

The Success Factors of Community-Based Tourism in Thailand

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Abstract

Community-based tourism (CBT) is tourism in which local people enhance their involvement and participation in tourism planning and development in their areas, having positive impact on social, economic, and environmental conditions of their communities. The popularity of community-based tourism has grown with the government, private sectors, and in academia as part of the strategies for conservation of natural resources and development in Thailand.

Most research conducted in community-based tourism has focused exclusively on selective success factors, particularly community involvement and participation. However, collaboration at the community level is not the only factor contributing to the success. The research provides a comprehensive analysis of the relevant factors contributing to community-based tourism success by comparing the two best examples of implementation, namely at Sam Chuk 100-year-old market Suphanburi province and Klong Suan 100-year-old market, Chachoengsao province.

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The objectives of the research are: (1) study community-based tourism, the importance and potential effects of tourism, and the characteristics of success (2) analyze the determinants of success of community-based tourism perceived by community members by comparing the two best examples, namely Sam Chuk and Klong Suan markets, and (3) provide policy recommendations for community-based tourism in Thailand. The success factors, including participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, and achieving distinction, are used as criteria to determine the success factors of the two communities.

The research found that the success factors of community-based tourism in Sam Chuk and Klong Suan markets are different. Participation in decision-making processes, local ownership, collective responsibility, sharing of resources, leadership and management, achieving authenticity, and achieving distinction have a statistically significant effect on the success of community-based tourism for the Sam Chuk traditional market, while other factors, such as local innovation, have no statistically significant relationship with its success. On the other hand, participation in decision-making processes, local ownership, collective responsibility, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction are the determinants of success of community-based tourism in Klong Suan old market. Other factors, such as sharing of resources, revealed no statistically significant effect on the community's success. The results of the research contribute to policy development of community-based tourism in Thailand.

Keywords: *Community-Based Tourism, Success Factors, Sam Chuk Market, Klong Suan Market*



ปัจจัยสำคัญต่อความสำเร็จของการท่องเที่ยว เชิงชุมชนในประเทศไทย

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บทคัดย่อ

การท่องเที่ยวเชิงชุมชนเป็นการท่องเที่ยวที่สนับสนุนให้คนในชุมชนมีส่วนร่วมในการวางแผน ตัดสินใจ และพัฒนาชุมชนของตนเอง โดยมีจุดประสงค์เพื่อเพิ่มความเป็นอยู่ที่ดีของคนในชุมชน ทั้งทางด้านสังคม เศรษฐกิจ รวมทั้งผลกระทบทางสิ่งแวดล้อมจากการท่องเที่ยว การท่องเที่ยวเชิงชุมชนได้รับความสนใจอย่างแพร่หลายในประเทศไทยจากหน่วยงาน ทั้งภาครัฐบาล ภาคเอกชน และนักวิชาการจากมหาวิทยาลัย

วัตถุประสงค์ของการวิจัยมีดังนี้ เพื่อศึกษาลักษณะของการท่องเที่ยวเชิงชุมชน และปัจจัยที่ทำให้การท่องเที่ยวเชิงชุมชนประสบความสำเร็จ เพื่อศึกษาและวิเคราะห์ปัจจัยสำคัญต่อความสำเร็จของการท่องเที่ยวเชิงชุมชนจากมุมมองของชาวบ้านในพื้นที่ โดยเปรียบเทียบตัวอย่างตลาดโบราณที่ประสบความสำเร็จ 2 แห่ง คือ ตลาดโบราณร้อยปีสามชุก จังหวัดสุพรรณบุรี และตลาดโบราณร้อยปีคลองสวน จังหวัดฉะเชิงเทรา และเพื่อเสนอแนวทางปฏิบัติให้แหล่งท่องเที่ยวเชิงชุมชนอื่น ๆ ในประเทศไทยสามารถพัฒนาได้อย่างยั่งยืน

ผลการวิจัย พบว่า ปัจจัยที่มีความสำคัญต่อความสำเร็จของการท่องเที่ยวเชิงชุมชนของสามชุกและคลองสวนมีความแตกต่างกัน โดยความมีส่วนร่วมในกระบวนการตัดสินใจ ความเป็นเจ้าของชุมชน ความรับผิดชอบร่วมกัน การแบ่งปันทรัพยากร ความเป็นผู้นำและความสามารถในการจัดการ ความเป็นอัตลักษณ์ และความโดดเด่นจากแหล่งท่องเที่ยวอื่น มีความสำคัญต่อความสำเร็จของตลาดโบราณสามชุกอย่างมีนัยสำคัญทางสถิติ ในทาง

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ตรงข้าม ความมีส่วนร่วมในกระบวนการตัดสินใจ ความเป็นเจ้าของชุมชน ความรับผิดชอบร่วมกัน ความเป็นผู้นำและความสามารถในการจัดการ การสนับสนุนจากหน่วยงานอื่น ความเป็นอัตลักษณ์ และความโดดเด่นจากแหล่งท่องเที่ยวอื่นเป็นปัจจัยที่กำหนดความสำเร็จของตลาดเก่าคลองสวนอย่างมีนัยสำคัญทางสถิติ โดยหน่วยงานที่เกี่ยวข้อง เช่น การท่องเที่ยวแห่งประเทศไทย องค์กรปกครองส่วนท้องถิ่น สามารถนำผลการวิจัยไปประยุกต์ใช้และพัฒนาการท่องเที่ยวเชิงชุมชนในประเทศไทยได้อย่างเหมาะสม

คำสำคัญ: การท่องเที่ยวเชิงชุมชน ปัจจัยสำคัญต่อความสำเร็จ ตลาดสามชุก ตลาดคลองสวน

Introduction

During the past decades, the tourism industry has played important roles in the growth of Thailand's economy. It has been the major generator of the foreign exchange earnings through tourist expenditure on goods and services and foreign investment in tourism facilities. According to the World Travel and Tourism Council, tourism contributed 825.6 billion baht or 7.3% of total Gross Domestic Product (GDP) and created 2,020,000 jobs or 5.2% of total employment last year (World Travel and Tourism Council, 2013). The increasing number of international tourists has stimulated export, investment, and job creation.

On the other hand, Thailand has been faced with the challenge of facilitating economic growth while protecting its natural resources. Mass participation in tourism due to the emergence of tour operators has impacted the local destinations socially, economically, and environmentally, for example, with the deterioration of natural resources for tourism operations, the underdevelopment of the locals by exploitation of natural resources by tourists, and the large income gap between advantaged and disadvantaged groups of participants in tourism businesses. Local indigenous peoples are left worse off and are over-dependent on an unpredictable tourism industry. They are employed at low wages, lack job skills, and hold temporary positions for routine tasks in hotels and tourism businesses.

Due to the potential adverse effects of the large-scale, all-inclusive, mass tourism on local people's living conditions, community-based tourism (CBT) is an alternative approach that has gained popularity with the government and private sectors as part of the strategies for conservation of natural resources and development in Thailand.

Community-based tourism is believed to have the potential to provide some unique opportunities for communities, not by only offering financial benefits, but by also enhancing their involvement and participation in tourism planning and development in their areas in innovative ways (Harwood, 2010; Häusler & Strasdas, 2003; Johnson, 2010; López-Guzmán, Borges, & Castillo-Canalejo, 2011; López-Guzmán, Sánchez-Cañizares, & Pavón, 2011; Lucchetti & Font, 2013; Razzaq, et al., 2012; Saarinen, 2010; Salazar, 2012; Scheyvens, 2003; Vanagas & Jagminas, 2011). Tourism

development aims to conserve and promote the destination's culture and environment, while at the same time improving the socio-economic welfare of communities (Asker, et al., 2010; Vanagas & Jagminas, 2011). In organizing and promoting tourism, local members are the owners and decision makers in tourism management for the benefit of their communities. They support cultural and natural heritage preservation and are concerned with the impact of tourism on their communities and the environment.

Community-based tourism produces meaningful benefits, not only for local people, but also for tourists seeking individualistic, participatory, sustainable, and distinctive spiritual and cultural features of the community (López-Guzmán, Borges, & Castillo-Canalejo, 2011; Thailand Community Based Tourism Institute, 2012). Local community members, often rural, poor, and economically marginalized, invite tourists to visit their communities with the provision of overnight accommodation. Visitors have unique travel experiences by discovering local ways of life, cultures, historical heritages, nature, and wisdom that local community members feel proud of and choose to share (Thailand Community Based Tourism Institute, 2012).

Some types of tourism are particularly appropriate for community-based tourism, for example, ecotourism, ethnic tourism, cultural tourism, village-based tourism, agriculture tourism, and rural tourism, in that they open to community ownership and control (Häusler & Strasdas, 2003). Among the best examples of implementation of community-based tourism in Thailand, Mae Kampong village (Chiang Mai province), Kiriwong village (Nakorn Sri Thammarat province), Leeled village (Surat Thani province), 100-year-old markets at Sam Chuk (Suphanburi province) and Klong Suan (Chachoengsao and Samut Prakan province) are regarded as outstanding examples of successful community-based tourism destinations.

People in Thailand seek their own identity, culture, and artistic activities, which have been integrated into local communities. Sam Chuk and Klong Suan communities were chosen as study sites for the following reasons. Firstly, Thai visitors want to explore history and traditional ways of life of their ancestors, which they can find in Sam Chuk and Klong Suan traditional markets. Secondly, the cultural heritages of 100 years old buildings and traditional goods offered in Sam Chuk and Klong Suan have been preserved and are attracting visitors. Finally, Sam Chuk

and Klong Suan communities are good examples of local members participating in sustainable tourism.

Applying community development, sustainable development, sustainable tourism, and community-based tourism concepts, the research enhances the understanding of the key success factors of community-based tourism by examining traditional markets at Sam Chuk, Suphanburi and Klong Suan. The results of the research significantly contribute to policy development of community-based tourism in Thailand.

Community Development

Community development is recognized as an activity or process that brings about changes to developing economy, whether rural or urban community, to the higher level of advancement. It is a social process by which community members become more competent to live with and gain some control over local aspects of a changing world. Biddle and Biddle (1965) stated that community development is a group method for expediting personal growth through collective responsibility. It involves cooperation, collective action, group decision, and joint evaluation leading to continuing action. It requires involvement of professions and agencies, such as local governments, in solving problems and improving their living conditions. It is an indigenous process of growth that the locals initiate and contribute to the changes. According to Garkovich (2011), community development emphasizes local residents to address their own needs, concerns, problems, capabilities, skills, and knowledge. They define their own programs and solutions to improve the situations.

Sustainable Development

Sustainable development steers societal change at the interface between social, economic, and ecological dimensions. Baker (2006) stated that social dimension is related to human morals and values, relationships, communities, organizations, and institutions. Economic dimension concerns the allocation and distribution of natural resources that can be depleted. Ecological dimension refers to the societal and economic effects on natural resources and the environment, such as carrying capacity to absorb the pollution from human activities.

Sustainable Tourism

A broader perspective outlines not only meaningful travel experiences as the primary objective, but also tourism's contribution to the sustainable development of destinations, such as community initiatives in tourism development and community participation in planning and monitoring of the progress. According the United Nations World Tourism Organization (UNWTO), the bottom line of sustainable tourism is socio-cultural, economic, and environmental sustainability. Firstly, sustainable tourism should promote the socio-cultural authenticity of host communities, conserve their cultural heritages and traditional values, and enhance the intercultural understanding. Secondly, sustainable tourism should ensure long-term economic viability of host communities and fairly provide socio-economic benefits to all stakeholders. These include stable employment, income earning opportunities, and poverty alleviation. Finally, sustainable tourism should promote optimal and wisely use of natural and environmental resources, maintain essential ecological process, and help conserve natural heritages and biodiversity, including natural areas, habitats, and wildlife (United Nations Environment Programme and World Tourism Organization, 2005).

Community-Based Tourism

Community-based tourism is believed to have the potential to provide some unique opportunities for communities by not only offering financial benefits, but also enhancing their involvement and participation in tourism planning and development in their areas in innovative ways (Harwood, 2010; Häusler & Strasdas, 2003; Johnson, 2010; López-Guzmán, Borges, & Castillo-Canalejo, 2011; López-Guzmán, Sánchez-Cañizares, & Pavón, 2011; Lucchetti & Font, 2013; Razzaq, et al., 2012; Saarinen, 2010; Salazar, 2012; Scheyvens, 2003; Vanagas & Jagminas, 2011). In developing and organizing tourism, local members are the owners and decision makers in tourism management for the benefits of their communities. They support cultural and natural heritage preservation and are concerned with the impact of tourism on their communities and the environment. The residents earn income as owners, entrepreneurs, and product and service providers. Normally, they set aside at least part of the tourism income for projects and initiatives that provide benefits

to the community as a whole (Asker, et al., 2010; Häusler & Strasdas, 2003; Responsible Ecological Social Tours, 2006; Tasci, Semrad, & Yilmaz, 2013; World Wide Fund for Nature International, 2001).

Dimensions of Successful Community-Based Tourism

The success of community-based tourism is difficult to assess because it encompasses many variables and qualities. However, reviews of the interrelated concepts of community development, sustainable development, sustainable tourism, and community-based tourism in the earlier section help define 'successful community-based tourism.' Community-based tourism is considered successful when it has positive impact on social, economic, and environmental conditions of the community (Asker, et al., 2010; Responsible Ecological Social Tours, 2006; Tasci, Semrad, & Yilmaz, 2013; Thailand Community Based Tourism Institute, 2012). Successful community-based tourism is vital when tourism delivers benefits to host communities.

Factors Contributing to Successful Community-Based Tourism

A common similarity between many community-based tourism applications in several destinations is based on the assumption that tourism is adopted to generate socio-economic benefits, including increasing income, promoting the local economy, as well as conserving natural resources and environment. However, many of them have failed due to lack of some critical factors. Tasci and colleagues (2013) argued that several community-based tourism initiatives have failed due to lack of community involvement and participation, sense of ownership of the initiative among the community members, and lack of local financial resources.

Consequently, the research attempts to provide a comprehensive analysis of the relevant factors contributing to community-based tourism success. Communities conducting community-based tourism can improve their operations and practices and increase their chances of success. Reviews of the interrelated concepts of community development, sustainable development, sustainable tourism, and community-based tourism in the previous section bring a comprehensive understanding of 'the success factors of community-based tourism.' The following factors are considered necessary to the success of community-based tourism (Asker, et al., 2010; Henry, 2009;

Mountain Institute, 2000; Tasci, Semrad, & Yilmaz, 2013; Thailand Community Based Tourism Institute, 2012). These include participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction.

The Conceptual Framework of the Success Factors of Community-Based Tourism in Thailand

The conceptual framework is developed to provide a comprehensive model of the relevant factors contributing to community-based tourism success in Thailand. Although each community conducting community-based tourism may have different success factors, the model is expected to apply to community-based tourism in general. Findings from the research provide valuable insights for any community to be able to improve its operations and increase the likelihood of success. The conceptual framework is proposed as follows.

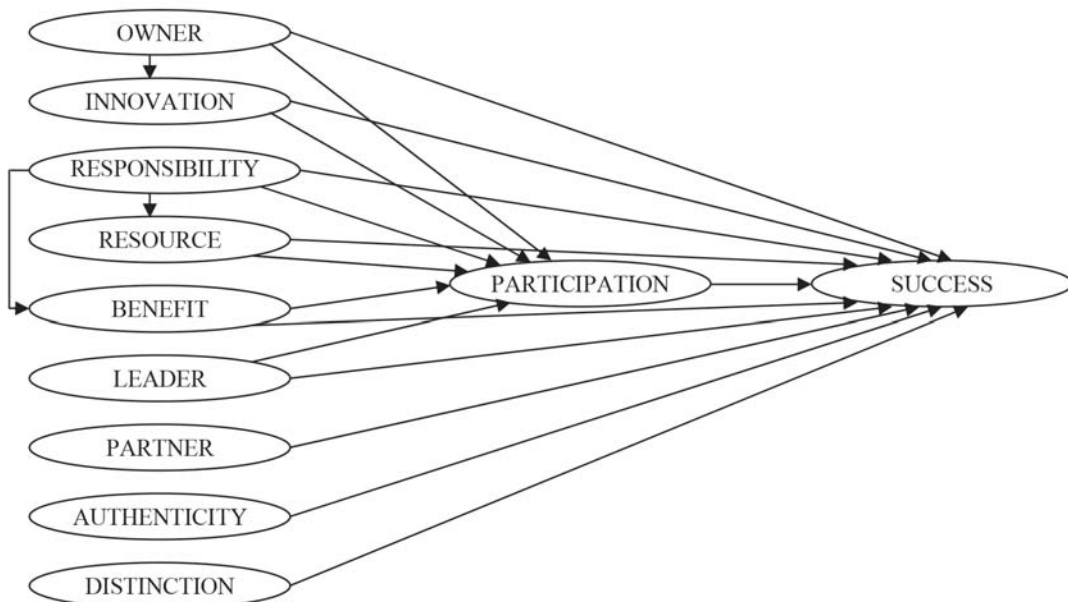


Figure 1: The Conceptual Framework of the Success Factors of CBT in Thailand

Where	SUCCESS	= Successful community-based tourism
	PARTICIPATION	= Participation in decision-making processes
	OWNER	= Local ownership
	INNOVATION	= Local innovation
	RESPONSIBILITY	= Collective responsibility
	RESOURCE	= Sharing of resources
	BENEFIT	= Sharing of benefits among members
	LEADER	= Leadership and management
	PARTNER	= Partnership and outside support
	AUTHENTICITY	= Achieving authenticity
	DISTINCTION	= Achieving distinction

From research questions and the proposed conceptual framework, the following hypotheses were derived.

Hypothesis 1: Participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, and achieving distinction have no statistically significant effect on successful community-based tourism at Sam Chuk community.

Hypothesis 2: Local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, and leadership and management have no statistically significant effect on participation in decision-making processes at Sam Chuk community.

Hypothesis 3: Local ownership has no statistically significant effect on local innovation at Sam Chuk community.

Hypothesis 4: Collective responsibility has no statistically significant effect on sharing of resources at Sam Chuk community.

Hypothesis 5: Collective responsibility has no statistically significant effect on sharing of benefits among members at Sam Chuk community.

Hypothesis 6: Participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits

among members, leadership and management, partnership and outside support, achieving authenticity, and achieving distinction have no statistically significant effect on successful community-based tourism at Klong Suan community.

Hypothesis 7: Local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, and leadership and management have no statistically significant effect on participation in decision-making processes at Klong Suan community.

Hypothesis 8: Local ownership has no statistically significant effect on local innovation at Klong Suan community.

Hypothesis 9: Collective responsibility has no statistically significant effect on sharing of resources at Klong Suan community.

Hypothesis 10: Collective responsibility has no statistically significant effect on sharing of benefits among members at Klong Suan community.

Study Areas

The following reasons explain the selection of two communities, namely Sam Chuk, Suphanburi province and Klong Suan, Chachoengsao province. Firstly, the number of tourists visiting these markets, particularly Thais, has been increasing due to an emerging trend of nostalgia tourism in which people explore history and traditional ways of life. Visitors are interested to see old attractions, such as historic sites, old temples and shrines, and local ways of life. Although they are small communities, people come and revisit their places, especially during weekends and public holidays. The success of Sam Chuk community was recognized by international agency, such as the United Nations Educational, Scientific, and Cultural Organization (UNESCO). Sam Chuk community was awarded “Asia-Pacific Heritage Awards for Culture Heritage Conservation” in 2009 (UNESCO Bangkok, 2009). It was also awarded “Architectural Conservation Award” from the Association of Siamese Architects under the Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn in 2005 (Ministry of Tourism and Sports, 2010). Klong Suan also received recognition and accreditation by awarded “Architectural Conservation Award” from Her Royal Highness Princess Maha Chakri Sirindhorn in 2004 (Ministry of Culture, 2012). In 2009, it won

the award of “Thailand’s Top Nine Destinations” organized by the Post Publishing. It was ranked in the first tier for the attractive and popular tourist destination from a list of over 300 candidate tourist spots in Thailand (The Post Publishing, 2009). Secondly, Sam Chuk and Klong Suan communities preserve cultural and natural heritages, including traditional ways of life, architecture, old buildings, and historic commercial centers. They are living museums where the owner-merchants still live in the house, such as traditional herbal medicine shop, coffee shop, barbershop, and antique shop. They provide visitors with unique opportunities to interact with local people and learn more about their cultures. Finally, Sam Chuk and Klong Suan community members have an enthusiastic participation in revitalizing and restoring their communities. The members help protect and conserve their cultural heritages from the pressures of rapid urbanization and modern development.

However, Sam Chuk community is different from Klong Suan’s. Firstly, Sam Chuk traditional market is larger in size and has a higher population than Klong Suan market. It welcomes more visitors than Klong Suan’s because of its renowned reputation. Secondly, the historical backgrounds and the management of local tourism of both communities are different. Sam Chuk traditional market was revitalized because of the cooperation of the local residents. They set up the committee and initiated the renovation projects in an attempt to promote tourism by preserving the old values and traditional ways of life. The old market was restored through strong cooperation of local people in preserving their cultural and natural heritages. Klong Suan old market received support from local governments of Chachoengsao province, which helped Klong Suan community members in preserving the community’s traditional culture and its historical buildings. They actively worked with community groups to enhance their involvement and participation in the planning and training local entrepreneurs.

Research Methodology

The research employed a mixed method approach to data collection and data analysis. It mainly employed quantitative method to assess the success factors of community-based tourism in Thailand. The addition of qualitative approach to data collection and analysis was applied for the broad purposes of breadth and depth

of understanding and corroboration, which was more likely to benefit the research project. Qualitative data can play an important role in seeking elaboration, enhancement, illustration, clarification, and extending the meaningfulness of quantitative results (Johnson, Onwuegbuzie, & Turner, 2007). The research questions are addressed, providing richer and more comprehensive understanding of the success factors of community-based tourism in Thailand. Hopefully, other communities operating community-based tourism will be able to improve their operations and increase their likelihood of success.

In this research, quantitative analysis through the use of a structured questionnaire and a statistical hypothesis test provides information on the factors fostering the success of community-based tourism at Sam Chuk and Klong Suan communities. Findings from quantitative analysis reveal the significance and relationship among those factors represented in terms of numbers.

However, the research intends to explore community members' opinions and experiences about the success of the community, which are also valuable and meaningful contributions to the study. An in-depth interview is unstructured, personal, and conducted on a single community member. It uses open-ended questions to discover the respondents' feelings and perspectives on a subject, uncovering their roles, opinions, and attitudes on community-based tourism development in their respective areas.

The research developed questionnaires from the literature review in the previous chapter to examine the factors that contribute to the success of community-based tourism. The study applied Krejcie and Morgan's formula for determining the sample size of a given population (Krejcie & Morgan, 1970). Approximately 300 respondents were drawn as a sample size from the population of 1,000 community members at Sam Chuk market. On the other hand, about 150 respondents were drawn as a sample size from the population of 300 community members at Klong Suan market.

Simple random sampling (SRS), which is a probability sampling technique in which each elements in the population has a known and equal probability of selection, was applied (Malhotra, 1996). It was an appropriate technique for this

study because the researcher gained access to the respondents and selected a group of subjects from a larger group that is available and complete. The sample was randomly selected to assess the success factors of community-based tourism in their respective areas. They were requested to score on a seven-point scale toward the level of successful community-based tourism, participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, and achieving distinction of the communities.

The researcher conducted in-depth interviews with approximately 10 community members at each community to elicit detailed information about their roles and attitudes in community-based tourism development in their respective areas.

Another set of questionnaires was applied to 50 tourists at each community to explore characteristics of tourists and identify reasons for visiting heritage sites, such as promotional websites, which are useful recommendations. Visitors may provide different perspectives from those of community members. The findings will help communities as the hosts understand the tourist's choices for visiting or revisiting places, thus, being able to improve the marketing and promotion of these sites.

Discussions of Quantitative Analysis

Factors Affecting Successful Community-Based Tourism at Sam Chuk Community:

The significant level (p-value) equal to 0.05 was used as a criterion or a cut-off for rejecting the hypotheses. In hypothesis 1, the research tested whether participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, and achieving distinction have no statistically significant effect on successful community-based tourism at Sam Chuk 100-year-old market or not. It was found that seven factors significantly and positively contribute to successful community-based tourism at Sam Chuk market. These factors include participation

in decision-making processes, local ownership, collective responsibility, sharing of resources, leadership and management, achieving authenticity, and achieving distinction. Okazaki (2008) stated that community participation is important part of sustainable tourism development, since it increases a community's carrying capacity by having positive impact and minimizing negative impact on its socio-cultural environment. When Sam Chuk community members take more active roles in decision-making processes, such as planning, implementing, and evaluating the success of community-based tourism, tourism development in their area is more likely to succeed. Similarly, when they are more aware of their ownership rights of cultural and natural resources, accept more responsibility for managing in community-based tourism activities, pool more resources for effectively implementing community-based tourism, and have effective local leaders, who are able to direct and manage tourism development, community-based tourism at Sam Chuk is more successful. Manyara and Jones (2007) mentioned that community support and local ownership are critical to the success of community-based tourism enterprises, indicating the capacity to manage and operate its own affairs. Giampiccoli and Kalis (2012); on the other hand, described that community leadership is an important element for successful community-based tourism, because local leaders are key actors in collaborating activities, building capacity, and facilitating its tourism development. Achieving authenticity in representing special elements of their community's culture, heritage, and lifestyle and achieving distinction from other competing tourism destinations also make Sam Chuk community more successful.

Factors Affecting Participation in Decision-Making Processes at Sam Chuk Community:

In hypothesis 2, the study tested whether local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, and leadership and management have no statistically significant effect on participation in decision-making processes at Sam Chuk community or not. It appears that four factors significantly and positively increase community's participation in decision-making processes. These factors are the following: collective responsibility, sharing of resources, sharing of benefits among members, and leadership and management. When local residents accept more responsibility for community-based tourism

development, pool more resources, such as time, labor, and money, and share more tourism benefits equitably among themselves, they are more likely to participate in decision-making processes. Nopparat Satarat (2010), who did research on sustainable management and community-based tourism in Thailand, found that local residents who receive greater benefits of tourism are more willing to participate in tourism development. Participation also largely depends on local leaders, such as the community committees, who are able to direct and manage tourism development and work with community members and other stakeholders. The more local leaders play active roles in the community, the more local people are involved in making decisions related to tourism development.

Relationship between Local Ownership and Local Innovation at Sam Chuk Community:

In hypothesis 3, the research tested whether local ownership has no statistically significant effect on local innovation at Sam Chuk traditional market or not. It was found that local ownership has a statistically significant effect on local innovation at Sam Chuk market. This can be interpreted that when community members are more aware of the positive and negative impact of tourism in their areas and are more able to decide and manage their own enterprises, they are more likely to initiate changes and improvements related to tourism development that are apt to their needs and capacities.

Relationship between Collective Responsibility and Sharing of Resources at Sam Chuk Community:

In hypothesis 4, the study tested whether collective responsibility has no statistically significant effect on sharing of resources at Sam Chuk community or not. It appears that collective responsibility significantly and positively increases sharing of resources of local residents at Sam Chuk. When local people understand their roles in enhancing local participation in tourism business, they pool more resources, particularly time, labor, and money, in promoting community-based tourism in their area.

Relationship between Collective Responsibility and Sharing of Benefits among Members at Sam Chuk Community:

In hypothesis 5, the research tested whether collective responsibility has no statistically significant effect on sharing of benefits among members at Sam Chuk old market or not. It was found that collective responsibility has a statistically significant effect on sharing of benefits among members at Sam Chuk market. This can be interpreted that the more community members have positive impact and reduce negative impact on socio-cultural environment, the more they perceive that they receive a fair share of benefits made from tourism in their community.

Factors Affecting Successful Community-Based Tourism at Klong Suan Community:

The significant level (p-value) of 0.05 was used as a criterion for making decisions about the hypotheses. In hypothesis 6, the research tested whether participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction have no statistically significant effect on successful community-based tourism at Klong Suan 100-year-old market or not. It was found that seven factors significantly and positively contribute to successful community-based tourism at Klong Suan 100-year-old market. These factors include participation in decision-making processes, local ownership, collective responsibility, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction. Lepper and Goebel (2010) stated that community involvement is a key element of sustainable tourism. It includes participation in decision-making processes, indicating the control over its enterprises and natural resource utilization. When Klong Suan community members are actively involved in decision-making processes, such as planning, adopting, and evaluating the success of community-based tourism, tourism development in their area is more likely to succeed. Likewise, when they are more aware of the positive and negative impact of tourism on their community, accept more responsibility for developing community-based tourism activities, and have effective local leaders, such as the community committees, who are able to direct and manage tourism development and work with community members and other stakeholders, community-based tourism at Klong Suan is more successful. Nopparat Satarat (2010) indicated that the success of community-based

tourism development will be enhanced when the community realizes its own potential, appreciates its natural and cultural resources, and is responsible for its well-being. Outside support; however, is still important as a facilitator in sustaining the development of tourism in the area. Another three factors, namely partnership and outside support, achieving authenticity, and achieving distinction are also significant. Other sectors, including local governments, academics, and business enterprises, are important for the success of the market, because they influence the policies and the development of tourism in the area. According to Ellis's research, one of the key characteristics of community-based tourism includes partnership and outside support. Local governments support and facilitate community's initiatives and projects that benefit the whole community, such as providing sanitation services (Ellis, 2011). Achieving authenticity in representing special elements of their community's culture and heritage and achieving distinction from other competing tourism destinations also make Klong Suan community more successful.

Factors Affecting Participation in Decision-Making Processes at Klong Suan Community:

In hypothesis 7, the study tested whether local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, and leadership and management have no statistically significant effect on participation in decision-making processes at Klong Suan community or not. It appears that three factors significantly and positively increase community's participation in decision-making processes. These factors are the following: collective responsibility, sharing of resources, and sharing of benefits among members. When local residents accept more responsibility for community-based tourism management, pool more resources in promoting community-based tourism, and share more tourism benefits equitably among themselves, they are more likely to take part in decision-making processes.

Relationship between Local Ownership and Local Innovation at Klong Suan Community:

In hypothesis 8, the research tested whether local ownership has no statistically significant effect on local innovation at Klong Suan traditional market or not. It was

found that local ownership has a statistically significant effect on local innovation at Klong Suan market. This can be interpreted that when community members are more aware of the positive and negative impact of tourism in their areas and are more able to decide and manage their own enterprises, changes and improvements related to tourism development are more initiated by their needs and aspirations.

Relationship between Collective Responsibility and Sharing of Resources at Klong Suan Community:

In hypothesis 9, the study tested whether collective responsibility has no statistically significant effect on sharing of resources at Klong Suan community or not. P-value is 0.9500, showing that we fail to reject the above mentioned hypothesis. It indicates that collective responsibility has no statistically significant effect on sharing of resources at Klong Suan community.

Relationship between Collective Responsibility and Sharing of Benefits among Members at Klong Suan Community:

In hypothesis 10, the research tested whether collective responsibility has no statistically significant effect on sharing of benefits among members at Klong Suan old market or not. It was found that collective responsibility has a statistically significant effect on sharing of benefits among members at Klong Suan market. This can be interpreted that when community members have more positive impact and minimize negative impact on socio-cultural environment, they are likely to perceive that they receive a fair share of benefits made from tourism in their community.

Similarities and Differences of the Success Factors between Sam Chuk and Klong Suan Communities

The research found that the success factors of community-based tourism in Sam Chuk and Klong Suan markets are different. Results from path analysis show that participation in decision-making processes, local ownership, collective responsibility, sharing of resources, leadership and management, achieving authenticity, and achieving distinction have a statistically significant effect on the success of community-based tourism in Sam Chuk traditional market, while other factors, which are local innovation, sharing of benefits among members, and partnership and

outside support have no statistically significant relationship with its success. In detail, sharing of resources has the most effect on successful community-based tourism at Sam Chuk market, which is followed by collective responsibility, participation in decision-making processes, leadership and management, achieving distinction, achieving authenticity, and local ownership. Meanwhile, sharing of benefits among members has the least effect on the success of the market. It was found no direct relationship with its success, but has an indirect relationship with its success through participation in decision-making process. Local innovation and partnership and outside support have no effect, neither direct nor indirect, on the community's success.

Results from path analysis indicate that participation in decision-making processes, local ownership, collective responsibility, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction are the determinants of success of community-based tourism in Klong Suan old market. Other factors, which are local innovation, sharing of resources, and sharing of benefits among members, revealed no statistically significant effect on the community's success. Specifically, local ownership has the most effect on successful community-based tourism at Klong Suan market, which is followed by collective responsibility, participation in decision-making processes, achieving authenticity, leadership and management, achieving distinction, partnership and outside support, as well as sharing of resources. Meanwhile, sharing of benefits among members has the least effect on the success of the market. Sharing of resources and sharing of benefits among members revealed no direct relationship with its success, but have an indirect relationship with its success through participation in decision-making process. Alternatively, local innovation has no effect, neither direct nor indirect, on the community's success.

Six factors were found to be statistically significant for the success of Sam Chuk and Klong Suan communities. These factors include participation in decision-making processes, local ownership, collective responsibility, leadership and management, achieving authenticity, and achieving distinction. Interestingly, partnership and outside support is significant in Klong Suan market, but is not significant in Sam Chuk market. On the other hand, local innovation and sharing of benefits do not enhance the community-based tourism success of both communities.

The study found that three factors, including collective responsibility, sharing of resources, and sharing of benefits among members, significantly and positively increase community members' participation in decision-making processes in both communities, while local ownership and local innovation do not increase the level of their participation in the respective areas. Leadership and management, such as a team of community committee, encourages local residents at Sam Chuk traditional market to participate in decision-making processes, but it does not enhance participation of local people in Klong Suan old market.

Local ownership was found to be statistically significant on local innovation at Sam Chuk and Klong Suan 100-year-old markets, but does not bring about the success of both markets. Collective responsibility has a statistically significant effect on sharing of resources at Sam Chuk community, but not at Klong Suan community. Last but not least, collective responsibility has a statistically significant effect on sharing of benefits among members at both communities and further increases participation in decision-making processes and success of those communities.

Discussions of Qualitative Analysis

Analysis of Interview Results from Sam Chuk Community Members:

The respondents firstly introduced the background and history of the development of sustainable tourism at Sam Chuk 100-year-old market. They stated that Sam Chuk market was the trading center of agricultural products and food, particularly rice. Rice mill, smithy mill, gold shops, and small hotels are evidence that this area was economically active. However, in 1967, a change in mode of transportation from boat to automobile made people shop at large department stores and local markets around Sam Chuk area. The trading volumes decreased and local people started to move away from this area. At that time, the Treasury Department planned to transform the entire market region by constructing permanent building to replace traditional wooden shophouses. Local people who would like to save the community where they were born decided collectively that the historical area would not be demolished. The participants described that community members and merchants set up Sam Chuk Community and Old Market District Committee in 2000. During the market revitalization process, local residents, merchants, monks, teachers,

and academicians helped restore Sam Chuk market. Chum Chon Thai Foundation has played important roles in initiating the renovation projects at the traditional market, for example, recognizing the problems from local people perceptions, encouraging and teaching them to cooperate and participate in sustainable tourism businesses, as well as guiding them to preserve the old values and utilize these assets to bring back visitors. The participants also expressed gratitude for Chum Chon Thai Foundation in helping them save and restore the community.

From the in-depth interviews of 10 community members at Sam Chuk 100-year-old market, the results confirm the findings from quantitative analysis. Participation in decision-making processes, sharing of resources, and leadership and management are perceived as the most significant factors that bring about the success of Sam Chuk traditional market. All respondents strongly believed that participation in decision-making processes is the most significant factor that makes the community survive and be successful. High levels of community participation in tourism development enhance Sam Chuk's success. Community members believed that Sam Chuk market was successfully revitalized through their cooperation and participation. They recognized the value of their historical sites as a cultural heritage resource of the community. They fought against political power, who wanted to demolish these areas, by working with the scholars, brainstorming the decisions, and figuring out ways to solve the problems. Besides participation in decision-making processes, the participants believed that sharing of resources of local residents is the second important factor that enhances the success of the community. Every household shares some amount of resources in managing and maintaining sustainable tourism, including contributing time, money, effort, idea in accomplishing community activities. For instance, they are willing to help organize Sam Chuk food festival every year. Leadership and management of local leaders is the third important factor for the success of community-based tourism. Local leaders, who are the community committees, play vital roles in bringing people together and encouraging them to participate in community projects. The community controls the decision-making processes in tourism development through 40 community members, who serve as a management team.

Analysis of Interview Results from Klong Suan Community Members:

The respondents gave the researcher information and background about the history of sustainable tourism development in Klong Suan 100-year-old market. They described that tourism in Klong Suan community was developed by local governments of Chachoengsao province about ten years ago. Due to the three factors, which are the development of roads, a change in mode of transportation from boat to automobile, and the establishment of supermarkets and convenience stores, people turned away from shopping at Klong Suan market, forcing local merchants to close down their businesses. When the market started to vanish, the subdistrict municipality attempted to find ways to save people from losing their jobs and conserve the community's cultural heritages, which have been inherited for more than 100 years. In order for the market to be revitalized, the subdistrict municipality started promoting and enhancing the development of sustainable tourism business in this area. Community members cooperated and worked with them to reconstruct and repair wooden shophouses, wooden bridges, and roads in order to bring back visitors. They organized the annual festival in May and advertised through billboard and media, such as television. Since the market was reopened, the subdistrict municipality has played important roles in guiding and managing sustainable tourism in the community. They give advice on how to do tourism business and advertise the market to attract visitors. However, they currently decrease their importance, since the community sets up the community committees and learns to manage its own affairs.

From the in-depth interviews of 9 community members at Klong Suan 100-year-old market, the results support the findings from quantitative analysis. Achieving authenticity, achieving distinction, and participation in decision-making processes are perceived as the most important factors in bringing about the success of Klong Suan old market. All of respondents strongly believed that achieving authenticity is the most significant factor that attracts tourists to visit the market, increasing the success of the community. Authenticity of this market refers to an authentic culture and heritage, including the historic buildings, traditional wooden shophouses, traditional lifestyles, and traditional food, drink, and dessert. The wooden shophouses were originally built during the reign of King Rama V, which

are now well-preserved. Besides achieving authenticity, the participants believed that achieving distinction is the second important factor for the community-based tourism success. In particular, their historic building and architecture make them distinct from other traditional markets in the near areas, including Ban Mai old market, Nakorn Nueng Khet market, and Bang Khla floating market. They believed that Klong Suan traditional market is larger in size, offers varieties of merchandises to shop, and most importantly, the market is the oldest among the others. Participation of community members in decision-making processes is the third important factor for the community-based tourism to be successful. The respondents believed that cooperation and participation of local residents help set directions for tourism management and better implement tourism programs.

Conclusions

Community-based tourism (CBT) is tourism in which local people enhance their involvement and participation in tourism management and development, having positive impact on social, economic, and environmental conditions and well-being of their communities. Community-based tourism is an alternative approach to mass tourism that has gained popularity with the government and private sectors as part of the strategies for conservation of natural resources and development in Thailand. Among the best examples of implementation of community-based tourism in Thailand are 100-year-old markets at Sam Chuk, Suphanburi province and Klong Suan, Chachoengsao province, which are regarded as outstanding examples of successful community-based tourism.

Applying community development, sustainable development, sustainable tourism, and community-based tourism concepts, the research enhances the understanding of the key success factors of community-based tourism by examining the traditional markets at Sam Chuk and Klong Suan. Community-based tourism is considered successful when it has positive impact on social, economic, and environmental conditions of the community. Successful community-based tourism is vital when tourism delivers benefits to host communities, including preservation of cultural heritage, improving quality of life, income and employment opportunities, as well as conservation of natural resources and the environment. Ten success

factors, including participation in decision-making processes, local ownership, local innovation, collective responsibility, sharing of resources, sharing of benefits among members, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction, are important for the success of community-based tourism.

The research found that the success factors of community-based tourism in Sam Chuk and Klong Suan markets are different. Participation in decision-making processes, local ownership, collective responsibility, sharing of resources, leadership and management, achieving authenticity, and achieving distinction have a statistically significant effect on the success of community-based tourism in Sam Chuk traditional market. On the other hand, participation in decision-making processes, local ownership, collective responsibility, leadership and management, partnership and outside support, achieving authenticity, as well as achieving distinction are the determinants of success of community-based tourism in Klong Suan old market.

Six factors were found to be statistically significant for the success of Sam Chuk and Klong Suan communities, which are participation in decision-making processes, local ownership, collective responsibility, leadership and management, achieving authenticity, and achieving distinction. Without those key factors, it would not have been possible for the community to be successful.

One of key aspects of successful community-based tourism includes participation in decision-making processes of the local community. High levels of community participation in tourism development enhance Sam Chuk and Klong Suan's success. Community members control the decision-making processes in tourism management and obtain socio-economic benefits. The community committees of both markets encourage local residents to participate and develop a tourism strategy. They take part in a series of meetings on issues about tourism activities that enhance community well-being. They also help organize annual events that are attended by hundreds of participants from many provinces.

Besides participation in decision-making processes, local ownership, collective responsibility, as well as leadership and management enhance sustainable tourism development in Sam Chuk and Klong Suan areas. Local ownership refers

to the ability of local people to manage their own enterprises and have substantial control over their social and economic changes in the areas. Many opportunities exist for the locals to be involved in tourism as entrepreneurs through the operation of retail stores. They are self-employed, rather than merely being employees in the shops. Initiations taken at the community attempt to utilize local resources and maximize their benefits. A larger proportion of socio-economic benefits remain with the community.

Collective responsibility emphasizes mutual understanding and awareness of tourism development in the respective areas. Community members accept the shared responsibility for developing community-based tourism. They follow the community rules and instructions. There is no formal regulation to force them, but merely asking for cooperation; for example, Sam Chuk market is an alcohol and drug free market. Collective responsibility also refers to taking care of their cultural and natural heritage assets, such as keeping their building and pavement clean and improving hospitality to enhance the tourist experience.

Effective leadership and management, particularly the community committees, play active roles in bringing local residents together and encouraging them to participate in both communities' initiatives. Empowered leaders organize meetings to encourage local people, local governments, and scholars from universities to get involved and share knowledge of entrepreneurship and tourism business operation. There are other competitive destinations in the region and therefore a need exists to develop the tourism product to attract visitors. They often participate in field trips and exchange programs with other organizations to gain more knowledge and learn how to offer better products and services for visitors.

Achieving authenticity and achieving distinction are essential for the success of community-based tourism at Sam Chuk and Klong Suan markets. Authentic culture and heritage assets of both markets, including the historic buildings, traditional wooden shophouses, and traditional lifestyles, are original and cannot be replicated anywhere else. Preservation of cultural heritages creates pride in history and tradition. Sam Chuk market was awarded "Asia-Pacific Heritage Awards for Culture Heritage Conservation" by the United Nations Educational, Scientific, and Cultural Organization

(UNESCO) in 2009, while Klong Suan market was awarded “Architectural Conservation Award” from Her Royal Highness Princess Maha Chakri Sirindhorn in 2004. Achieving distinction is what sets both markets apart from other competing tourism destinations, including other traditional markets in Thailand. Sam Chuk and Klong Suan market’s cultural heritages are unique and valuable. The markets are large in size and offer varieties of goods and souvenirs. Tourists revisit the markets and recommend their friends and colleagues to visit those communities.

Interestingly, partnership and outside support is significant in Klong Suan community, but is not significant in Sam Chuk community. Partnership and support from the government is the vital factor for the success of Klong Suan market, such as providing funds, building infrastructure, advertising the market, and training members on the operation of community-based tourism. However, Sam Chuk market does not rely on local government’s resources for community projects. Local residents do not necessarily need assistance from local governments. Instead, they contribute their time, labor, and money for projects that provide benefits to everyone in the community, such as maintaining facilities, advertising expenses, and building new pavement. On the other hand, local innovation and sharing of benefits do not enhance the community-based tourism success of both communities. Local people of both communities do not perceive that their tourism products and services are innovative to attract visitors. They feel that traditional cultural heritages can essentially attract visitors. The perception of inequitably sharing tourism benefits exists. Some owners of the shops are perceived to receive more income and attract more tourists than those of other shops in the market due to the difference in size of retail outlets and the attractiveness of products being offered.

These findings contribute to tourism policy making. It provides recommendations to policy makers, including Tourism Authority of Thailand, the national government, and local governments. They should promote sustainable tourism development and strengthen community-based tourism of the communities, including investments in the physical infrastructure, creating advertising and marketing campaigns to promote destinations, and conducting training programs for community members to improve English communication, product development, hospitality, tour guiding, marketing, and entrepreneurship on the operation of community-based tourism.

Theoretical and Practical Contributions

The results of this research add to the existing knowledge of significant factors contributing to the success of community-based tourism. From the exploration of two communities, namely Sam Chuk, Suphanburi province and Klong Suan, Chachoengsao province, findings emphasize the importance of community participation in decision-making processes, supporting the work of Armstrong, 2012; Goodwin and Santilli, 2009; Kibicho, 2008; Lepper and Goebel, 2010; Okazaki, 2008; Samorn Aramwong and Pit Sompong, 2011.

Findings also reinforce the significance of local ownership, supporting the work of Armstrong, 2012; Goodwin and Santilli, 2009; Manyara and Jones, 2007, collective responsibility, supporting Goodwin and Santilli, 2009; Henry, 2009; Tasci et al., 2013, leadership and management, supporting Giampiccoli and Kalis, 2012; Kibicho, 2008; Ratnayake and Kasim, 2011, achieving authenticity, supporting Armstrong, 2012; Goodwin and Santilli, 2009; Samorn Aramwong and Pit Sompong, 2011, as well as achieving distinction, supporting Goodwin and Santilli, 2009; Samorn Aramwong and Pit Sompong, 2011. This empirical research shows the strong relationship between these factors and the communities' success.

The practical contributions of the research are valuable to community members as they provide valuable insights for Sam Chuk and Klong Suan 100-year-old markets and other communities to have a better chance of becoming successful. Community members involved in tourism should take part in decision-making processes at all stages of the development for the improvement of tourism in their respective areas, including actively participating in meetings, workshops, and community activities. Besides participation in decision-making processes, they should be able to decide and manage their own enterprises by initiating community projects that maximize local well-being and benefits. Collective responsibility of local residents is important. They should accept the shared responsibility and follow community rules in organizing and managing in community-based tourism activities, including preservation of cultural heritage and market sanitation. Local leaders or community committees are linkages with other stakeholders, including local governments and academics. They play active roles in encouraging members to participate and be

involved in decision-making in the change or problem-solving projects. Community members should appreciate their valuable and irreplaceable authentic cultures and heritages, such as traditional wooden shophouses, old lifestyles, and antiques. These are valuable assets that cannot be replicated anywhere else. In addition to authenticity that attracts visitors, they should create innovative tourism products and services to distinguish their communities from other competing destinations. For example, they should improve hospitality to enhance the tourist experience and offer unique merchandise and souvenirs.

Recommendations

In addition to the ten success factors of community-based tourism that is thoroughly discussed in the research, there are other success factors that are important in tourism development in 100-year-old markets, namely Sam Chuk and Klong Suan. These factors are recommended for further study. They are location of the markets, advertising, quality of goods and services, and hospitality of local people. Sam Chuk traditional market is located in Suphanburi province, which is the center of the central region. Tourists who visit Chainat, Nakhon Sawan, and Chiang Mai province often stop over at Sam Chuk market. Likewise, tourists stop over at Klong Suan old market during their trips to the eastern provinces. Advertising is critical for promoting both markets. Social media, such as Internet websites and Facebook, accesses a broader group of people and students than traditional media. It provides updated information about the maps, attractions, events, hours of operation, and infrastructure facilities. Quality of goods and services and hospitality of local people are also important for the success of both markets. Quality of goods, reasonable prices, as well as hospitality of merchants make tourists feel more welcome and revisit the destinations.

However, there is a need for improvement of Sam Chuk and Klong Suan markets. Tourists at Sam Chuk 100-year-old market found that it is inconvenient to find parking spaces nearby the market; for example, they have to park at the roadside. The research would recommend that Sam Chuk market needs the development of infrastructure, including additional parking spaces for tourists during high season and providing shuttle bus services taking visitors from parking lots to the market.

On the other hand, visitors at Klong Suan 100-year-old market found that it has insufficient information about the market. It recognizes the need for advertising in social media, such as Chachoengsao province official travel information websites, and promotional materials, such as brochures, leaflets, print materials, and books distributed at the information center and at the market. They should provide important information, including the maps, accommodation, history, attractions, events, festivals, and hours of operation. Direction signs at the main road and around the community are also needed to guide new tourists to the market. Shuttle bus services from nearby attractions particularly ‘Wat Sothon Wararam Worawihan’ are considered convenient. Other suggestions for Klong Suan market would be more varieties of products and souvenirs, clean toilets, and availability of disposal bins around the market.

Policy Recommendations

The policy recommendations should be promotion of sustainable tourism development and strengthening of community-based tourism of Sam Chuk and Klong Suan markets. The government should play greater roles in developing tourism infrastructure and advertising the community’s tourism attractions nationwide and overseas. Firstly, investments in the physical infrastructure, mainly roads, direction signs, and tourist information centers, are necessary to stimulate entrepreneurial activities. For example, Sam Chuk market would need financial assistance, such as low interest rate loans to buy a piece of land for an additional parking area, as it would accommodate the growth of visitors. Secondly, advertising and marketing campaigns to promote destinations should be implemented to attract a large number of visitors, not only Thais, but also foreigners. Finally, the development of tourism enterprises should be enhanced by training community members in English communication, product development, hospitality, tour guiding, marketing, and entrepreneurship on the operation of community-based tourism. These efforts should be taken by policy makers, including Tourism Authority of Thailand, the national government, and local governments, for the improvement of 100-year-old markets at Sam Chuk and Klong Suan and other communities in Thailand.

Limitations and Recommendations for Future Research

The research intends to study the success factors of community-based tourism in Thailand by comparing 100-year-old markets at Sam Chuk and Klong Suan as the best examples of implementation of community-based tourism. As a result, the research has not explored the similarities and differences of the success factors between successful and unsuccessful communities. In addition, the research focuses on community development activities, which merge as a result of the development of tourism, exploring local participation and other success factors that contribute to the success of small-scale private enterprises. Therefore, the social and economic effects of popular tourist attractions, such as 'Bueng Chawak' aquarium and 'Wat Sothon Wararam Worawihan,' and their linkages with the local economy have been neglected in this study. The study of those linkages is omitted due to the lack of sufficient information. Data and findings concentrate on Sam Chuk and Klong Suan communities. The innovation in sustainable tourism development will be expanded if further research includes other community-based tourism attractions in Thailand that attempt to contribute positively on social, economic, and environmental conditions of the communities.

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