

การพัฒนากลยุทธ์การตลาดของกลุ่มวิสาหกิจท่องเที่ยว โดยชุมชนเกาะแลหนั่ง อำเภอเทพา จังหวัดสงขลา

Developing marketing strategies of Koh Lae Nang community-based tourism, Thepha District, Songkhla Province

Received: November 6, 2025

Revised: January 23, 2026

Accepted: January 26 2026

อรอนงค์ อัมภา*

Ornanong Ampha*

เสรี บุญรัตน์**

Saree Boonrat**

*, **หลักสูตรการจัดการสมัยใหม่ วิทยาลัยการจัดการเพื่อการพัฒนา มหาวิทยาลัยทักษิณ วิทยาเขตสงขลา

, **Management Program in Modern Management, College of Management for Development, Thaksin University, Songkhla Campus

*Email: ornanong.a@tsu.ac.th

**Email: saree.b@tsu.ac.th

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อประเมินศักยภาพด้านการตลาดและผลิตภัณฑ์ เพื่อศึกษาปัจจัยส่วนประสมทางการตลาดที่มีผลต่อความพึงพอใจของนักท่องเที่ยวต่อบริการของแหล่งท่องเที่ยว และเพื่อพัฒนากลยุทธ์การตลาดของกลุ่มวิสาหกิจท่องเที่ยวโดยชุมชนเกาะแลหนั่ง อำเภอกะทู้ จังหวัดสงขลา เป็น การวิจัยเชิงปฏิบัติการแบบมีส่วนร่วม ประกอบด้วย วิจัยเชิงคุณภาพ ตัวอย่าง คือ สมาชิกกลุ่มฯ กลุ่มผู้นำชุมชน ผู้ประกอบการ และผู้แทนจากหน่วยงานภาครัฐ ภาคเอกชนที่เกี่ยวข้องกับการส่งเสริมการท่องเที่ยว โดยชุมชนของกลุ่มฯ รวมจำนวน 25 คน เลือกตัวอย่างแบบเจาะจง เครื่องมือวิจัยแบบสัมภาษณ์แบบ กึ่งโครงสร้าง จากการประชุมสนทนากลุ่ม การประมวลผลด้วยการวิเคราะห์ข้อมูลจากการสัมภาษณ์ เป็นวิธีการวิเคราะห์เชิงเนื้อหา และวิจัยเชิงปริมาณ ตัวอย่าง คือ นักท่องเที่ยวที่เดินทางมาท่องเที่ยว ที่กลุ่มวิสาหกิจท่องเที่ยวโดยชุมชนเกาะแลหนั่งฯ จำนวน 100 คน การสุ่มตัวอย่างโดยไม่ใช้ความน่าจะเป็น และเลือกตัวอย่างแบบเจาะจง เครื่องมือวิจัยเป็นแบบสอบถามปลายปิด การประมวลผลด้วยการวิเคราะห์สถิติเชิงพรรณนา สถิติพื้นฐานที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน สถิติเชิงอนุมาน และการวิเคราะห์ถดถอยพหุคูณ

ผลการวิจัย พบว่า ศักยภาพด้านการตลาดและผลิตภัณฑ์ดำเนินการอย่างไม่เป็นทางการและ ยังขาดประสิทธิภาพ สิ่งที่ต้องเพิ่มศักยภาพ ได้แก่ ด้านช่องทางการจัดจำหน่าย และการส่งเสริมการขาย โดยเฉพาะเรื่องการโฆษณา และเรื่องประชาสัมพันธ์ และปัจจัยส่วนประสมทางการตลาดที่มีผลต่อ ความพึงพอใจของนักท่องเที่ยว ได้แก่ ด้านผลิตภัณฑ์ ด้านบุคคล ด้านช่องทางการจัดจำหน่าย และด้าน ราคา ตามลำดับ ในขณะที่ด้านการส่งเสริมการตลาด ด้านกายภาพ และด้านกระบวนการ ไม่มีผลต่อความ พึงพอใจ และการพัฒนากลยุทธ์การตลาดจึงเน้นการพัฒนาด้านผลิตภัณฑ์ ด้านบุคคล ด้านการจัดจำหน่าย และด้านราคาให้ดียิ่งขึ้นไป เพื่อสร้างความพึงพอใจสูงสุดและนำไปสู่การกลับมาท่องเที่ยวซ้ำและบอกต่อ ในขณะที่ด้านช่องทางการจัดจำหน่าย และการส่งเสริมการขาย ต้องสร้างการรับรู้ให้แก่นักท่องเที่ยวอย่าง เข้าถึงด้วยกลยุทธ์การตลาดที่ทันสมัย และหน่วยงานภาครัฐและภาคเอกชนสามารถนำผลการวิจัยที่ได้ไป ปรับปรุงหรือนำเสนอแผนการท่องเที่ยวโดยชุมชน เพื่อสร้างการท่องเที่ยวโดยชุมชนอย่างยั่งยืน

คำสำคัญ: การท่องเที่ยวโดยชุมชน กลยุทธ์การตลาด กลยุทธ์ส่วนประสมทางการตลาด 7P's

Abstract

This research aims to assess marketing and product potential, examine the factors of the marketing mix that influence tourist satisfaction with tourist site services, and develop marketing strategies for the Koh Lae Nang Community Tourism Enterprise Group, Thepha District, Songkhla Province. This is a participatory action research study consisting of qualitative research. The sample includes group members, community leaders, entrepreneurs, and representatives from government and private sector agencies. The group, which consists of 25 people, used a purposive sampling method related to community-based tourism promotion.

The research instrument was a semi-structured interview. Data processing involved analyzing interview data using content analysis. And in quantitative research methods, the sample consisted of 100 tourists visiting the Koh Lae Nang Community Tourism Enterprise Group. Non-probability sampling and purposive sampling were employed. The research instrument was a closed-ended questionnaire. Data processing involved descriptive statistical analysis. Basic statistics used for data analysis included percentages, means, standard deviations, inferential statistics, and multiple linear regression analysis.

The research findings indicate that marketing and product potential are managed informally and lack efficiency. Areas requiring improvement include distribution channels and sales promotion, particularly advertising and public relations. The marketing mix factors influencing tourist satisfaction are, in order, product, people, distribution channels, and price. Marketing promotion, physical environment, and process have no impact on satisfaction. Therefore, marketing strategy development should focus on improving product, people, distribution, and price to maximize satisfaction and encourage repeat visits and word-of-mouth referrals. Additionally, modern marketing strategies must effectively communicate distribution channels and sales promotion to tourists. Government and private sector agencies can utilize the research findings to improve or present community-based tourism plans for sustainable community tourism.

Keywords: Community Based Tourism (CBT), Marketing Strategy, 7P's Marketing

Introduction

Thailand recognizes tourism as a key driver of national economic development, as outlined in the 12th National Economic and Social Development Plan under the vision of “Stability, Prosperity, and Sustainability.” Tourism is used strategically to drive national development, responding to global trends and changing consumer behaviors. The industry aims to attract quality tourists, diversify tourism offerings, and preserve the country’s cultural identity, traditions, and community uniqueness. Initial efforts have focused on generating tourism revenue, establishing service standards, and ensuring equitable income distribution at the community level, while emphasizing sustainable tourism that links regional destinations (แผนแม่บทภายใต้ยุทธศาสตร์ชาติ ประเด็น (05) การท่องเที่ยว (พ.ศ. 2566-2580) (ฉบับแก้ไขเพิ่มเติม), ม.ป.ป.).

In Songkhla Province, 16 districts with 29 communities have been selected for creative community-based tourism (CBT) development. These pilot areas follow the CBT Thailand standards, comprising six dimensions and 31 objectives, along with the Sustainable Tourism Management Standard (STMS), to enhance community tourism sites. Among these, Ban Koh Lanang in Pak Bang Subdistrict, Thepha District, has been developed as a community tourism site under the OTOP Nawatwithi program. Its rich marine resources, natural attractions, and

community-crafted activities attract tourists to visit, engage, and purchase local products (สุธิตา พฤกษ์อุดม, 2565). Ban Koh Lae Nang community, located in Pak Bang Subdistrict, Thepha District, Songkhla Province, is one of the areas that has implemented community-based tourism under the OTOP Nawatwithi program, in accordance with government guidelines (เปิดเสน่ห์ชุมชนท่องเที่ยวบ้านเกาะแลหนั่ง ม.3 ต.ปากบาง อำเภอเทพา จังหวัดสงขลา, 2564). Tourism activities are conducted exclusively through a participative manner that engages community residents. The village currently provides tourism activities that leverage natural and environmental resources as primary attractions, including oyster boat tours, boat excursions through mangrove forest tunnels, and visits to a stingless bee farm (เสรี บุญรัตน์, 2568). Community staff provides the popular oyster boat tour. The tour involves cruising on a boat and tasting fresh oysters that were harvested by the community staff during the trip.

However, the Ban Koh Lanang community tourism enterprise group faces challenges in marketing knowledge, limiting its ability to promote products and services effectively. Currently, the community relies on a single Facebook page and lacks systematic marketing strategies to enhance tourist experiences, stimulate repeat visits, and build brand loyalty. This highlights the need for capacity building in marketing and management to develop a competitive and sustainable community tourism model, aligned with national economic strategies and the vision of sustainable development through tourism.

Community tourism not only generates economic opportunities but also fosters understanding, confidence, and social cohesion by showcasing local beauty and cultural authenticity, particularly in areas such as Southern border provinces (ปกรณัม ลิ้มโยธิน และคณะ, 2562; พัฒนาท่องเที่ยวชุมชน จังหวัดชายแดนใต้, 2561). Integrating marketing management principles, including the 7P's framework, can enhance community-based tourism by addressing service quality, human resources, and overall visitor satisfaction (ชิดชนก อินทอง, 2568; มะลิวรรณ ชื่องงาม และภัทราวดี โนรี, 2564).

This study focuses on Ban Koh Lae Nang as a case for creative community-based tourism development, aiming to enhance management capacity, implement participatory approaches, and improve marketing strategies to attract tourists, maximize satisfaction, and support long-term sustainability.

We expect the findings to enhance the community's competitiveness and align with Thailand's broader strategy of using tourism as a sustainable economic development tool.

Research Objectives

1. To assess the marketing and product potential of the Koh Lae Nang Community-Based Tourism Enterprise Group, Thepha District, Songkhla Province.
2. To examine the marketing mix factors that influence tourists' satisfaction with the services provided by the Koh Lae Nang Community-Based Tourism Enterprise Group, Thepha District, Songkhla Province.

3. To develop marketing strategies for the Koh Lae Nang Community-Based Tourism Enterprise Group, Thepha District, Songkhla Province.

Literature Review

Marketing Strategy

“Marketing strategy is the process by which the organization translates its business objective and business strategy into market activity.” (Fifield, 1998, p. 27). Consistently, Business strategy has always relied heavily on marketing ideas, but in recent years the influence of marketing on strategy has grown greatly. Today, more than ever, strategy is dominated by ideas that sink their roots deeply into the discipline of marketing (Schnaars, 1998). The contribution of marketing strategies to shaping controlled consumer empowerment is evident in the rise of information-driven, consumer-focused approaches that aim both to facilitate and to regulate the delegation of decision-making (Pires et al., 2006). In today’s environment, each organization needs its own clear marketing strategy to satisfy customer expectations and market needs through its products and services. Customer satisfaction, customer retention, customer behavior, customer profiling, and reward programs are crucial factors in successfully executing an organization’s marketing strategy to enhance overall productivity (Kaur et al., 2022). Summary, marketing strategy is the process of translating business objectives into market-driven actions and has become a core element of overall business strategy. It focuses on meeting customer needs through effective, consumer-centered approaches that enhance satisfaction, retention, and organizational productivity.

Moreover, a marketing strategy is a company’s high-level, long-term plan to reach potential customers, build brand awareness, and drive sales by defining its unique value, identifying target audiences, analyzing competitors, and guiding promotional efforts like content, pricing, and distribution. It’s the blueprint for how a business connects its goals to its marketing activities, ensuring resources are used effectively to achieve measurable results like revenue growth and customer loyalty. Sugandini et al. (2018) studied marketing strategy on community-based tourism in special region of Yogyakarta found the analysis of secondary data indicates that the number of international and domestic tourists visiting the Special Region of Yogyakarta has been relatively increasing over the past three years. Community-based tourist destinations in the region are also growing and continually innovating. Meanwhile, primary data analysis reveals that, from visitors’ perspectives, the quality, satisfaction, and image of these destinations are good; however, visitor loyalty is low. Most tourists come to the Special Region of Yogyakarta only once, treating it primarily as a transit destination.

After marketing strategy literature reviews found the important of marketing strategy for the business and could adopted it into this research. The marketing strategy was adopted for this research, which revealed CBT tourism’s behavior, and took the result to develop

the marketing strategy of the Koh Lae Nang Community-Based Tourism Enterprise Group, Thepha District, Songkhla Province. Moreover, one of the marketing strategies applied in this research was the 7P's Marketing Mix, which is appropriate for service businesses due to its revealing parts of service: people (competence and service quality), physical evidence (facilities and environment), and process (service efficiency).

The 7Ps Marketing Mix

Marketing strategy serves as a framework for creating products or services that meet the needs of target groups, requiring efficient allocation of resources, strategic planning, and precise market targeting (ธรรมศณพร เกษีชชา และคณะ, 2566). Traditionally, the marketing mix is described as a framework comprising four key elements: Product, Price, Place, and Promotion, commonly referred to as the 4P's. These elements represent controllable managerial factors that organizations can strategically design and adjust to effectively meet customer needs and enhance overall customer satisfaction (พิมพ์อมร นิยมคำ, 2564). For service industries, the mix is expanded to seven elements (7P's), adding People, Physical Evidence, and Process to account for service delivery and customer interaction. These elements are crucial in shaping customer satisfaction, influencing purchase decisions, generating word-of-mouth, and fostering brand loyalty.

This study employs the 7P's framework to evaluate tourist satisfaction in community-based tourism, including product (quality and uniqueness), price (fairness and perceived value), place (accessibility), promotion (marketing effectiveness), people's competence and service quality, physical evidence (facilities and environment), and process (service efficiency). Findings from this analysis will inform marketing strategies for the Koh Lae Nang Community-Based Tourism Enterprise in Thepha District, Songkhla Province, supporting sustainable community tourism development.

Community-Based Tourism

Community-Based Tourism (CBT) emphasizes environmental, social, and cultural sustainability, managed by local communities for their own benefit (ณัฐรุพัชร มณีโรจน์, 2560; วิไลภว วรณโอสถ และสันติธร ภูริภักดี, 2567). CBT enhances local capacities, promotes cultural appreciation, and enables participatory management, fostering value-based tourism that balances economic growth with social and environmental responsibility (ชุตตา วิมุขตายน, 2568; จารุวรรณ หัตถผลสุ, 2568).

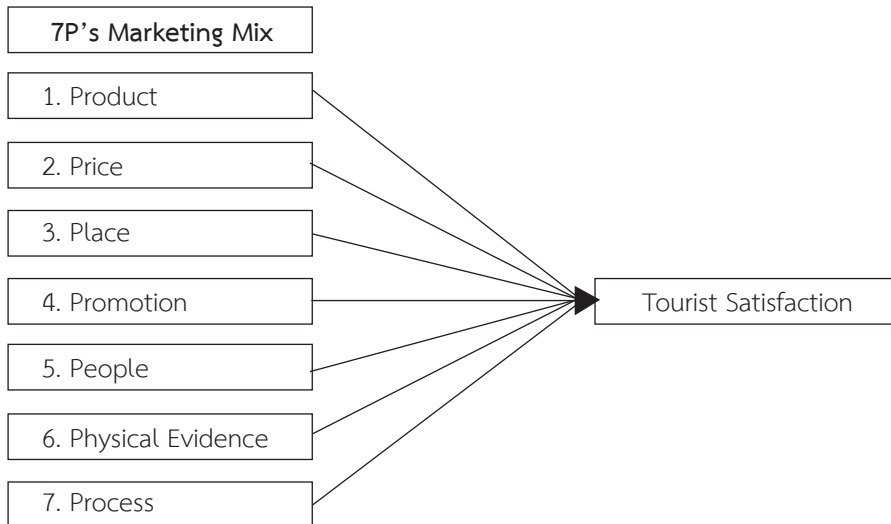
Pak Bang Subdistrict, Thepha District, Songkhla Province, is a community that has developed and registered a community-based tourist management entity known as the Koh Lae Nang, Pak Bang Subdistrict Community tourist Enterprise. Tourism activities are conducted exclusively through a participative manner that engages community residents. The village currently provides tourism activities that leverage natural and environmental resources as

primary attractions, including oyster boat tours, boat excursions through mangrove forest tunnels, and visits to a stingless bee farm. The primary categories of visitors include study groups engaged in tourism-related educational activities and tourists attracted to nature-based tourism. The tourists comprise both Thai and international visitors, notably from Malaysia, whose cultural background closely aligns with that of the local community, as around 95 percent of the population is Muslim. Community-based tourism in Pak Bang Subdistrict, Thepha District, Songkhla Province functions in accordance with a tourism calendar due to specific spatial and environmental limitations, including variable water levels and ecological conditions (เสวี บุญรัตน์, 2568). Community staff provides the popular oyster boat tour. The tour involves cruising on a boat and tasting fresh oysters that were harvested by the community staff during the trip.

Empirical studies highlight the relevance of the 7 P's in community tourism marketing. สุพิเชษฐ์ ทองอ่อน และประสพชัย พสุนนท์ (2563) found that the people element significantly influences tourists' perceptions. ดวงฤดี อุทัยหอม และอรจันทร์ ศิริโชติ (2566) noted that tourists' intentions to engage in creative CBT were more affected by attitudes and perceptions than the marketing mix, particularly among high-income groups. วรณพร พุทธภูมิพิทักษ์ และคณะ (2566) emphasized multi-channel marketing and public relations for promoting community health tourism products effectively. Hence, the 7P's marketing is appropriated to explore the product and service of community-based tourists of the Koh Lae Nang community-based tourism enterprise, Thepha District, Songkhla Province, where they serve the tourists all around who visit and travel there for more activities and natural resources.

Overall, the 7P's Marketing Mix is a vital framework for developing marketing strategies in community-based tourism enterprises, directly impacting tourist satisfaction, loyalty, and the sustainable development of local communities. This study applies the 7P's model to guide strategic planning for the Koh Lae Nang CBT Enterprise, ensuring alignment with tourist needs and community empowerment.

Figure 1

Conceptual Framework

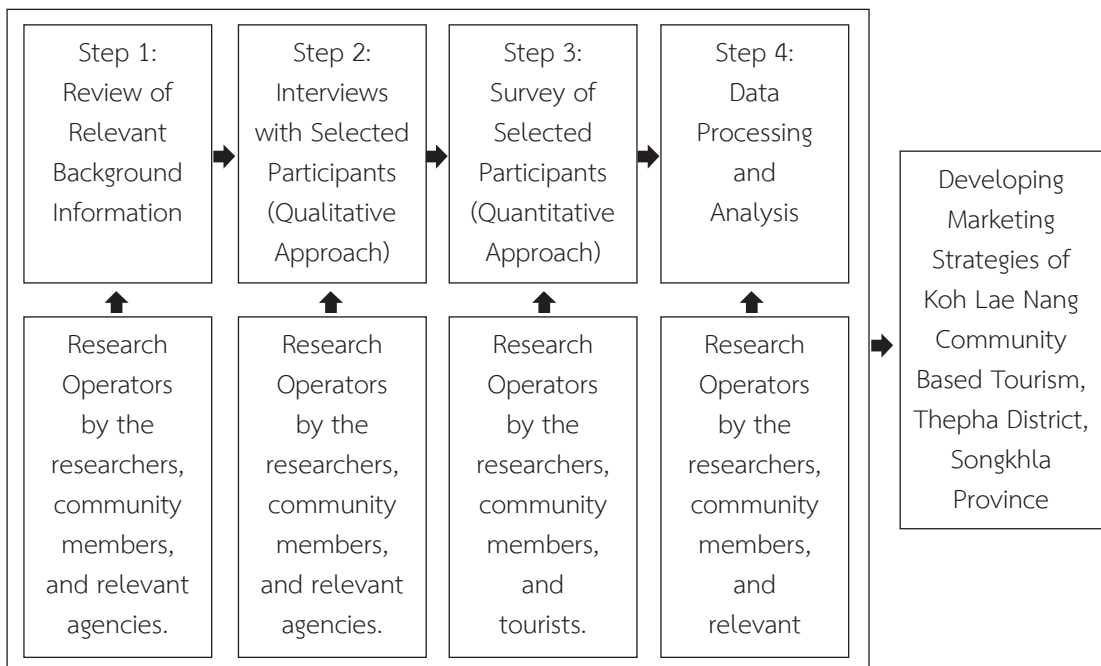
Methodology

This study employed a Participatory Action Research (PAR) design with a mixed-methods approach integrating qualitative and quantitative methods (ทวนธง ครุฑจั่น และคณะ, 2561; สมโภชน์ อเนกสุข, 2548; สัตยญา ยีอราน และศิวิไลซ์ วนรัตน์วิจิตร, 2561; Creswell & Clark, 2007; Huff, 2009). PAR facilitated comprehensive data collection from stakeholders and required active community participation throughout the research process. Step 1: Literature and Secondary Data Review, Relevant documents, previous studies, and secondary sources were reviewed to construct the research framework. Step 2: Qualitative Assessment of Marketing and Product Potential (Objective 1): Semi-structured interviews were conducted with 25 purposively selected participants, including 15 community enterprise members, 5 community leaders, 1 entrepreneur, and 4 government and private agency representatives. Triangulation of observations, interview records, and secondary data ensured data validity. Content analysis was applied to analyze qualitative data from interviews and focus groups (สุภัททา ปิณฑะแพทย์, 2564). Step 3: Quantitative Study of Tourist Satisfaction (Objective 2) was separated in 5 sections; section 1: respondent profile, section 2: tourist behavior, section 3: marketing mix factors affecting, section 4: tourist satisfaction and section 5: intention to revisit and price sensitivity, a survey of 100 purposively sampled tourists, calculated using Cochran's formula (1977) at a 90% confidence level, examined the effect of the 7P marketing mix on tourist satisfaction. Descriptive statistics summarized the data, while Pearson correlation and multiple linear regression analyses tested relationships and hypotheses at a significance level of 0.1. Questionnaire validity was confirmed via the Index of Item-Objective

Congruence ($IOC > 0.5$) by three experts, and reliability was verified with a pilot test ($n=30$), yielding a Cronbach's Alpha of 0.843 (Cronbach, 1970). Step 4: Development of Marketing Plan (Objective 3), Findings from the qualitative and quantitative analyses were integrated to develop a community-based marketing plan aimed at enhancing the Koh Lae Nang community's economic foundation and promoting sustainable tourism development, which can be drawn as a picture below:

Figure 2

Participatory Action Research Process



From: Compiled by the author

This study was conducted in accordance with the principles of Ethics in Human Research. Ethical approval was obtained with the Human Research Ethics Certification, SCPHYLIRB-2568-054, from the Human Research Ethics Committee, Sirindhorn College of Public Health, Yala Province, on March 5, 2025.

Result and Discussion

Objective 1: Assessment of Marketing and Product Potential

The primary product offered by the Koh Lae Nang community-based tourism enterprise, Thepha District, Songkhla Province, is community tourism, which includes oyster boat tours, mangrove tunnel exploration, kayaking, honey farm visits, and seafood dining at

local restaurants. The oyster, harvested from the confluence of three major rivers—Yala, Pattani, and Songkhla—stands out as a distinctive local product. Owing to its unique origin and characteristics shaped by this natural setting, it is widely recognized as the “Three Rivers Oyster” (“เกาะแลหนังโมเดล” ชุมชนจิตอาสา-ศาสนา สู้ภัยยาเสพติด, 2567). Service packages range from 300 to 1,500 THB per person, depending on customer preferences and group size, and include guided tours, meals, snacks, beverages, and activity participation. Distribution (place) relies on direct phone bookings through community members or the local administrative organization and via the Facebook page “Koh Lae Nang Community Tourism OTOP Innovative Life,” which has 2,200 followers but is managed by a single administrator. Limited staffing has affected content creation, social media engagement, and marketing effectiveness. Promotion consists primarily of Facebook posts, word-of-mouth marketing, and participation in exhibitions or public relations activities with local authorities. Formal sales promotions are minimal due to the product’s unique nature. Personnel (people) are highly cooperative and skilled, ensuring efficient service delivery, fair allocation of work and benefits, and fostering community cohesion. Processes are organized to facilitate smooth tourist experiences, from initial reception to guided activities, with flexible itineraries tailored to visitors’ preferences. Physical evidence includes well-maintained landscapes, uniforms, and hygienic facilities, supported by both community members and local authorities.

Beyond the primary enterprise, other villages in Pak Bang Subdistrict offer distinct products, including OTOP handicrafts, coconut oil, dried fish, and local produce. While products are locally sourced and basic, marketing remains limited, and standards are not fully certified.

Consumer behavior analysis identified two main groups: government officials and institutional visitors seeking educational tours, and independent tourists seeking authentic, natural experiences. The latter often pay higher prices (800–1,500 THB) and book via social media or direct calls, influenced by word-of-mouth recommendations.

SWOT analysis highlights strengths such as abundant natural resources, unique products, fair pricing, strong community cohesion, and flexible service processes. Weaknesses include non-replicable natural resources and fragmented tourism routes. Opportunities exist in social media marketing, local government support, and policies favoring community-based tourism. Threats include seasonal limitations and geographic constraints on visitor capacity. Overall, the Koh Lae Nang community tourism model emphasizes sustainable tourism, community ownership, and value-based tourism development, integrating human capital development, resource utilization, and market balance while considering social, cultural, and environmental sustainability (จารุวรรณ หัตถผลสุ, 2568; ชูดา วิมุกตายน, 2568; ณีรัฐพัชร มณีโรจน์, 2560; วัลลภ วรณโอสถ และสันติธร ภูริภักดี, 2567). Hence, the Koh Lae Nang community tourism potential is fully supported by natural resources, community staff, and the Pak Bang Subdistrict Administrative Organization (SAO) to enhance the tourism destination as Pak Bang

Subdistrict, Thepha District, Songkhla Province. On the other hand, there are shortages of management skills, strategic skills, and even marketing strategy to fulfill their capacity to serve tourists at the end.

Discussion, the findings align with prior studies ณัฐพัชร มณีโรจน์ (2560) and วัลลภ วรธรรมโอสถ และสันติธร ภูริภักดี (2567) highlighting that this perspective emphasizes that sustainable tourism, which integrates environmental, social, and cultural dimensions, should be guided and driven by the active participation and leadership of community members. Community-based tourism empowers locals as resource owners to manage and preserve their assets while providing educational experiences for visitors, promoting participatory development and benefits sharing. Systematic implementation further enhances sustainability and local development (จากรุวรรณ หัตถผลสุ, 2568; ชูดา วิมุขตายน, 2568). By strengthening community capacities, human capital, and the value of local resources. Effective community-based tourism requires careful planning, good governance, and stakeholder collaboration to ensure long-term economic, social, and cultural benefits.

Objective 2: Factors Affecting Tourist Satisfaction with Community-Based Tourism Services at Koh Lae Nang, Thepha District, Songkhla Province

This study employed a quantitative research approach, collecting data from 100 tourists who visited the Koh Lae Nang Community-Based Tourism Enterprise (CBTE) to examine the impact of marketing mix factors on tourist satisfaction and to inform marketing strategy development for the community. It was explained in 5 sections as below;

Section 1: Respondent Profile: Most respondents were female (63%) and aged 41–50 years (38%), followed by 31–40 years (36%), 21–30 years (23%), and 51–60 years (3%). The majority were married (83%) with undergraduate education (44%) or lower (55%). Occupations were predominantly self-employed (55%), private employees (21%), government/state enterprise employees (15%), and students (9%).

Section 2: Tourist Behavior: Most respondents (53%) had visited the community 2–3 times, while 44% were first-time visitors. Facebook was the primary source of information (72%), followed by word-of-mouth recommendations (21%). The main purpose of visiting was tourism activities, including oyster tours, mangrove exploration, kayaking, fresh seafood tasting, and homestay experiences (89%). Personal vehicles were the primary mode of travel (90%), and most tourists traveled with family (52%) or friends (36%). Peak visitation occurred from April to June (83%).

Marketing Mix Analysis: Multiple regression analysis was conducted to evaluate the influence of the 7P's marketing mix (Product, Price, Place, Promotion, People, Process, Physical Evidence) on tourist satisfaction. Results revealed that marketing mix factors significantly affected satisfaction at a 0.1 level, with a multiple correlation coefficient of 0.535 ($R = 0.535$) and $R^2 = 0.286$, indicating that 28.6% of the variance in tourist satisfaction could be explained by the marketing mix. Among the seven factors, Product had the strongest influence, followed by People, Place, and Price.

Conclusion: The findings highlight that the quality of the product (tourism services), the personnel providing services, the accessibility of the community, and pricing are key determinants of tourist satisfaction. These insights can guide the development of effective marketing strategies to enhance tourist experiences and strengthen the competitiveness of the Koh Lae Nang CBT.

Table 1

Mean, Standard Deviation, and Level of Tourist Satisfaction toward Marketing Mix Factors of the Koh Lae Nang Community-Based Tourism Enterprise

7 P's Marketing Mix	Mean	Std. Deviation	Level of Satisfaction	Satisfaction Ranking
1. Product	4.7180	.3540	Highest	2
2. Price	4.6300	.3283	Highest	4
3. Place	4.1900	.3656	High	6
4. Promotion	4.2820	.4998	High	5
5. People	4.9014	.2501	Highest	1
6. Physical Evidence	4.2200	.4239	High	7
7. Process	4.6680	.3931	Highest	3

To examine the combined influence of independent variables on the marketing mix of services provided by the Koh Lae Nang Community-Based Tourism Enterprise (e.g., restaurants, boat tours, oyster harvesting, mangrove tunnels), multiple regression analysis was conducted. Pearson's correlation coefficients were used to assess simple relationships, and variance analysis was performed to test the joint effect of the independent variables on the dependent variable. All seven independent variables were simultaneously entered into the regression model, with statistical significance set at 0.1 ($\alpha = 0.1$), as summarized in Table 2.

Table 2

Analysis of Variance (ANOVA) for the Multiple Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.937	7	.705	5.274	<.001
Residual	12.303	92	.134		
Total	17.240	99			

Table 3*Model Summary of the Multiple Regression Analysis*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535	.286	.232	.36569

Based on Table 3, the independent variables, the findings indicate that the marketing mix components—namely Product (X_1), Price (X_2), Place (X_3), Promotion (X_4), People (X_5), Physical Evidence (X_6), and Process (X_7)—together demonstrate a moderately strong association with tourist satisfaction (Y), with a correlation coefficient of $R = 0.535$. Together, these seven independent variables can explain approximately 28.60% of the variance in tourist satisfaction with the services of the Koh Lae Nang Community-Based Tourism Enterprise, Thepha District, Songkhla Province ($R^2 = 0.286$).

Table 4*Coefficients of the Independent Variables in the Multiple Regression Model*

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	.200	.933		.214	.831
1. Product (X_1)	.247	.083	.277	2.968**	.004
2. Price (X_2)	.182	.085	.211	2.155*	.034
3. Place (X_3)	.198	.086	.215	2.298*	.024
4. Promotion (X_4)	-.039	.059	-.059	-.658	.512
5. People (X_5)	.425	.145	.265	2.929**	.004
6. Physical Evidence (X_6)	-.055	.075	-.066	-.734	.465
7. Process (X_7)	-.036	.077	-.044	-.471	.639

*, ** Indicate statistical significance at the .05 and .01 levels, respectively

From Table 4, the t-test at a significance level of 0.1 indicates that only 4 out of the 7 independent variables have a significant influence on tourist satisfaction with the services of the Koh Lae Nang Community-Based Tourism Enterprise, Thepha District, Songkhla Province. Considering the Beta values, the four independent variables that significantly affect tourist satisfaction are as follows: Product (X_1) has the greatest influence with Beta = 0.277, followed by People (X_5) with Beta = 0.265, Place (X_3) with Beta = 0.215,

and Price (X_2) with Beta = 0.211, respectively. Hence, this research can draw a forecasting model as below:

$$Y = 0.247(X_1) + .182(X_2) + .198(X_3) + .425(X_5)$$

Note: Y = Tourist satisfaction with the services of the Koh Lae Nang community-based tourism enterprise

X_1 = Product

X_2 = Price

X_3 = Place

X_5 = People

and Variables X_4 (Promotion), X_6 (Physical Evidence), and X_7 (Process) were excluded from the regression equation because they were not statistically significant (Sig. > .05).

Section 4: Tourist Satisfaction with Services Provided by the Koh Lae Nang Community-Based Tourism Enterprise, Thepha District, Songkhla Province

Tourist satisfaction with services offered by the Koh Lae Nang Community-Based Tourism Enterprise—which comprises restaurants, boat tour services, oyster harvesting activities, and mangrove tunnel excursions—was found to operate at a generally high level, with an overall mean of 4.669 (SD = 0.258). Item-level analysis showed the highest satisfaction with overall community activities and the service process from booking to activity completion (mean = 4.870, SD = 0.338). High satisfaction was also reported for location and parking convenience (mean = 4.860, SD = 0.377), activity venues (mean = 4.840, SD = 0.395), pricing of activities and community products (mean = 4.850, SD = 0.359), and service personnel (mean = 4.780, SD = 0.440). Satisfaction with promotions and discounts was comparatively lower (mean = 3.610, SD = 0.984). These results are summarized in Table 3.

Table 5

Mean and Standard Deviation toward Tourist Satisfaction with the Services of the Koh Lae Nang Community-Based Tourism Enterprise

Tourist Satisfaction	Mean	Std. Deviation
Overall satisfaction with the services provided by the Koh Lae Nang Community-Based Tourism Enterprise	4.6686	.2583
8.1 Satisfaction with overall community activities and services	4.8700	.3380
8.2 Satisfaction with pricing of activities, services, and community products	4.8500	.3589
8.3 Satisfaction with location and convenience of parking	4.8600	.3766
8.4 Satisfaction with promotions and discounts received	3.6100	.9837
8.5 Satisfaction with service personnel	4.7800	.4399
8.6 Satisfaction with venues where activities are organized	4.8400	.3949
8.7 Satisfaction with the service process from booking to completion of activities	4.8700	.3380

Section 5: Intention to Revisit and Price Sensitivity

All respondents (n = 100) expressed an intention to revisit the Koh Lae Nang Community-Based Tourism Enterprise. Regarding the expected timeframe, 40% planned to return within 1–3 months, 39% within 3–6 months, 20% within 6–12 months, and 1% after more than 12 months. Most respondents (83%) preferred boat tours and oyster harvesting as their first activity upon return, followed by visiting the restaurant (10%), the stingless bee farm (6%), and the mangrove tunnel (1%). In terms of price sensitivity, 63% indicated they would still revisit if prices increased by 20%, whereas all respondents (100%) would return if prices decreased by 20%. These findings provide insights for developing marketing strategies for the Koh Lae Nang Community-Based Tourism Enterprise.

Discussion, the findings of this study confirm that the marketing mix is a critical, controllable tool for guiding business operations and meeting consumer needs (ฉรรคณพร เกษัชชา และคณะ, 2566; พิมพ์อมร นิยมค้า, 2564). Among the seven elements of the 7P's, Product exerted the greatest influence on tourist satisfaction, followed by People, reflecting the importance of service personnel in community-based tourism (กาญจนา คำวงศ์ และคณะ, 2566; ฤทธิเจตน์ รินแก้วกาญจน์, 2562; สุพิเชษฐ์ ทองอ่อน และประสพชัย พสุนนท์, 2563). These findings emphasize that designing products and services aligned with consumer needs and ensuring high-quality personal service fosters satisfaction and repeat visits. However, this contrasts with

ดวงฤดี อุทัยหอม และอรจันทร์ ศิริโชคติ (2566), who found that for tourists engaged in creative community tourism, the traditional 7P's elements were less influential, with attitude, perception, norms, and perceived behavioral control being the key determinants of participation. This suggests that the relative importance of the marketing mix may vary depending on the target tourist segment and their expectations. On the other hand, ธีณวรรณ์ กุละपालานนท์ และคณะ (2568) found the most significant influences on consumers' purchasing decisions for home-applied herbal products are the marketing mix, particularly product quality, distribution channels, pricing, personnel, and promotional activities. These elements collectively enhance consumer intention to purchase branded herbal products in Chiang Rai Province. In conclusion, the 7P's elements of the marketing mix could attract the consumers' satisfaction depending on the type of products or services. However, the community-based tourism enterprise has to understand consumers' behavior before making a marketing plan.

Objective 3: Development of Marketing Strategies

The product, people, place and price respectively of 7P's marketing were significant on tourist satisfaction toward marketing mix factors of the Koh Lae Nang community-based tourism enterprise then should adopted it to improve tourism destination and services as Pholphirul et al. (2022) indicated tourism and hospitality service providers must prioritize "development," commencing with upstream processes such as research and development, leveraging local knowledge, and embodying cultural identities, while also concentrating on downstream activities, including the integration of contemporary media. Simultaneously, operators should prioritize marketing and sales promotions while pursuing exposure via websites and social media, alongside the development of downstream activities. Dai and Suo (2024) has confirmed the interconnections among the variables of Product, Price, Place, Promotion, People, Physical Evidence, Process, the travel experience of older tourists, and brand loyalty of elderly tourists. And Kyi and Piriypada (2020) was advised to incorporate the 7P's of the marketing mix (product, price, place, people, physical evidence, process, and promotion) along with perceived quality (tangibles, reliability, competence, responsiveness, and empathy) to enhance managers' focus on customer satisfaction and loyalty. the private caregiving service for early childhood development Nay Pyi Taw council region in Myanmar. While process, promotion, and physical evidence in turn were not significant on tourist satisfaction toward marketing mix factors of the Koh Lae Nang community-based tourism enterprise. Because the process was set depending on tourist requirements as a private trip, promotion was necessary to use to attract tourists, and physical evidence could not change as the tourists requested such scenery. On the contrary, Puteri and Jamiat (2024) identifies advertising elements and physical evidence as factors that significantly influence purchasing decisions at Wisma Sukapura Hotplate, Bandung Regency, both individually and collectively.

But the Koh Lae Nang community-based tourism enterprise should consider these factors to improve the potential destination tourism.

The third objective integrates findings from Objectives 1 and 2 to formulate effective marketing strategies for the Koh Lae Nang Community-Based Tourism Enterprise, Thepha District, Songkhla Province, aiming to support sustainable development and enhance the community-based tourism destination. Then, the researchers have improved their marketing potential with a digital marketing strategy manual, a promotional video of community attractions, a revised tourism calendar (PDF), and a digital marketing training session. These outputs are intended to strengthen the enterprise's marketing capacity and competitiveness in promoting sustainable tourism.

Discussion, the third objective of this study is to integrate findings from Objectives 1 and 2 to develop effective marketing strategies for the Koh Lae Nang Community-Based Tourism Enterprise, Thepha District, Songkhla Province, aiming to promote sustainable development and enhance the destination. Key outputs include a digital marketing strategy manual, a promotional video, a revised tourism calendar, and a digital marketing training program. These initiatives are intended to strengthen the enterprise's marketing capacity and competitiveness. Applying these strategies, community-based tourism can drive economic and social development by creating value-focused tourism, enhancing community capacity, developing human capital, and adding value to local resources, while ensuring sustainability, good governance, and multisectoral support for long-term community benefits.

Conclusion and Implications

The findings of this research highlight the importance of integrating marketing knowledge, digital innovation, and community participation in strengthening the competitiveness of the Koh Lae Nang Community-Based Tourism Enterprise, Thepha District, Songkhla Province. Through the development of digital marketing strategies, training programs, and promotional tools, the research contributes to building the community's capacity to manage and promote tourism more effectively and sustainably.

Community-based tourism serves as a key driver of local economic and social development. Therefore, the process of developing such tourism enterprises should adopt a systematic and integrative approach that emphasizes value-based tourism, human capital development, and the creation of added value from local resources. This integrated framework will help balance marketing activities with sustainable community development.

Furthermore, the development process must be implemented with prudence and in accordance with the principles of sustainability, good governance, and inclusive participation from all stakeholders. Collaborative efforts among the community, local government, and private sector are essential to ensure that the benefits of tourism are distributed equitably and contribute genuinely to community well-being.

This study offers valuable insights into digital marketing strategies for the Koh Lae Nang Community-Based Tourism Enterprise; however, several limitations should be noted. First, the research focused on a single community enterprise, limiting the generalizability of findings to other contexts. Second, reliance on qualitative and participatory methods may introduce subjectivity and bias. Future research could incorporate mixed-method or quantitative approaches to validate and extend results. Third, the short timeframe for implementing strategies restricts assessment of long-term impacts on tourist behavior, community income, and sustainability, suggesting a need for longitudinal studies. Finally, external factors such as policy changes, technological developments, and global tourism trends may affect the applicability of the strategies, highlighting the importance of continuous monitoring and adaptation.

Acknowledgment

The first gratitude I would like to express is the deepest appreciation to “Revenue Budget under the Research Fund of Thaksin University for Fiscal Year 2025” for providing research funds to me. Furthermore, I would like to thank you all, the researcher team who support me. My special thanks to Saree Boonrat, who always encourages me to do research and produce research articles.

References

- Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). John Wiley & Sons.
- Creswell, J. W., & Clark, V. L. P. (2007). *Designing and conducting mixed methods research*. Sage.
- Cronbach, L. J. (1970). *Essentials of psychological testing* (3rd ed.). Harper & Row.
- Dai, C., & Suo, L. (2024). The influence of 7Ps on brand loyalty of elderly tourists in Hunan Province of China to travel agencies operating tours into Thailand. *Journal of Modern Learning Development*, 9(12), 156-171. <https://so06.tci-thaijo.org/index.php/jomld/article/view/275886>
- Fifield, P. (1998). *Marketing strategy* (2nd ed.). Butterworth-Heinemann.
- Huff, A. S. (2009). *Designing research for publication*. Sage.
- Kaur, R., Singh, R., Gehlot, A., Priyadarshi, N., & Twala, B. (2022). Marketing strategies 4.0: Recent trends and technologies in marketing. *Sustainability*, 14(24), Article 16356. <https://doi.org/10.3390/su142416356>
- Kyi, H. H., & Piriypada, S. (2020). The role of 7p's marketing mix and perceived quality affecting customer satisfaction and customer loyalty of nurturing care services for early childhood development in Myanmar. *Suthiparithat Journal*, 34(111), 150-162. <https://so05.tci-thaijo.org/index.php/DPUSthuparithatJournal/article/view/242679>
- Pholphirul, P., Rukumnuaykit, P., Charoenrat, T., Kwanyou, A., & Srijamdee, K. (2022). Service marketing strategies and performances of tourism and hospitality enterprises: Implications from a small border province in Thailand. *Asia Pacific Journal of Marketing and Logistics*, 34(5), 887-905. <https://doi.org/10.1108/APJML-01-2021-0064>
- Pires, G. D., Stanton, J., & Rita, P. (2006). The internet, consumer empowerment and marketing strategies. *European Journal of Marketing*, 40(9/10), 936-949. <https://doi.org/10.1108/03090560610680943>
- Puteri, A. R., & Jamiat, N. (2024). The influence of promotion and physical evidence on purchasing decisions at Wisma Sukapura Hotplate, Bandung Regency. *Journal of Advances in Accounting, Economics, and Management*, 2(1), 12-12. <https://economics.pubmedia.id/index.php/aaem/article/view/457>
- Schnaars, S. P. (1998). *Marketing strategy*. Simon and Schuster.
- Sugandini, D., Effendi, M. I., Aribowo, A. S., & Utami, Y. S. (2018). Marketing strategy on community-based tourism in Special Region of Yogyakarta. *Journal of Environmental Management and Tourism*, 9(4), 733-743. [https://doi.org/10.14505/jemt.v9.4\(28\).06](https://doi.org/10.14505/jemt.v9.4(28).06)

- กาญจนา คำวงศ์, จันทมณี เสริมทรัพย์, ธนาภรณ์ ผุยผล, ธิดา ปาชา, วนิดา ทิมน้อย, สุชาติา ทองศรี, รุฐา จันทวารา, และ กิตต์กวีณเดชน์ วงศ์หมั่น. (2566). การศึกษาความพึงพอใจของผู้ใช้บริการต่อส่วนประสมทางการตลาด (7Ps) ของร้านชาบูชิ (Shabushi) ในจังหวัดอุบลราชธานี. *วารสารการบริหารนิติบุคคลและนวัตกรรมท้องถิ่น*, 9(8), 1446–1459. <https://so04.tci-thaijo.org/index.php/jsa-journal/article/view/262068>
- “เกาะแลหนังโมเดล” ชุมชนจิตอาสา-ศาสนา สู้ภัยยาเสพติด. (2567, 15 กรกฎาคม). ศูนย์ข่าวภาคใต้. <https://www.isranews.org/article/south-news/other-news/130132-kolaenang.html>
- จารุวรรณ หัตถผลสุ. (2568). อัตลักษณ์ชาติพันธุ์ และการสื่อสารภาพตัวแทนผ่านสื่อในบริบทของการท่องเที่ยวโดยชุมชน. *วารสารกองทุนพัฒนาสื่อปลอดภัยและสร้างสรรค์*, 4(3), 109–137. <https://so04.tci-thaijo.org/index.php/tmfjournal/article/view/278656>
- ชิตชนก อินทอง. (2568). ปัจจัยส่วนประสมทางการตลาดที่มีผลต่อความพึงพอใจในการใช้บริการขนส่งสินค้าในเขตหนองจอก กรุงเทพมหานคร. *วารสารวิทยาศาสตร์และเทคโนโลยียานเรืออากาศ*, 21(1), 24–36. <https://ph02.tci-thaijo.org/index.php/nkrafa-sct/article/view/255908>
- ชุตดา วิมุกตายน. (2568). การพัฒนาแนวทางการส่งเสริมการท่องเที่ยวโดยชุมชนอย่างยั่งยืน. *วารสารช่อดอกปีบปริทัศน์*, 1(1), 74-86. <https://so18.tci-thaijo.org/index.php/chorparitas/article/view/768>
- ณัฐพัชร มณีโรจน์. (2560). การจัดการการท่องเที่ยวโดยชุมชน. *วารสารวิชาการการท่องเที่ยวไทยนานาชาติ*, 13(2), 25-46. <https://so02.tci-thaijo.org/index.php/jitt/article/view/113060>
- ดวงฤดี อุทัยหอม และอรจันท์ ศิริโชติ. (2566). ปัจจัยที่ส่งผลต่อความตั้งใจท่องเที่ยวชุมชนเชิงสร้างสรรค์ของนักท่องเที่ยวในจังหวัดสงขลา. *วารสารสุทธิปริทัศน์*, 37(3), 92–106. <https://so05.tci-thaijo.org/index.php/DPUsthiparithatJournal/article/view/263288>
- ทวนธง ครุขจ้อน, ชลลดา แสงมณี ศิริสาธิตกิจ, ภาณุ ธรรมสุวรรณ, และจาริณี แซ่ว่อง. (2561). บทบาทองค์การบริหารส่วนตำบลในการส่งเสริมด้านการผลิตข้าวสังข์หยดปลอดสารพิษ บ้านไสกุญ ตำบลป่าพะยอม อำเภอป่าพะยอม จังหวัดพัทลุง. *วารสารนาคบุตรปริทรรศน์*, 10(1), 1-13. <https://so04.tci-thaijo.org/index.php/nakboot/article/view/106359>
- ธรรศณพร เกสัชชา, มรกต จันท์กระพ้อ, และกฤษฎา เขียววัฒนสุข. (2566). กลยุทธ์ทางการตลาดในความปกติใหม่สำหรับธุรกิจท่องเที่ยวในจังหวัดบุรีรัมย์. *วารสารวิทยาการจัดการ มหาวิทยาลัยราชภัฏนครปฐม*, 10(1), 40–54. <https://so03.tci-thaijo.org/index.php/JMSNPRU/article/view/269823>
- ธันว์รัตน์ กุละपालานนท์, ปรีศนีย์ ณ.ศิริ, และสุตศิริ รุ่งเรือง. (2568). ปัจจัยทางการตลาดที่มีผลต่อการตัดสินใจซื้อโครงการบ้านจัดสรรแบรนด์ในจังหวัดเชียงราย. *วารสารสุทธิปริทัศน์*, 39(3), 16–29. <https://so05.tci-thaijo.org/index.php/DPUsthiparithatJournal/article/view/278396>
- ปรกรณ์ ลีมีโยธิน, คัมภีร์ ทองพูน, และกรกฎ ทองชะโชค. (2562). การพัฒนาโมเดลความสัมพันธ์การก่อความไม่สงบต่อการท่องเที่ยวโดยชุมชนในสาม จังหวัดชายแดนใต้. ใน *การประชุมหาดใหญ่วิชาการระดับชาติและนานาชาติ ครั้งที่ 10* (น. 1067-1080). มหาวิทยาลัยหาดใหญ่. *เปิดเส้นทางชุมชนท่องเที่ยวบ้านเกาะแลหนัง ม.3 ต.ปากบาง อำเภอเทพา จังหวัดสงขลา*. (2564, 5 กรกฎาคม). GimYon9. <https://news.gimyong.com/article/13777>

- แผนแม่บทภายใต้ยุทธศาสตร์ชาติ ประเด็น (05) การท่องเที่ยว (พ.ศ. 2566-2580) (ฉบับแก้ไขเพิ่มเติม). (ม.ป.ป.). สำนักงานการท่องเที่ยวและกีฬาจังหวัดสระบุรี. https://province.mots.go.th/ewtadmin/ewt/saraburi/article_attach/3.pdf
- พัฒนาท่องเที่ยวชุมชน จังหวัดชายแดนใต้. (2561, 20 สิงหาคม). สำนักงานกองทุนสนับสนุนการสร้างเสริมสุขภาพ. <https://www.thaihealth.or.th/พัฒนาท่องเที่ยวชุมชน-จ/>
- พิมพ์อมร นิยมคำ. (2564). การพัฒนาสินค้าที่ระลึกผ้าทอมือย้อมครามเพิ่มมูลค่าทางเศรษฐกิจ การท่องเที่ยวในเขตเทศบาลนครสกลนคร. *วารสารศิลปศาสตร์และวิทยาการจัดการ มหาวิทยาลัยเกษตรศาสตร์*, 8(2), 76-89. <https://so14.tci-thaijo.org/index.php/jlams/article/view/225>
- มะลิวรรณ ชื่องาม และภัทราวุฒิ โนรี. (2564). ปัจจัยส่วนประสมการตลาดบริการสำหรับรีสอร์ท ในจังหวัดนครนายก. *วารสารวิชาการการตลาดและการจัดการ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี*, 8(2), 104-117. <https://so05.tci-thaijo.org/index.php/mmr/article/view/255293>
- ฤทธิเจตน์ รินแก้วกาญจน์. (2562). ปัจจัยส่วนประสมทางการตลาด 7Ps และปัจจัยด้านการให้บริการ ที่มีอิทธิพลต่อความพึงพอใจของผู้ใช้บริการคลินิกการแพทย์แผนจีนหัวเฉียว กรุงเทพมหานคร. *วารสารบริหารธุรกิจและสังคมศาสตร์ มหาวิทยาลัยรามคำแหง*, 2(1), 92-106. <https://so02.tci-thaijo.org/index.php/ibas/article/view/170494>
- วรรณพร พุทธภูมิพิทักษ์, ภัฏญามน กาญจนาทวีกุล, ประเมษฐ์ แสงอ่อน, ศิริญา ศิริญาณนท์, นรินทร์ สังข์รักษา, และวรรณวีร์ บุญคุ้ม. (2566). การจัดการตลาดของผลิตภัณฑ์ชุมชนเพื่อการท่องเที่ยวเชิงสุขภาพ ในจังหวัดระนอง. *วารสารวิทยาลัยนครราชสีมา สาขามนุษยศาสตร์และสังคมศาสตร์*, 17(2), 166-179. <https://so03.tci-thaijo.org/index.php/hsjournalnmc/article/view/266987>
- วัลลภ วรรณโอสถ และสันติธร ภูริภักดี. (2567). การจัดการการท่องเที่ยวโดยชุมชน OTOP นวัตวิถีเพื่อการพัฒนาชุมชนอย่างยั่งยืน. *วารสาร มจร พุทธปัญญาปริทรรศน์*, 9(1), 217-231. <https://so03.tci-thaijo.org/index.php/jmbr/article/view/261377>
- สมโภชน์ อนนทสุข. (2548). การวิจัยปฏิบัติการแบบมีส่วนร่วม. *วารสารวิจัยและวัดผลการศึกษา มหาวิทยาลัยบูรพา*, 3(1), 18-31. <https://so05.tci-thaijo.org/index.php/RMCS/article/view/46800>
- สัญญา ปือราน และศิริโชค วรรณนวิจิตร. (2561). การวิจัยเชิงปฏิบัติการแบบมีส่วนร่วมสู่ความสำเร็จ การเปลี่ยนแปลงนโยบายในระบบสุขภาพ. *วารสารเครือข่ายวิทยาลัยพยาบาลและการสาธารณสุขภาคใต้*, 5(2), 288-300. <https://he01.tci-thaijo.org/index.php/scnet/article/view/130891>
- สุธิดา พุกษ์อุดม. (2565, 17 ตุลาคม). จังหวัดสงขลา เดินหน้าโครงการ “การขับเคลื่อนจังหวัดที่มีผลสัมฤทธิ์สูง ผลักดันชุมชนท่องเที่ยวแบบมีส่วนร่วมสู่การประเมินมาตรฐานพัฒนาการท่องเที่ยว โดยชุมชนอย่างยั่งยืน. ศาลากลางจังหวัดสงขลา. <https://www.songkhla.go.th/news/detail/7740>

- สุพิเชษฐ์ ตองอ่อน และประสพชัย พสุนนท์. (2563). การวิเคราะห์การจัดกลุ่มนักท่องเที่ยวและกลยุทธ์ ส่วนประสมทางการตลาดของผู้ประกอบการรีสอร์ตในจังหวัดสมุทรสงคราม. *วารสารวิทยาการจัดการสมัยใหม่*, 13(2), 13-28. <https://so03.tci-thaijo.org/index.php/JMMS/article/view/247411>
- สุภัททา ปิณฑะแพทย์. (2564). การสัมภาษณ์เพื่อการวิจัยเชิงคุณภาพ. *วารสารพัฒนาธุรกิจและอุตสาหกรรม*, 1(3), 1-3. <https://so15.tci-thaijo.org/index.php/Journalbid/article/view/110>
- เสรี บุญรัตน์. (2568). การพัฒนาการท่องเที่ยวบนฐานทรัพยากรท้องถิ่น ตำบลปากบาง อำเภอเพลา จังหวัดสงขลา. *วารสารวิชาการการท่องเที่ยวไทยนานาชาติ*, 21(1), 124-136. <https://so02.tci-thaijo.org/index.php/jitt/article/view/274070>