UNLOCKING COMMUNITY-BASED TOURISM SUCCESS: A PLS-SEM ANALYSIS OF CAPABILITIES, INNOVATION, AND MARKETING IN THAI NETWORKS

Athip JANSURI[1], Phitak SIRIWONG[2], Chanyaphak LALAENG[1*]
and Phongkrit NANTANAKORN[3]

      1 KMITL Prince of Chumphon Campus, Thailand; athip.ja@kmitl.ac.th (A. J.);
         chanyaphak.la@kmitl.ac.th (C. L.) (Corresponding Author)
      2 Silpakorn University, Thailand; siriwong_p@su.ac.th
      3 Suratthani Rajabhat University, Thailand; phongkrit.n@gmail.com

Abstract

This study investigates the determinants of success for Community-Based Tourism (CBT) networks, developing an integrated model linking community potential, marketing, and innovation to network management capabilities and ultimate success. Data from 416 stakeholders in a 13-community Thai network were analyzed using PLS-SEM. The findings demonstrate that community potential, marketing, and innovation all significantly strengthen network management capabilities. However, only community marketing and innovation exert a direct positive effect on CBT network success; the direct effect of community potential is non-significant. The analysis reveals that network management capabilities fully mediate the relationship between community potential and success, and partially mediate the effects of marketing and innovation. The model explains 57.0% of the variance in network management capabilities and 63.3% of the variance in network success. These results underscore that internal community assets alone are insufficient for achieving sustainable tourism outcomes. Success depends on translating these foundational resources—through strategic marketing and innovation—into robust collaborative governance and coordinated action.
Keywords: Community-Based Tourism, Network Management Capabilities, Community Innovation, Sustainable Tourism Development, Partial Least Squares Modeling

Introduction

Community-based tourism is an important foundation for strengthening and sustaining national tourism development. The country's tourism sector continues to rely primarily on various community resources as key drivers, with the integration of mainstream tourism into community-based tourism to ensure equitable income distribution across all sectors (Office of the National Tourism and Sports Policy Committee of Thailand, 2019). Community-based tourism (CBT) has gained widespread recognition from governments in many developing countries due to its alignment with poverty-reduction agendas (Mitchell & Ashley, 2010). Moreover, CBT is promoted as a means of economic, socio-cultural, and environmental development, alongside national development efforts toward sustainability (Strydom et al., 2018). The management of community-based tourism is not limited to isolated local groups; it also requires significant support from government agencies and private-sector development organizations, which provide training, management assistance, and opportunities for local groups to gain exposure through study visits across various areas (Boonprasert, 2020). The exchange of ideas, relationship-building, and participation in community-based tourism networks have led to the establishment of supportive mechanisms for CBT management. These mechanisms provide guidelines for sustainable CBT development, including fostering brotherhood among CBT entrepreneurs to reduce competition, expanding cooperation, planning tourism activities, integrating marketing and technology, and enhancing operational standards (Na Thongkaew et al., 2024). Efficient structural management depends on careful member selection, clear role and responsibility assignments, and open, continuous communication among members, whether in the form of cooperatives or other types of collaboration, which are vital for long-term success. Regular performance evaluation is also necessary to stimulate continuous improvement in CBT management (Romero-Medina et al., 2024).

Community-based tourism networks are established as collaborative platforms in specific areas, depending on appropriateness and constraints. Intermediaries, coordinators, or agencies typically initiate the formation of CBT networks, identifying individuals, groups, organizations, or communities to join or become members. These networks facilitate the introduction of activities within communities (Suwanvong & Kreoksakul, 2016). Operating as CBT networks at both provincial and regional levels, under the concept of "Peer-to-Peer Support," enhances network members' work through consultations and experience-sharing in CBT management. This process leads to the development of strategic tools for CBT, guiding direction and fostering cooperation with government and academic partners in supporting community tourism network activities (Junhom, 2018). Effective management of CBT networks requires collaboration at every stage from planning and information exchange to implementation, evaluation, and the establishment of joint agreements (Nuancha & Na Ayuthya, 2020). The Community-Based Tourism Network of Chumphon Province has demonstrated tangible progress in CBT development. Communities engaged in tourism have formed groups to foster cooperation and mutual assistance among members under the concept of "Peer-to-Peer Support," operating as the Chumphon Community-Based Tourism Network. The shared vision of network members emphasizes nature and environmental conservation, socio-cultural preservation, and the application of the sufficiency economy philosophy and organic agriculture. This collaboration aims to provide mutual support, build resilience, and foster understanding of sustainable CBT management among member communities (Tourism Authority of Thailand, 2015). These efforts have enabled communities to work collaboratively in tourism management, participate in networks, and implement peer-to-peer learning models, such as transferring a decade of experience from Ko Pitak Community-Based Tourism to Bang Son Community (Raksapol et al., 2017).

Literature Review

Community-Based Tourism

CBT has been widely recognized as a tool for development in rural and remote areas (Hall, 2005), emphasizing local participation in jointly managing tourism activities and sharing benefits integrated with the local economy (Ruiz-Ballesteros & Cáceres-Feria, 2016). Community-based tourism serves as a mechanism to strengthen local organizations in managing natural and cultural resources through participatory processes, enabling communities to direct development and benefit from tourism activities. (Thailand CBT Network Coordination Center, 2012). Community-Based Tourism (CBT) is grounded in the concept of sustainable development, which has gradually evolved into defining sustainable tourism approaches and alternative tourism forms. Currently, CBT is a tangible, widely accepted model recognized as a tool for sustainable development across economic, social, and environmental dimensions (Phukpoo, 2019).

Community Potential (CP)

Change that follows a purposeful process aims to develop the inherent qualities within a group of people living together as a society by initiating and emphasizing learning processes, efficient resource management, and appropriate community resource development. These activities are owned by community organizations, enhancing their capacity or readiness to achieve successful outcomes for the community. (Thungwha, 2018). Building community potential involves enhancing the local community's "potential" to develop, implement, and maintain solutions in ways that enable communities to define and control their physical, social, economic, and cultural environments. There has been debate regarding the similarities and differences between community capacity building and community development (Craig, 2007; Verity, 2007).

Community Marketing (CM)

Community marketing is a marketing strategy that focuses on attracting audiences within a collaborative environment, often emphasizing the brand or product itself. It involves building, nurturing, and leveraging customer relationships. (Wesson, 2024). Community markets serve as a foundation for grassroots economic development, supporting sustainable strengthening of local careers, society, culture, and people while reducing dependency (Pattanvongngam, 2017). These markets are often located in rural villages and serve as central points where farmers can sell their produce, vegetables, and fruits, generating circulating income within the community (Chuangcham, 2010). Successful community marketing strategies do not happen by chance but require careful planning and continuous effort. Below are best practices and tools to help build a strong, active community. These best practices aim to foster a vibrant and engaged community (Wesson, 2024).

Community Innovation (CI)

Social innovation, knowledge innovation, and technological innovation play critical roles in community development. In the context of knowledge transfer, social innovation can create appropriate platforms for exchanging creative ideas and innovations. (Rashid et al., 2024). Community innovation refers to the creative differentiation aimed at solving community problems by building upon local knowledge or indigenous wisdom. Innovation adoption occurs rapidly and widely within communities. (Phuanpoh & Pasunon, 2021). The innovation process involves empowering local communities, promoting collaboration, and creating safe environments. Innovations in products, processes, marketing, and management can enhance local economic growth, community well-being, and environmental sustainability (Hakim et al., 2024).

Network Management Capabilities (NC)

Network management capabilities refer to the ability to manage business alliances by leveraging organizations' existing resources. Effective management of networks within

business partnerships can strengthen relationships and enhance strategic efficiency. This involves managing the networks organizations use for strategic decision-making and governance. Strong network management capabilities enhance strategic development and drive sustainable progress. In the context of tourism, network management plays a critical role in fostering collaboration among stakeholders, including tourists, business owners, and tourism agencies. Furthermore, building cooperation and shared goals among local stakeholders maximizes collective opportunities.

Key Successes of Community-Based Tourism Management (SC)

Success in tourism development occurs when local communities clearly understand the objectives of planning and participation before engaging in activities. This approach ensures that planning and development processes align with the local way of life, traditions, desires, and expectations (Miskowiak, 2004). Community-based tourism management depends on multiple objectives grounded in a sustainability philosophy and that address shared community benefits (Rocharungsat, 2005). However, community participation remains low, with development and management still largely controlled by the government from planning through evaluation. (Jannah et al., 2018).

H1: Community potential influences network management capabilities.

The capability to manage cooperation among different organizations, including task division, role assignment, and creating mutual opportunities, is essential, with group leaders distributing responsibilities accordingly (Saybunjaung, 2022). Enhancing community capacity in management and participation within tourism networks is a key factor in achieving sustainable tourism in rural areas. Developing local community potential for sustainable tourism can effectively impact tourism network management and community participation (Zhu et al., 2024).

H2: Community marketing influences network management capabilities.

Building cooperative networks for marketing promotion requires businesses to engage in marketing efforts with network partners continuously. Support and promotion from network partners, government agencies, and the private sector should be consistent (Lalaeng et al., 2018). One important outcome of effective network management capabilities is the creation of marketing opportunities. Kotler (1994) defines marketing opportunities as situations in which customers have needs and desires that businesses can meet, potentially earning profits in return. Distribution channels are then established to satisfy the target customer group's demands. (Greenley et al., 2004). Consistent with Hall & Roelich (2016), key factors impacting the management of business alliances within networks include customers, competitors, and an emphasis on behavioral relationships within organizations, which support business promotion.

H3: Community innovation influences network management capabilities.

Community innovation significantly impacts the development of tourism networks in rural areas, particularly in sustainable tourism, by fostering collaboration within communities and across innovative tourism networks. Network creation involves dividing management tasks across various essential, yet often scarce, areas, leading to innovations that positively affect businesses and organizations as a whole (Barney, 1991). Sustainable tourism networks are built by introducing new concepts and technologies through cooperation with local communities.

H4: Community potential influences the key success of community-based tourism network management.

Zaefarian et al. (2017) identified key characteristics that contribute to business success and competitive advantage within business networks, including the promotion and co-creation of organizational capacity aligned with community potential. This is consistent with the study by Thungwha (2018), which described community potential development as initiating and emphasizing learning processes that enable people to acquire knowledge and manage resources efficiently. This involves building intellectual, social, and knowledge capital to empower

communities toward self-reliance. Similarly, Chompoopanya & Rojanatrakul (2022) proposed that community potential development entails activities where community members and organizations actively participate and take ownership.

H5: Community marketing influences the key success of community-based tourism network management.

Resource mobilization through networks in community-based tourism social enterprises has shown that building strong networks enhances management capabilities and promotes sustainable development of community tourism (Garzón et al., 2025). Community enterprise operators should prioritize online marketing strategies focusing on electronic trust, electronic loyalty, social information, electronic satisfaction, and online marketing tools. (Hassaro, 2021). Stakeholder participation in joint marketing efforts aimed at balancing profitability and community development is crucial for the sustainability of community-based tourism (Ngo et al., 2018).

H6: Community innovation influences the key success of community-based tourism network management.

Community-based tourism, as a sustainable tourism development approach, leverages innovation to promote community participation and sustainable tourism. The application of community organizational innovation and active participation leads to process innovations, resulting in appropriate models for managing community tourism networks. (Somnuek, 2018). The use of innovation and the role of communities in sustainable tourism development, particularly in promoting community participation in infrastructure development and sustainable tourism networks, are vital.

H7: Community potential influences the key success of community-based tourism network management through network management capabilities.

Community-based tourism and how communities manage networks to support sustainable tourism development show that successful network management directly contributes to enhancing the sustainability of community tourism. Communities apply this knowledge and concepts to develop tourism aligned with their own capacity and readiness, selecting and managing community tourism sites accordingly, leading to successful community-based tourism. Formal community organizations are established to support these efforts (Keawkhum et al., 2018). The role of local community networks in tourism development demonstrates that strong internal networks effectively enhance tourism development in the area.

H8: Community marketing influences the key success of community-based tourism network management through network management capabilities.

Langviniene & Daunoraviciute (2015) found that achieving business success requires several key factors, among which internal marketing is a crucial component for creating effective business models. This internal marketing plays a significant role in ensuring successful investment and efficient network management. This is consistent with the study by Kotler et al. (1999), which defined marketing strategy as marketing activities aimed at helping businesses achieve their operational objectives by identifying target markets and establishing market positioning to gain a clear competitive advantage.

H9: Community innovation influences the key success of community-based tourism network management through network management capabilities.

Based on these theories, the researcher developed a conceptual framework that illustrates the relationships among all variables and links them to the hypotheses, as shown in Figure 1.
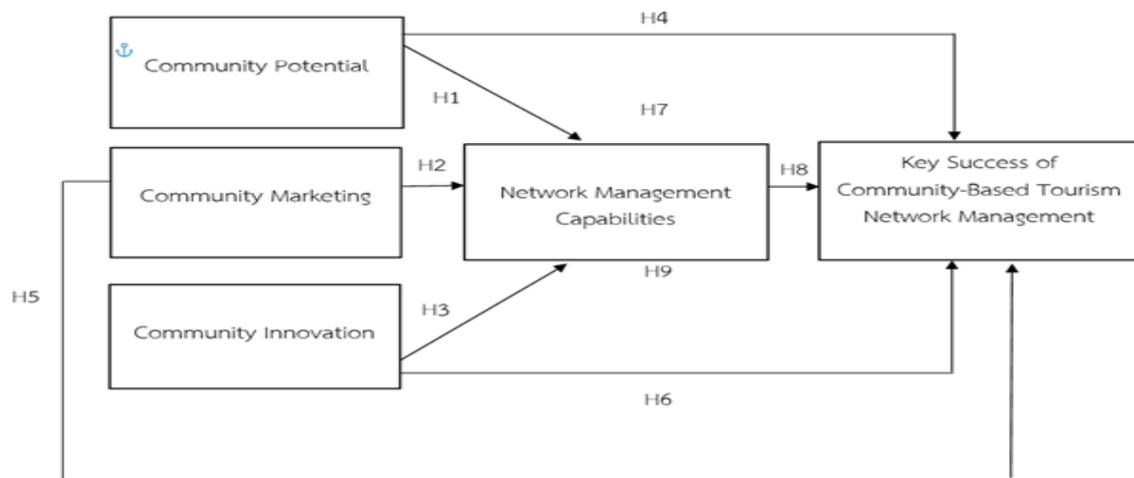
Figure 1 Conceptual Framework Showing Proposed Hypothesis

Research Methodology

Data Collection and Sampling

The population for this study comprises individuals involved in managing the community-based tourism network in Chumphon Province, spanning 13 communities. These include committee members, chairpersons, vice-chairpersons, advisors, secretaries, treasurers, department heads, other committee members, and community stakeholders affected by the network's operations. The sample comprises stakeholders involved in managing the community-based tourism network in Chumphon Province. Given that this study employs advanced quantitative analysis using Structural Equation Modeling (SEM), a sufficiently large sample size is required to meet SEM's analytical principles (Hair et al., 2019). The sample size was determined based on the guideline of 10 to 20 times the number of observed variables. The researcher chose the higher criterion of 20 times. With 20 observed variables (items), the sample size was calculated as 20 x 20 = 400. To prevent errors caused by incomplete questionnaire responses, an additional 16 samples were collected, bringing the total to 416. Multi-stage sampling was used to ensure proportional representation across the 13 communities. The sampling method used was quota sampling, with 32 samples selected from each community.

Measure of Constructs

The research instrument was developed and validated based on the study's conceptual framework and operational definitions. The questionnaire consisted of six sections: (1) respondent demographics, (2) community potential, (3) community marketing, (4) community innovation, (5) network management capabilities, and (6) key success factors of community-based tourism network management. All sections utilized a rating-scale format. Content validity was evaluated by three experts, with all items achieving an Item-Objective Congruence (IOC) index above 0.67, confirming satisfactory validity. Internal consistency reliability was assessed using Cronbach's alpha (Cronbach, 1970), resulting in a high coefficient of 0.973, indicating excellent reliability.

Data Analysis

To validate the proposed research model, we used partial least squares structural equation modeling (PLS-SEM, also referred to as composite-based structural equation modeling). Generally, PLS is used in exploratory studies because it requires a more conservative interpretation of results than traditional CB-SEM (Hair et al., 2017). A PLS path model analysis was conducted using SmartPLS (v.4, SmartPLS GmbH, Bönningstedt, Germany). First, a confirmatory factor analysis was conducted to eliminate all items with values below 0.7. Next, the internal consistency, reliability, and validity of the theoretical model were assessed with

the remaining items. Finally, the structural model was estimated, and the proposed model was verified. To evaluate reliability, Cronbach's alpha and composite reliability were utilized, while convergent validity was assessed. The average variance extracted (AVE) was examined to ensure it exceeded the 0.5 threshold. Additionally, discriminant validity was analyzed by comparing the correlation value and the square root of AVE to determine if the square root of AVE was greater than the correlation value between the latent variables. The comprehensive research hypothesis test was conducted using bootstrapping (5,000 iterations, 95% significance level) with the PLS algorithm.

Research Results
Evaluation of the Measurement Model

Descriptive statistics and an assessment of normality were conducted prior to the main analysis. As shown in the table, the data for all observed variables were normally distributed. This conclusion is based on the values of skewness and kurtosis, which were all close to zero. Following the criteria suggested by Schumacker & Lomax, which typically set acceptable ranges at ±1.00 for skewness and ±1.50 for kurtosis, the obtained values indicated that the data did not significantly deviate from normality. Consequently, the data were deemed suitable for analysis using parametric statistical methods, including Structural Equation Modeling (SEM). For the convergent validity of the latent variables based on the average of the extracted variables (AVE), it was found that every latent variable had a value higher than 0.50 (Henseler et al., 2015). Therefore, it can be concluded that every scalable variable of the variable model is valid in its own use as a latent variable. Moreover, when considering confidence (reliability) by considering the Cronbach's alpha coefficient (œ), component reliabilities (Composite reliability), both PA and PC, all latent variables have all reliabilities higher than 0.70 (Henseler et al., 2015). Therefore, it can be concluded that the observed variables used to measure each latent variable exhibit strong internal relationships and are suitable for explaining the latent variable.

Table 1 Descriptive statistics, Normality assessment, and Validity of variables

Validity	Mean	SD.	Skewness	kurtosis	Loading	R-sq	Cronbach's alpha	P_A	P_C	AVE
CP1	4.365	0.731	-1.284	2.394	0.697	0.486	0.799	0.814	0.87	0.627
CP2	4.036	0.757	-0.294	-0.588	0.771	0.594				
CP3	3.962	0.706	-0.562	0.635	0.834	0.696				
CP4	3.933	0.724	-0.584	0.778	0.855	0.731				
CM1	3.942	0.68	-0.571	1.12	0.852	0.726	0.904	0.908	0.933	0.776
CM2	3.815	0.748	-0.756	1.592	0.898	0.806				
CM3	3.964	0.754	-1.156	2.863	0.880	0.774				
CM4	3.986	0.793	-1.046	2.117	0.893	0.797				
CI1	3.962	0.755	-0.977	2.395	0.853	0.728	0.902	0.904	0.932	0.773
CI2	3.885	0.725	-0.81	2.091	0.905	0.819				
CI3	3.868	0.805	-0.809	1.353	0.862	0.743				
CI4	3.87	0.833	-0.752	0.996	0.896	0.803				
NC1	4.132	0.805	-0.716	0.072	0.791	0.626	0.873	0.873	0.908	0.665
NC2	4.151	0.752	-1.039	2.442	0.852	0.726				
NC3	4.197	0.772	-0.765	0.245	0.846	0.716				
NC4	4.036	0.715	-0.925	2.72	0.838	0.702				
NC5	3.978	0.748	-0.414	-0.053	0.746	0.557				
SC1	4.103	0.691	-0.754	1.259	0.841	0.707	0.885	0.886	0.916	0.686
SC2	4.067	0.687	-1.295	4.46	0.871	0.759				

Validity	Mean	SD.	Skewness	kurtosis	Loading	R-sq	Cronbach's alpha	P_A	P_C	AVE
SC3	4.106	0.615	-0.627	1.824	0.842	0.709				
SC4	4.058	0.666	-0.751	1.865	0.835	0.697				
SC5	3.921	0.757	-1.102	2.41	0.749	0.561				

Table 2 Discriminant validity

Fronell-Larcker criterion					
Variables	**CP**	**CM**	**CI**	**NC**	**SC**
CP	0.792				
CM	0.724	0.881			
CI	0.747	0.838	0.879		
NC	0.673	0.725	0.725	0.816	
SC	0.657	0.722	0.731	0.713	0.829

Note: AVE, average variance extracted.

Evaluation of the Structural Model

Analysis results to assess predictive relevance. A Q2-value greater than 0 for a specific endogenous latent variable indicates that the PLS path model possesses strong predictive relevance for that latent variable. As shown in Table 3, the cross-validated redundancy of the latent variables indirectly forecasts the endogenous item by predicting the corresponding latent variable used in the structural model. The predictive relevance for the resistance latent variables NC and SC was all classified as high (Q2 > 0.35). The cross-validated commonality of latent variables evaluates the path model directly from the latent variables. The latent variables CP, CM, CI, NC, and SC exhibited high predictive power (Q2 > 0.35), indicating that the model was highly predictive. In this study, the overall goodness-of-fit (GOF) of the structural model is assessed by calculating the square root of the product of the mean coefficient of determination (R2) and the mean communality (AVE value). A GOF value of 0.658 was obtained. In PLS-PM analysis, GOF is typically used to evaluate overall model fit. A higher GOF value indicates a better model fit; a GOF between 0.1 and 0.25 signifies a low model fit, a GOF between 0.25 and 0.36 indicates a medium model fit, and a GOF of 0.36 or higher represents a high model fit (Tenenhaus et al., 2005). As shown in Table 4, all GOF indices exceeded the thresholds, indicating excellent structural fit for this research model.

Table 3 Predictive relevance (Q-sq)

	Cross-validated redundancy Q-sq	**Cross-validated communality Q-sq**
CP		0.614
CM		0.739
CI		0.773
NC	0.561	0.605
SC	0.582	0.623

Note: Low (Q2 > 0), medium (Q2 > 0.15), and high (Q2 > 0.35).

Table 4 Goodness-of-Fit (GO) results

Variables	**AVE**	**R-sq**
CP	0.627	
CM	0.776	
CI	0.773	
NC	0.665	0.570
SC	0.686	0.633

Variables	AVE	R-sq
Mean value	0.705	0.615
Multiplication of the mean value	0.433	
GOF	**0.658**	

Note: AVE, average variance extracted. GOF = low (0.10 - 0.02), medium (0.25 - 0.36), and high (> 0.36).

Path Analysis and Hypothesis Testing

To examine the significance of path coefficients between latent variables in the structural model, we generated a bootstrap subsample (5,000) in PLS. We used the t-value and p-value to test whether the path coefficient β is statistically significant at the 5% significance level. As shown in Figure 2 and Table 5, all 5 paths (H1, H3, H4, H5, H6) were deemed statistically significant, indicating that the hypothesis is supported. However, CP had no impact on SC, which was statistically significant; the hypothesis is not supported (H2). In addition, the hypothesis that CP, CM, and CI impact SC through the mediator NC (H7, H8) was deemed statistically significant; thus, the hypothesis is supported.

Table 5 Results of path analysis and hypothesis testing

H	Path	B	STDEV	t-test	P value	f-sq	Supported
H1	CP -> NC	0.266	0.061	4.346	0.000	0.068	Yes
H2	CP -> SC	0.096	0.062	1.550	0.121	0.010	No
H3	CM -> NC	0.138	0.064	2.168	0.030	0.012	Yes
H4	CM -> SC	0.265	0.068	3.868	0.000	0.052	Yes
H5	CI -> NC	0.410	0.069	5.967	0.000	0.100	Yes
H6	CI -> SC	0.204	0.068	3.012	0.003	0.026	Yes
H7	CP -> NC -> SC	0.086	0.031	2.784	0.005		Yes
H8	CM -> NC -> SC	0.045	0.022	2.053	0.040		Yes
H9	CI -> NC -> SC	0.132	0.038	3.436	0.001		Yes

Note: * mean p < .05, ** mean p < .01, *** mean p < .001.

Analysis of the type of influence of causal variables on the dependent variable, as shown in Table 6 and Figure 2. It was found that SC had the strongest total influence from the CI variable (TE = 0.336, DE = 0.204, IE = 0.132), followed by NC (TE = 0.366). It was found that the NC variable received the strongest total influence from CI (TE = 0.410). This result reflects the important role of Community Potential (CP), Community Marketing (CM), Community Innovation (CI), and Network Management Capabilities (as a factor affecting the Key Success of Community-Based Tourism Network Management (SC). Considering the variance in internal variables explained by cause variables (R-sq), it is found that NC variables account for 57.00 percent of the variance, and SC variables account for 63.30 percent.

Table 6 Direct, Indirect, and Total effect

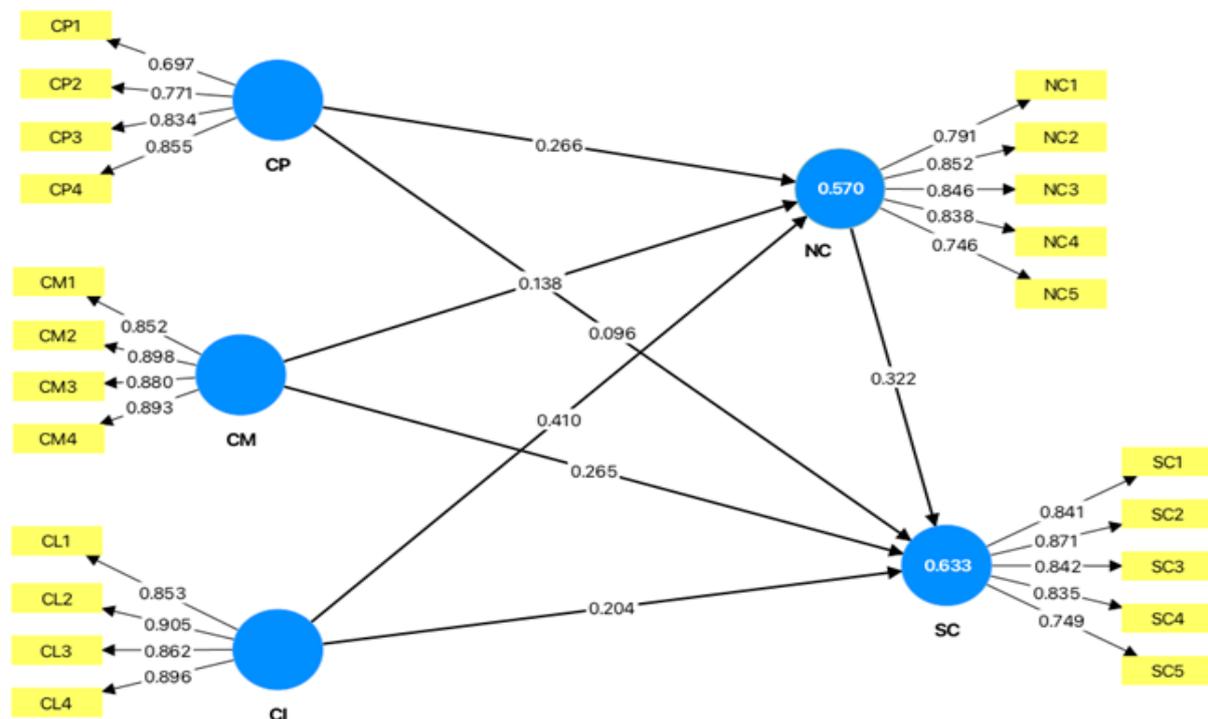| Variables	NC			SC		
	DE	IE	TE	DE	IE	TE
CP	0.266	-	0.266	0.096	0.086	0.182
CM	0.318	-	0.138	0.265	0.045	0.309
CI	0.410	-	0.410	0.204	0.132	0.336

Figure 2 Measurement Model

Conclusion and Discussion

This study validates a structural model identifying the drivers of success in Community-Based Tourism (CBT) networks. The key findings and their implications are discussed below.

First, the study confirms that community potential, community marketing, and community innovation are significant antecedents to network management capabilities. Communities with strong resources, organized activities, and member participation (potential) are better equipped to form effective management networks, supporting the resource-based view of community development (Suriyankietkaew et al., 2025). Furthermore, marketing initiatives and contextual innovation directly strengthen these collaborative governance structures.

Second, the analysis reveals the direct and mediated pathways to CBT network success. While community marketing and innovation exert significant direct effects on success, community potential does not. Instead, its influence is fully mediated through network management capabilities. This underscores a critical theoretical and practical insight: inherent community assets alone are insufficient; their value must be activated and leveraged through competent network coordination and strategic action (Zirena-Bejarano et al., 2025).

Third, network management capabilities emerge as the pivotal mediating mechanism. They partially mediate the effects of both community marketing and innovation on success, and fully mediate the effect of community potential. This highlights that the primary role of marketing and innovation extends beyond immediate outcomes—they are essential for building the collaborative capacity that sustains long-term success. This aligns with contemporary emphasis on stakeholder collaboration and adaptive governance as keys to sustainable tourism (Mandić et al., 2024; Jackson, 2025).

In conclusion, successful CBT hinges on a synergistic process where foundational potential, strategic marketing, and continuous innovation are integrated and enhanced through professionalized network management. This framework offers a validated model for practitioners seeking to translate community assets into resilient, sustainable tourism outcomes.

Practical Implications

This study can be applied as a guideline for planning to enhance motivation and community involvement in managing the tourism network in Chumphon Province. This will benefit the government, the private sector, and the community by enabling more efficient personnel planning, management, and development, leading to increased income and improved quality of life for community members. This study further expands the research scope on the success of community-based tourism network management by examining how community potential, community marketing, and community innovation influence that success. Specifically, community potential serves as the "foundation," community marketing acts as the "tool," and community innovation functions as the "driver." These three factors collectively support the success of managing community tourism networks in terms of cooperation, sustainability, and continuous long-term development.

Acknowledgements

References

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*, 99-120.

Boonprasert, S. (2020). *Community tourism on the learning path*. Retrieved from www.culture.go.th/culture_th/ewt_news.php?nid=4812&filename=index.

Chompoopanya, A., & Rojanatrakul, T. (2022). The development potential of the community in Participant Model to Sustainable Tourism Community. *Journal of Modern Learning Development, 7*(8), 414-430.

Chuangcham, P. (2010). *The story from Dong Luang.* Bangkok: Agricultural Land Reform Office.

Craig, G. (2007). Community capacity-building: something old, something new…?. *Critical Social Policy, 27*(3), 335-359.

Cronbach, L. (1970). *Essentials of Psychological Testing*. New York: Harper & Row.

Gansauer, F. (2021). *Marketing of Community-Based Tourism: A Case Study of Central Asia.* Master's Thesis, Uppsala University.

Garzón, I., Casanueva, C., Arroyo, F., & Vega, E. (2025). Network Resource Mobilization in Community-Based Tourism Social Entrepreneurship. *Journal of Travel Research.* https://doi.org/10.1177/00472875241313209.

Greenley, G., Hooley, G., & Saunders, J. (2004). Management processes in marketing planning. *European Journal of Marketing; Bradford, 38*(8), 933-955.

Hair, J., Hult, G., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS- SEM)* (2nd ed.). California: SAGE Publications.

Hair, J., Risher, J., Sarstedt, M., & Ringle, C. (2019). When to Use and How to Report the Results of PLS-SEM. *European Business Review, 31*(1), 2-24.

Hakim, M., Agung, M., Hanif, N., & Firman, F. (2024). Driving Village-Owner Enterprises (BUMDes) Innovation as a Driving Force for Independent Village Development Through Inclusive Leadership. *Journal of Social Contemplativa, 2*(2), 78-91.

Hall, C. (2005). *Tourism: Rethinking the Social Science of Mobility*. London: Pearson Education.

Hall, S., & Roelich, K. (2016). Business model innovation in electricity supply markets: The role of complex value in the United Kingdom. *Energy Policy, 92*, 286-298.

Hassaro, K. (2021). *Online Marketing Strategies That's Influence Community Enterprises Success*. Doctor of Philosophy Thesis, Mahasarakham University.

Henseler, J., Ringle, C., & Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-Based Structural Equation Modeling. *Journal of the Academy of Marketing Science, 43*, 115-135.

Jackson, L. (2025). Community-Based Tourism: A Catalyst for Achieving the United Nations Sustainable Development Goals One and Eight. *Tourism and Hospitality, 6*(1), 29.

Jannah, E., Muryani, C., & Rindarjono, M. (2018). Community-Based Tourism Development at Gajah Mungkur Wonogiri Tourist Attraction. *IOP Conference Series: Earth and Environmental Science, 145*, 012017.

Junhom, C. (2018). *Community Tourism for Natural Resource and Environmental Management*. Songkhla: Prince of Songkla University.

Keawkhum, P., Wongpratum, N., Kankeb, U., Chuminthachak, S., Naiyawat, M., & Hiranyarasmeekul, B. (2018). Community Based Tourism Management Baan Hong Hae. *Dusit Thani College Journal, 12*(3), 133-149.

Kotler, P. (1994). *Marketing Management* (8th ed.). New Jersey: Prentice Hall.

Kotler, P., Armstrong, G., Saunders, J., & Wong, V. (1999). *Principles of Marketing*. New Jersey: Prentice-Hall.

Lalaeng, C., Chaiphet, C., & Uea-aree, W. (2018). Business Networking Development and Competitive Advantage of Community Enterprise in Chumphon Province. *Veridian E-Journal, Silpakorn University, 11*(2), 3447-3464.

Langviniene, N., & Daunoraviciute, I. (2015). Factors influencing the success of business models in the hospitality service industry. *Procedia - Social and Behavioral Sciences, 213*, 902-910.

Mandić, A., Séraphin, H., & Vuković, M. (2024). Engaging stakeholders in cultural tourism Living Labs: A pathway to innovation, sustainability, and resilience. *Technology in Society, 79*, 102742.

Miskowiak, D. (2004). *Crafting an Effective Plan for Public Participation*. Connecticut: Center for Land Use Education.

Mitchell, J., & Ashley, C. (2010). *Tourism and Poverty Reduction: Pathways to Prosperity.* London: Earthscan.

Na Thongkaew, B., Ruksapol, A., & Brewer, P. (2024). The Role of Local Networks in Supportive Mechanisms Model for Sustainable Community-Based Tourism Administration. *Tourism Planning & Development, 22*(2), 159-181.

Ngo, T., Lohmann, G., & Hales, R. (2018). Collaborative marketing for the sustainable development of community-based tourism enterprises: Voices from the field. *Journal of Sustainable Tourism, 26*(8), 1325-1343.

Nuancha, P., & Na Ayuthya, S. (2020). Tourism Network Governance of Ban Mae Kampong Village, Huay Kaew Sub-district, Mae On District, Chiang Mai Province. *Political Science and Public Administration Journal, 11*(2), 29-54.

Office of the National Tourism and Sports Policy Committee of Thailand. (2019). *The Criteria for Thailand's Community-Based Tourism Development*. Retrieved from www.dasta.or.th/uploads/file/202312/1701667584_21236f7a8a2c019ecb53.pdf.

Pattanvongngam, S. (2017). A community market, strength of economic foundation and a starting point of logistics process at the community level: A case study of community market at Chachoengsao municipal stadium, Mueang Chachoengsao district, Chachoengsao province, Thailand. *Journal of Modern Management Science, 10*(2), 197-212.

Phuanpoh, Y., & Pasunon, P. (2021). Community Innovation Linking Community Economy to Sustainability. *Journal of Management Science Nakhon Pathom Rajabhat University, 8*(2), 32-44.

Phukpoo, W. (2019). *Philosophy of Community-Based Tourism*. Retrieved from www.randdcreation.com/content/5112/.

Raksapol, A., Na Thongkaew, B., Phengkona, J., Thongsong, C., & Jittapraphan, B. (2017). Marketing strategy development of community-based tourism looping system in Chumphon province. *Area Based Development Research Journal, 9*(1), 23-37.

Rashid, N., Lani, M., Ariffin, E., Mohamad, Z., & Ismail, I. (2024). Community engagement and social innovation through knowledge transfer: micro evidence from Setiu fishermen in Terengganu, Malaysia. *Journal of the Knowledge Economy, 15*, 1069-1086.

Rocharungsat, P. (2005). *Community-Based Tourism: Perspectives and Future Possibilities.* Doctoral Thesis, James Cook University.

Romero-Medina, N., Flores-Tipán, E., Carvache-Franco, M., Carvache-Franco, O., Carvache-Franco, W., & González-Núñez, R. (2024). Organizational design for strengthening community-based tourism: Empowering stakeholders for self-organization and networking. *PloS One, 19*(1), e0294849.

Ruiz-Ballesteros, E., & Cáceres-Feria, R. (2016). Community-building and amenity migration in community-based tourism development. An approach from southwest Spain. *Tourism Management, 54*, 513-523.

Saybunjaung, W. (2022). Community Self-Organization Competency Case Study of Bangrawnok Moo 7 Mahasawat Subdistrict Bang Kruay District Nontaburi Province. *Journal of MCU Humanities Review, 8*(2), 321-338.

Somnuek, P. (2018). Development of Networking Pattern of Community-based Tourism Management between Saimoon Community and Phosri Community, Phiboonmangsaharn District, Ubon Ratchathani Province. *Journal of Liberal Arts, Ubon Ratchathani University, 14*(1), 70-112.

Strydom, A., Mangope, D., & Henama, U. (2018). Lessons Learned from Successful Community-Based Tourism Case Studies from the Global South. *African Journal of Hospitality, Tourism and Leisure, 7*(5), 1-13.

Suriyankietkaew, S., Krittayaruangroj, K., Thinthan, S., & Lumlongrut, S. (2025). Community Capitals Framework for Sustainable Development: A Qualitative Study of Creative Tourism in Ban Chiang World Heritage Site. *Sustainability, 17*(8), 3311.

Suwanvong, D., & Kreoksakul, P. (2016). *The network development community bases tourism in 5 Southern border provinces (Satun, Songkhla, Pattani, Yala, and Narathiwat) with connected tourism in 4 states (Kelantan, Perak, Kedah, and Perlis) of Malaysia.* Bangkok: Thailand Science Research and Innovation.

Tenenhaus, M., Vinzi, V., Chatelin, Y., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis, 48*(1), 159-205.

Thailand CBT Network Coordination Center. (2012). *Community-Based Tourism*. Retrieved from https://thaicommunitybasedtourismnetwork.wordpress.com/cbt/.

Thungwha, L. (2018). The Development of Community Potential in Team Management: A Case Study of Housewife Group in Premruethai Community, Prawet Sub-District, Bangkok. *Kasem Bundit Journal, 19*(1), 61-72.

Tourism Authority of Thailand. (2015). *Community-Based Tourism Chumphon Province*. Bangkok: Tourism Authority of Thailand.

Verity, F. (2007). *Community capacity building-A review of the literature*. South Australia: South Australian Department of Health.

Wesson, H. (2024). *What is community marketing?*. Retrieved from www.communityledgrow th.com/what-is-community-marketing/?x_tr_sl=en&+_x_tr_tl=th+.

Zaefarian, G., Thiesbrummel, C., Henneberg, S., & Naudé, P. (2017). Different recipes for success in business relationships. *Industrial Marketing Management, 63*, 69-81.

Zhu, Y., Li, J., & Han, F. (2024). Understanding community capacity-building at a local level for sustainable tourism in World Heritage Site: the case of Wulingyuan in China. *Journal of Tourism and Cultural Change, 22*(1), 21-43.

Zirena-Bejarano, P., Parra-Requena, G., Quispe-Ambrocio, A., & Merma-Valverde, W. (2025). Effects of knowledge transformation and social capital on business performance. *Journal of Hospitality and Tourism Insights, 8*(11), 1-18.

Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.