

COMMUNITY-BASED TOURISM MANAGEMENT: SOUTHERN THAILAND

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Abstract

The southern region is abundant with nature and multi-cultural resources for tourism; it draws more than ten million tourists to visit each year. Community-based tourism development in the southern region is one of the programmes that the government uses to attempt to augment mainstream tourism, particularly along the Andaman coast. Data and information for this study were obtained through fieldwork surveys, in-depth interviews, focus group discussions, and document reviews. This study found that the potential of community-based tourism management in the southern region has five major sections, including community tourism management, personal skills and tourism services, tourism sites, tourism activities relating to livelihoods, and public relations and marketing strategies, which are collected as fundamental data and passed to national tourism organizations to determine CBT policies. However, the understanding of the CBT concept and miscommunication between communities and NTOs, along with the challenge of standardizing services, pose obstacles to the success of CBT in the southern region.

Keywords: Community-based tourism, tourism resources, sustainable tourism, southern region of Thailand

Introduction

Tourism is a powerful vehicle to drive global economic growth and many countries in the world use tourism to strengthen the socio-economic and environmental stability within the country (World Bank, 2013; Hall, 2007), providing millions of jobs, generating income, improving the quality of life, and conserving the biodiversity of natural resources (Lee and Jan, 2019). When the number of tourists increases, tourism development to meet the demand takes place, and the youth in local communities evacuates to the larger cities to sell their labour, particularly in the travel and tourism industry. A large proportion of tourism income has been centred upon major tourism destinations and investors (World Tourism Organization, 2018). Tangible and intangible tourism resources (Richards and Wilson, 2007) have been extravagantly and inconsiderately used to facilitate the increasing numbers of clients, with unsuitable adaptation to local needs as tourism activities merely generate income for the country. Community-based tourism (CBT) is an alternative form of tourism managed by community members (Goodwin, and Santilli, 2009; Noorachid and Chin, 2021) which differentiates it from mainstream tourism. It uses the natural, social, and cultural capital of the community to develop tourism products and services through a participation process from people within the community who manage their resources together, fairly sharing the benefits, and meeting the needs of current tourists who need

local experiences and knowledge from travelling together (OECD, 2020). Additionally, CBT assists in developing the skills of local people to manage community resources for tourism, empowering grassroots people to reach local resources, developing small units but providing high value for resource utilization, sharing the benefits fairly, and building stability, prosperity, and sustainability for natural and human resources, while improving the quality of life of people in the community as well (Zapata, M. J. et al., 2011; Lee and Jan, 2019; Yanes et al., 2019).

Tourism has played a crucial role for Thai economic development since the first national economic and social development plan officially declared in 1961 (Office of the National Economic and Social Development Council (ONESDC), 2017). Early tourism emphasized the development of the main destinations in the central, northern, and southern regions, such as Bangkok, Pattaya, Chiang Mai, and Hat Yai to earn foreign currency and improve the national economy. The abundance and richness of the nature, culture, and Thai-styled civility have attracted tourists from around the world to experience the land of smiles. There were about one hundred thousand visitors in the initial year 1961 of the tourism plan, while in the year before the COVID-19 pandemic, Thailand received 39,916,251 international tourists (Ministry of Tourism and Sport, 2020), ranking fourth and ninth in the world respectively for tourism revenue and tourist numbers (UNWTO, 2021). It is possible to state that Thailand has achieved tourism development when compared with similar developing countries. However, when reviewing the environmental sustainability for tourism, it was found that Thailand ranked 130th from 140 countries in 2019, even if its travel and tourism competitiveness ranked 31st overall (World Economic Forum, 2020). CBT in Thailand, like other forms of tourism development, has been rushed to produce in response to government policies in accordance with the national development strategic plan to meet the changing trends in economic, social, environmental, political, and consumer behaviour. However, when CBT is used as a tool for the development of an area, it lacks correct and current data to serve as the baseline to decide and support government and NGO policies. Therefore, this research aims to investigate, collect, and update the data on CBT management in the southern region (SR) to be passed to agencies under subcommittees on community-based tourism in Thailand (CBT Thailand) for further development.

Review of the literature

CBT concept

The concept of community-based tourism integrates participation, power redistribution, collaboration processes, and social capital (Okazaki, 2008). The major principle of community-based tourism is related to the sustainability of the socio-economic and environmental aspects of the community: location within the community, community recognition, local participation in decision-making, providing opportunities to build capacity of the local people, fair income distribution, and local natural and cultural conservation (Zapata et al., 2011; Suansri, 2003; Tolkach and King, 2015; Giampiccoli and Saayman, 2018; Manaf et al., 2018). A participation approach in the community has been promoted to support integration for tourism management for sustainability. The processes share knowledge and allow the transformation of learning itself, including self-development and redistribution power for equitable incomes and benefits as the community is stratified and has conflicting interests. Therefore, a participation process is an approach in which decision-making can be shared, thus underpinning empowerment (Okazaki, 2008; Connell, 1997; Rocha, 1997; Asley and Garland, 1994). The participation of key

stakeholders and the refining of the process for decision-making in destination planning and management is a necessity for community-based areas along with a communal sense of ownership, as it provides better opportunities to gain benefits from tourism development, positive attitudes, empowerment, and local resources conservation ((Jamal and Getz, 1995; Tosun, 2000; Mountain Institute, 2000; Sebele, 2010). Dangi and Jamal (2016) conclude that the dimension of community empowerment relates to economic, psychological, social, and political factors. Economic benefits return to local ownership, financial resources, integrating planning, improvement of the quality of life, nature and culture conservation, and equal distribution achieving empowerment for CBT management (Scheyvens, 1999; Juma and Khademi-Vidra, 2016). It is necessary that CBT in developing countries generates benefits including developing human capital, general equality, skills training, creating work for contributing labour, and reducing poverty; moreover, the international financial and aid organizations have turned to tourism involving CBT as a way of achieving community economic development (Manyara and Jones, 2007; Harwood, 2010).

CBT Management

Based on the concept, CBT management comprises planning, construction, development, maintenance, participation, and management, and particularly the collaboration of the local community, government, donors, and the private sector to reduce poverty in rural areas (Harwood, 2010; Zapata et al., 2011; M. Si, et al., 2021; Ruize-Ballesteros and Caceres-Feria, 2016). CBT strategic planning relates to people, resources, and process management, especially when local people are at the centre of the development. It is necessary to use the competencies of people in the community to manage cultural and intellectual resources, and this has been used as a crucial element to develop and manage tourism for sustainability (Jirojkul, 2021; Sebele, 2010). The local community contains different and biodiverse resources (Suasri, 2003); additionally, local resources include social capital – communitarian networks, and the aggregation of institutional synergy to generate economic activity (Woolcock and Narayan, 2000). Therefore, the priority of CBT development minimizes the adverse impact on nature, culture, and the way of life, and keeps a balance between inhabitants and nature (Jamal and Dredge, 2014). Fair income distribution to the various stakeholders must be considered to prevent conflicts of interest within the community (Mountain Institute, 2004). CBT management processes initiate community-owned activity involving full development and multiple beneficiaries of the initiatives (Manyara and Jones, 2007). Government agencies play crucial roles in infrastructure development, and the external developers such as financiers and entrepreneurs provide additional aid as well, so their representatives should be participants in the initial planning process (Jamal and Getz, 1995). Moreover, CBT needs to empower the locals through training and education for human and social development which comes after awareness and capacity building (Tasi et al., 2013). Lee and Jan (2019) summarize the consequences of CBT management noting that local people perceived the responsibility for their economic, socio-cultural, and environmental quality of life and satisfaction.

Study context

Study area

The SR of Thailand comprises fourteen provinces, and the area has been divided into three

clusters by the Ministry of the Interior (Figure 1): The Thai Gulf coast (TGC) consisting of Chumphon, Surat Thani, Nakhon Si Thammarat, Phatthalung and Songkhla; the Andaman coast (AC) including Ranong, Phang Nga, Phuket, Krabi, Trang and Satun, and the southern border provinces (SBP) Pattani, Yala, and Narathiwat (Government Gazette, 2017). The SR has outstanding marine tourism resources such as white sand beaches, coral reefs and islands in both TGC and AC. Marine attractions that are well known to tourists are Koh Samui, Koh Pha-ngan, and Koh Tao, including the land national park of Khao Sok on the east coast. The Andaman coast includes the well-known destination of Phuket, as well as other destinations for foreign tourists such as Koh Lanta, Phi Island, Maya Bay, known for the film “The Beach”, Ao Nang, Rai Lay Bay, Phang-Nga Bay “James Bond Island”, the Surin and Similan Islands, and Khao Lak. In the SBP bordering Malaysia, most of the population is Muslim, so the region is outstanding in Muslim culture, archaeological sites, and rain forest, while the border tourism towns are a holiday destination for Malaysian tourists. However, the three southern border provinces have faced a situation of unrest since early 2004 until the present day (Boonrith, 2013; Chaiyakot et al., 2016). An abundance of marine and land-based natural attractions and outstanding multi-cultural heritage consistently attracted tourists from around the world to travel to the south (Table 1) before the epidemic of COVID-19 (Ministry of Tourism and Sport, 2020). The tourism capacity in the SR ranges widely between the rich and poor areas: Phuket could attract more than ten million tourists from around the world in 2019 while Pattani is the second-poorest province in the country (ONESDC, 2021) and served fewer than three thousand foreign tourists in the same year. Hence, when considering the rich and poor range between Phuket and Pattani, it can imply that CBT might solve problems such as poverty, inequality, healthcare, and a lack of educational opportunities in developing countries (Telfer and Sharpley, 2016).

Figure 1: The fourteen provinces in the southern region can be divided into three clusters

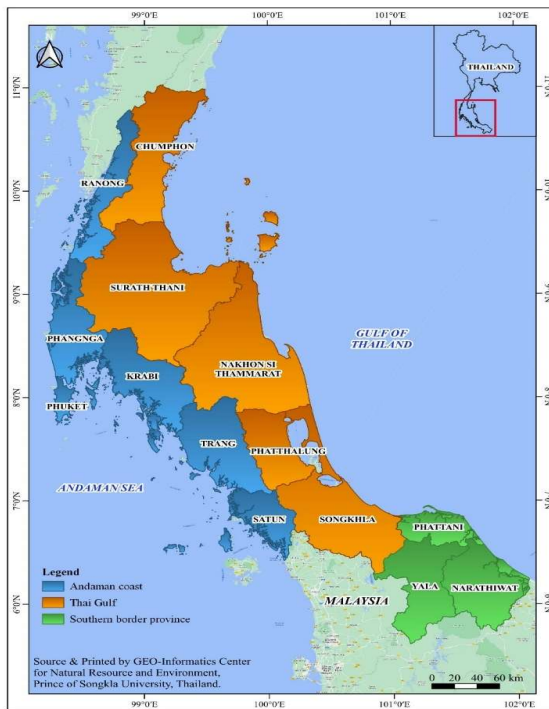


Table 1: The number of visitors who came to the fourteen provinces of the southern region during 2016-2020

Province	2016		2017		2018		2019		2020	
	Thai	Foreign	Thai	Foreign	Thai	Foreign	Thai	Foreign	Thai	Foreign
Chumphon	1,248,569	108,859	1,350,753	111,594	1,404,890	115,183	1,400,821	113,926	628,315	19,546
Krabi	2,168,735	3,635,101	2,425,479	4,163,343	2,530,535	4,236,323	2,447,230	4,312,606	935,622	627,258
Nakhon Si Thammarat	3,484,288	81,526	3,622,204	82,619	3,795,827	87,573	3,723,472	84,781	2,376,056	22,031
Narathiwat	243,091	402,929	253,482	412,228	259,853	432,204	262,309	441,501	135,343	80,778
Pattani	254,974	2,169	270,575	2,164	279,643	2,345	279,674	2,385	115,164	600
Phang Nga	1,240,400	3,234,823	1,317,434	3,423,249	1,409,746	3,458,584	1,434,895	3,470,414	638,824	574,597
Phatthalung	1,472,162	15,026	1,553,436	15,897	1,624,120	17,721	1,607,835	18,297	735,705	1,538
Phuket	3,768,955	9,641,703	3,903,481	10,109,382	4,057,904	10,351,308	3,977,545	10,598,921	1,892,436	2,110,854
Ranong	870,793	52,450	922,649	54,823	955,953	56,607	947,354	835,661	378,251	14,771
Satun	1,218,727	157,703	1,278,209	164,616	1,338,875	180,477	1,371,526	184,704	774,428	38,121
Surat Thani	2,152,568	3,312,952	2,304,493	3,586,336	2,394,973	3,759,571	2,309,165	3,591,556	1,185,706	629,185
Songkhla	4,157,186	2,517,992	4,396,474	2,629,099	4,614,546	3,014,267	4,420,558	3,082,903	2,653,748	439,390
Trang	1,280,599	185,212	1,322,758	191,334	1,380,827	198,079	1,367,727	195,836	599,052	49,040
Yala	132,142	492,737	141,012	516,305	146,222	533,796	145,191	544,747	331,052	83,176

Methodology

The main purpose of this survey is to produce relevant CBT data in the SR which can support the missions of the CBT Thailand Committee (CBTTC). The study is based on fieldwork undertaken (Manyara, G. and Jones, E., 2007) concerning CBT in the SR between February 2018 – December 2019. Data of this study were obtained using two approaches. The first approach involved in-depth interviews with the representatives of CBTTC, the national tourism organizations (NTO) of each province, and local tour operators, to determine the requirements to use CBT data. Selection of the interview participants was based on the research study as well as the knowledge

and experience of participants considering the phenomenon under investigation in order to capture the meaning of the phenomenon under their consideration (Venkatesh et al., 2016; Creswell and Clark, 2017). The semi-structured interview approach was used with a broad direction; the responses could stimulate further questions from the interviewers (Harrell and Bradley, 2009). The major interview direction concerned what group of CBTs data would the participants' organizations like to know in order to conduct their organizational missions. Next, the results of this analysis are presented under five main sections:

1) Tourism management of the community: community regulations for tourist, distribution of income from tourism, tourism funds, formation of organizational management, inside and outside tourism networks, supporting agencies and how to support, awards received, and community tax invoices.

2) CBT personal skills and service capacity: local guides (number of each, experience in tourism service, training in tourism courses and foreign language skills), restaurant providers (number of each, service period, and training courses), accommodation service providers (number of each, service period, and training courses), local transport service providers (type of vehicle and training courses), and the ability of CBT staff to use computer programs (type of computer program and training courses), and further skills training requirements, the community tourism calendar, and development of tourism sites in the community.

3) Tourism sites: type of tourism sites, community tourism calendar, and what tourism sites were developed.

4) Tourism activities and services: general tourism activities, activities relating to the community way of life, activities for voluntourism, safety and security for tourists, food menu, accommodation, souvenirs, where to buy community souvenirs, and the readiness of the community for MICE groups.

5) Public relations and marketing: CBT programmes, target groups, marketing channels, public relations media, number of tourists per month, number of excursion visitors per month, and tourism income per year.

A roundtable discussion was carried out with participants (Bardhan et al., 2019) from 151 CBT sites (Table 2) in the three clusters – TGC, AC, and SBP – of the southern region where 3-5 active tourism members participated. The selected participants were from similar backgrounds and shared experiences related to the research topic, while the meeting room was intimately arranged where the participants could feel comfortable to brainstorm (Hennink, 2014). The above five sections of tourism were questioned. The CBT name lists were collected from government and non-government agencies, and the results of research from academic institutes which support the community to run tourism. The results of the study may make a contribution to the understanding of CBT consequences for grassroots tourism development and improvement (Zapata et al., 2011).

Data analysis

All FGDs and the semi-structured interviews were recorded in the native language with the consent of all participants, and translations and transcriptions were then conducted into English. Content analysis, making replicable and valid inferences from data to their context, was employed to analyze data and interpret its meaning (Elo and Kyngäs, 2008). It is involved in the phases of the processes of initialization, construction, rectification, and finalization of the responses from the interviews and focus groups to reduce the similarities and variations in the

content (Vaismoradi, M. et al., 2016, Mazaheri et al., 2013). Similar responses were classified according to the heading or theme after they were coded.

Table2: The number of CBT sites in each province of the study area

Cluster	Province	Number of collected CBTs in the first year	Number of collected CBTs in the second year
Thai Gulf Coast	Chumphon	3	5
	Surat Thani	6	8
	Nakhon Si Thammarat	6	6
	Phatthalung	7	5
	Songkhla	3	6
Andaman Coast	Phang Nga	7	3
	Phuket	3	0
	Krabi	4	3
	Trang	8	8
	Satun	13	11
	Ranong	3	3
Southern Border Provinces	Pattani	11	1
	Yala	9	1
	Narathiwat	6	2
Total		89	62
Grand total		151	

Results

CBT management in the southern region

CBT in the SR has a general organization administrative chart, establishing goals and objectives, and working due to aptitude. However, there is no instant structure for CBT administration. Different tourism group leaders contribute to CBT, including village heads, subdistrict heads, retired government officials, representatives from groups in the community, and businessmen, depending on the specific areas and taking a position for two to four years. Communities have created internal and external partnerships to drive tourism advantages through which it states that the tourism group supports related stakeholders in the community and in outside organizations (Okazaki, 2008) to work for tourism (Table 3). The formation of CBT development whereby organizations support the community can normally be divided into basic infrastructure, skills training, marketing promotion through the main provincial tourism, community development, and agricultural organizations. However, local administrative organizations still play a lesser role in CBT development even though tourism can distribute income, promote quality of life, and conserve cultural and natural heritage (Harwood, 2010; Juma and Khademi-Vidra, 2016). Gambling and drinking are prohibited for tourists who stay overnight in particular Muslim communities. Communities obtain tourism income from providing a range of services such as local food, accommodation, local transportation, guiding services, contribution of labour, souvenirs (Asley and Roe, 1998; Tasci et al., 2013; Manaf et al., 2018) and lectures or interpretation for study groups. Service income is divided into the community fund at a rate of 5-10 percent after deducting expenses, and a majority of communities keep

records of income and expenses, although it is very rare for tax invoices to be issued by the community, especially in the southern border provinces. Certain CBT members received tourism awards, particularly the DASTA Award which is presented to qualifying communities every two years (DASTA, 2020).

Table 3: Model of CBT management in the SR

Type of Management	Indicator	Detail
Tourism management of the community	Formation of organization of management	<ul style="list-style-type: none"> - Have organizational administrative structure - Determine organizational objectives - Divide work according to aptitude - Two-year term for the tourism group president - Records of income and expenses
	Inside and outside tourism network	<ul style="list-style-type: none"> - Major inside network: agricultural housewives, homestay, youth, seniors, local community fisheries, long tailed boats, aquaculture, orchards, community forests, local administrative organizations, batik, kayaks, processed products, etc. - Major outside network: government, non-government, academic institutes, tour operators, provincial tourism business associations, etc.
	Supporting agencies and how to support	<ul style="list-style-type: none"> - Main government agencies (TAT, PTSO, DASTA, PCDO) for infrastructure, skills training, publication, and marketing - Non-government for skills training and marketing - Academic institutes for skills training
	Distribution of income from tourism	<ul style="list-style-type: none"> - meals - accommodation - local transportation - guiding services - contributed labour - souvenirs - lecture fees (study groups)
	Tourism fund	Most of them pay 10 % of their income to the community fund after deducting expenses
	Tax invoices	A few CBT members issue tax invoices to customers
	Community regulations for tourists	<ul style="list-style-type: none"> - homestay regulations: no gambling and drinking - prohibition of Islam - community vehicle use
	Received awards	<ul style="list-style-type: none"> - Thailand Tourism Award - Thai Homestay Standard - DASTA Award - ASEAN Community-Based Tourism Award

All people who are associated with community-based tourism were trained in skills for tourism services such as foreign languages, being a good host, online marketing, and tourism management. These training courses were arranged by different organizations, most of which were part of the committee of CBT Thailand. Moreover, NGOs and other institutions play crucial roles to develop CBT member skills through tourism research projects. The ability to use foreign languages to communicate with overseas clients remains difficult for the communities although skills in foreign language use were widely practiced. Major challenges of CBT include local capacity, marketing, and economic viability (Saayman and Giampiccolim, 2016). Therefore, CBT members who are less skilled and lack understanding of the travel motivations and expectations of their clients (Müller et al., 2020) can learn to use marketing tools to promote tourism, but a majority of CBT members use primitive marketing strategies to promote tourism: brochures, leaflets, and signs including basic online media such as Facebook and LINE (Table 4), except in certain communities which allow the youth to enter administration roles. Therefore, study tour groups subsidized from mentoring organizations become the main tourists coming to the community. Meanwhile, CBT members in the AC cluster received major international tourists connecting from five main destinations: Koh Lanta, Phi Island, Ao Nang, Rai Lay Bay, Phang Nga Bay, Phuket Island, and Khao Lak.

Table 4: Services, skills, public relations, and marketing of community-based tourism

Type of Management	Indicator	Detail
CBT personal skills and service capacity	Local guides (number of each, experience in tourism services, training in tourism courses and foreign language skills)	<ul style="list-style-type: none"> - Two to five interpreters in each community - Tourism service experience of 1-20 years - Major training courses: foreign language, being a good host, online marketing, and tourism management - A few interpreters are able to speak English and Chinese while some interpreters in the southern border provinces can speak Bahasa fluently
	Restaurant providers (number of each, service period, and training courses)	<ul style="list-style-type: none"> - Three to seven restaurants offering service in each community including private restaurants - Major training courses: clean food and good taste programme, foreign languages, and being a good host
	Accommodation service providers (number of each, service period, and training courses)	<ul style="list-style-type: none"> - Three to ten homestay services in each community, also community lodges in some communities - Service period: depending on the number of years of CBT opening

	- Major training courses: homestay standards, foreign languages, being a good host, and online marketing
Local transport service providers (type of vehicle, and training courses)	- Type of vehicles: mini-bus, long tailed boat, and taxi motorcycle - Major training courses: foreign languages and being a good host
Ability of CBT staff to use computer programs (type of computer program, and training courses)	- Microsoft Word programme widely used only - Major training course: online marketing
More skill training requirements	- Old community: foreign language skills, interpretation, accommodation management, using digital technology for tourism and local guides - New community: similar to the old one including CBT management
Public relations and marketing	- The CBT programme is divided into three programmes – within the community, connecting to main tourism routes, and tailor-made
Target groups	1 st study groups 2 nd domestic 3 rd Europeans and Chinese (Andaman coast) 4 th Malaysians (southern border provinces)
Marketing channels	- personal selling - partnerships (local tour operators, nearby hotels, government organizations, etc.) - media familiarization trips (sponsored by NTOs) - trade exhibitions - word of mouth
Public relations media	- Offline: brochures, leaflets, signs - Online: Facebook, IG, Line, Twitter, E-book websites, YouTube (VDO clips)
Number of tourists per month	- The Thai Gulf and southern border province region received more tourists than the Andaman coast region as most visitors were study groups and domestic tourists

Number of excursion visitors per month	The Andaman coast region received more excursion visits than the other two regions as visitors preferred to do activities rather than stay overnight in the community.
Tourism income per year	There were very few survey responses

The SR, with an area of approximately 70,715.2 square kilometres, is in the Malay Peninsula, flanked by two ocean shores – the Pacific Ocean (Thailand Gulf) and Indian Ocean (Andaman coast), with flourishing natural tourism sites such as white sand beaches and archipelagos on both coasts (Wikipedia, 2022). A mix of cultures – Thai, Muslim, and Chinese – generate social capital as features of organizations and belonging to the community which extends to tourism activities (Rodriguez-Giron and Vanneste, 2019). The sea, beaches, archipelagos, lakes, rivers, and mangrove forests are major natural components of the destination (Table 5), while CBT resources involve cultures and environments where the livelihoods, local food and drink, herbs, dance, music, material and clothing, accommodation, and handmade and processed souvenirs and the historic sites in the community become the CBT products (Tasci et al., 2013; Ruize-Ballesteros and Caceres-Feria, 2016; Manaf et al., 2018). Volunteer tourism, which is alternative tourism for tourists who volunteer for a part or full programme in their travels has been emerging in CBT activities aiding the restoration of certain environments or in the donation of materials to poor local people (Wearing and McGehee, 2013).

Table 5: Community-based tourism sites and activities

Type of Indicator	Detail
Tourism site Management	
Tourism site	<ul style="list-style-type: none"> - Nature: sea, lake, waterfall, beach, islet, mountain, river, canal, mangrove forest, etc. - Culture: traditional dance “Manora dance recently declared as cultural world heritage”, batik cloth, local food, traditional events of Thai, Thai-Muslim, and Chinese cultures - Way of life: rice farming, rubber slitting, fishing, aquaculture, orchards, beekeeping, weaving and carving
Community tourism calendar	<ul style="list-style-type: none"> - TGC and SBP: able to visit natural sites all year round except monsoon season (October to December) - AC: best time to visit natural sites during November to May - Outdoor activities and way of life: rubber slitting, fisherman, aquaculture, and orchards opening all year like indoor activities - weaving and carving - Rice farming beginning from August to February

	Development of tourism sites in the community	<ul style="list-style-type: none"> - Infrastructure: roads, information, caution signs, public toilets, carparks, tourist visit centres, etc. - Skills training for CBT members: service, security, being a good host, marketing, etc. - Safety equipment
Tourism activities and services	General tourism activities	<ul style="list-style-type: none"> - Morning sunbathing, paddling boats, kayaking in mangrove forests, fishing, snorkeling, bird watching, exploring caves, trekking, etc.
	Activities related to the way of life	<ul style="list-style-type: none"> - Cooking classes, making desserts, stewing palm sugar, eating local food, rubber slitting, beekeeping, batik painting, dying, sewing, stirring herbal soap, trawling, homestay, talking with elders, folk culture show, wedding ceremony arrangement, traditional dance, mud spa, visiting orchid farms, listening to community history, study tours (CBT management), etc.
	Activities for voluntourism	<ul style="list-style-type: none"> - building fish house, crab bank, and weirs - collecting marine debris - planting mangrove and seagrass
	Safety and security for tourists	<ul style="list-style-type: none"> - safety equipment: lifeguard, booth, helmet - first aid kit - herbal - village health volunteer (any community) - insurance (any community)
	Food menu	<ul style="list-style-type: none"> - all serve local dishes and fruit in season
	Accommodation	<ul style="list-style-type: none"> - homestay, community lodge, tent, school, and temple
	Souvenirs	<ul style="list-style-type: none"> - processed agricultural products - dried seafood - fresh and dried fruit - herbs: soap, shampoo, beverages - keychains - cloth: batik, tie-dye and woven fabric, scarves, flannels, and t-shirts - craft: wicker, vase, and leather
	Where to buy community souvenirs	<ul style="list-style-type: none"> - tourist visitor centre - learning centre - community leader's house - OTOP centre - homestay - online
	The readiness of the community to serve MICE groups	A few communities have facilities for MICE groups

The One Tambon (subdistrict) One Product (OTOP) project was initiated by the Thaksin government in 2003 (Community Development Department, 2017), and gives an opportunity to communities to produce products within the community from raw materials and knowledge within that community. Government organizations relating to CBT development continuously capitalize the community. Therefore, a majority of communities provide tourist goods and souvenirs that are made in the community. The OTOP project therefore influences CBT development in Thailand, and certain CBT activities were fostered by this project (Lo and Janta, 2020). It seems a great number of developments have been distributed to the community from related organizations; however, CBT will receive such assistance when it is well-known, due the fact that there is no clear and official formation of CBT establishment, so this depends on the community needs and the objectives of related organizations. A lack of standardization and neglect have affected service standards. Safety and security as a fundamental component of hosting tourists has become complex due to various factors including matters related to politics, health and hygiene, safety in communication, protection of personal data, environmental security, and quality of assurance services (Kôvári and Zimányi, 2010). Most CBT members facilitate tourists with fundamental equipment (Table 5) and there are a few communities buying insurance for walking tourists despite NTOs and NGOs designing standard indicators for CBT. CBT members in Thailand were freely permitted to run businesses without any rules because the government anticipates economic benefits to the community and considers CBT as a supplementary business. Implementing standard indicators relies on CBT willingness, as NTOs cannot compel CBT members to follow, but can provide rewards for standardized communities.

Conclusion

Local people in the southern region state that CBT is just a supplementary career which allows them to gather informally to establish organizations to run tourism. Tangible and intangible resources within and adjacent to the community were turned into tourism products and services. A majority of CBT members have adapted daily livelihoods as tourism activities to serve domestic and international clients. Ecotourism, cultural tourism, and activities relating to the way of life have been designed for general tourists. Fundamental safety and security have been provided according to the capacity of the community in line with the marketing plans, although there are many organizations which offer skills training courses to CBT members. Targeting tourists for CBT still focuses on study tours for agriculture, aquaculture, and processed products which are subsidized by mentoring organizations. However, CBT in the Andaman coast cluster has greater advantages than the other two clusters as it allows easy connections with other well-known tourism sites of the country. A lack of understanding of the CBT concept among the communities themselves and NTOs, along with ignorance of direct quality standards, miscommunication between CBT members and related organizations, and poor standardization of services are challenges which must be overcome by CBT in the southern region. Further studies should consider how participation in tourism management can be changed to private companies within the communities in the Andaman coast cluster.

Acknowledgements

The authors would like to thank the Ministry of Higher Education (Thailand), Science, Research,

and Innovation for funding this research project.

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