implement the guideline for managing community-based tourism effectively and sustainably across all three dimensions, communities should integrate all components of success through the application of the SDCA Cycle (Standardize-Do-Check-Act). This approach standardizes processes, establishes operational standards, and drives community-based tourism management toward sustainability. Essentially, it enables communities to adapt to changes, ensuring their resilience and the alignment of operational systems with evolving contexts and conditions.

Recommendations

To develop sustainable community-based tourism, communities must identify their unique identities and create integrated knowledge across all sectors, with the community serving as the starting point and driving force. Government agencies and related parties should provide additional support by fostering a genuine desire among community members for local development – emphasizing that "the needs for local development must originate from the community members themselves." Additionally, it is crucial to encourage the seamless participation of stakeholders, researchers, and experts in the development process. Relevant parties should collaborate efficiently and promptly, utilizing tourism revenues to develop distinctive tourist routes and activities. This study focuses on the Active Beach Cluster region in Thailand. Government agencies, private sector entities, and affiliated organizations can utilize these findings to implement sustainable community tourism management practices in their respective regions. To optimize the application of these guidelines across tourist destinations with varying characteristics, developers should undertake further spatial contextual studies to tailor this approach more effectively.

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