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The New Way of Tourism in Green Economy Style for Sustainable Community Development and Empowerment

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Abstract

The New way of Tourism in Green Economy Style" has been adopted in Thailand to strengthen the social development of the communities and enhance the local development to achieve a sustainable and resilient framework. This article aims to study the context, model, process, success factors, and ways to expand tourism management results of the model to the communities in Thailand. This study adopts mixed methodology research. The study area consisted of the Pak Phanang Community in Pak Phanang District, Nakhon Si Thammarat Province; the Ton Duan Community in Khuan Khanun District, Phatthalung Province; and the Khlong Dan Community in Ranod District, Songkhla Province. The sample size is 1200 respondents, inclusive of 400 respondents from each of three study area communities. The key informants consisted of a group of tourists in the model community, a group of executives/boards/vendors, and a group of academics and travel agency representatives. The study found that the context of the three communities facilitated the emergence of management of the "New Way of Tourism in Green Economy Style". The process is divided into three steps. Firstly, Community Based (CBT) consists of Natural Resources and Culture, Community Organization, Management and Learning. Secondly, the 7 Greens consist of Green Hearts, Green Communities, Green Attractions, Green Activities, Green Logistics, Green Services, and Green Plus. Lastly, the Profit RBG-P-C Concept, which consists of Return of Profit to Community, Bring Profit to Take Care of Community, and Giving Profit Back to the Community. Factors contributing to the success of tourism management in the model communities include leadership factors, structural and workflow factors, participation factors, and other factors. The guidelines for expanding tourism management will use the model for expanding the results together with the propulsion mechanism, including building cooperation from the people, management of natural resource use and the environment, building faith for green tourism, and the distribution of profits universally and fairly.

Keywords: Best Practice Community for Tourism Management; New Tourism; Green Economy; Sustainable Development.

1. Introduction

The tourism industry has played an important role in the recovery and growth of Thailand's economy continuously since after the 1997 economic crisis [1]. But due to the epidemic situation of Covid-19, many countries around the world have had to use travel restrictions [2]. The World Tourism Organization (UNWTO) has stated that destinations around

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the world have been implementing travel restrictions since January 2020, and in April of the same year, 96% of destinations worldwide adopted travel restrictions to establish health security in their country [3]. The countries that have implemented such travel restrictions, many countries are the main tourist groups in Thailand, resulting in no foreign tourists traveling to Thailand during this period. As well as traveling within the country of Thai people has been greatly reduced [4]. However, after the government announced the opening of the country in July 2020 and introduced various measures to stimulate tourism to recover [5]. One of the key measures that have been implemented is the promotion of green tourism or ecotourism [6].

Green tourism is tourism about natural sites and local culture, which is responsible tourism for preserving the environment and culture of the local attractions. It can also create the well-being of local people [7], which is green tourism or sustainable tourism [8]. It has now become an important alternative for tourists in developing countries, including Thailand. But entrepreneurs and local communities need to manage green tourism in this way: appropriate management strategies should be planned so that tourism can generate substantial income and benefits for the community [9]. In the case of Thailand, the Tourism Authority of Thailand has set a policy to drive green tourism in potential communities by adopting the 7 Green concept as an important mechanism for driving [10] and has already driven green tourism in many model communities such as the “Mueang Kham Zero Waste Zero Carbon” project at Ban Muang Kham, Pong Yang Sub district, Mae Rim District, Chiang Mai Province [11]. Khiriwong Ecotourism Community, Kamlon Subdistrict, Lan Saka District, Nakhon Si Thammarat Province [12]. Ecotourism community, Ban Rim Klong Homestay Community Enterprise Group, Ban Prok Sub district, Mueang District, Samut Songkhram Province [13], etc.

However, in the Southern Region of Thailand, green tourism is considered important alternative tourism that is no less popular with tourists than other types of tourism. Travel in this form to have concrete results. As it has been studied that during the post-COVID-19 crisis, the New way of Tourism in Green Economy Style will be able to create jobs and incomes for villagers. Communities can use tourism revenue to be allocated for welfare or to create public benefits. Moreover, this form of tourism also plays an important role in building unity and cooperation among people in the community. This includes raising awareness and pride in social heritage. Increasing the rate of relocation of people in the community and, in addition, the management of green tourism by the community prevents the exploitation of capitalists regardless of their impact on the community [14]. For model communities in the southern region that are managed by the New Way of Tourism in Green Economy Style, such as Pak Phanang Community, Nakhon Si Thammarat Province The community organizes market-type tourism, which is characterized by its retro-style setting and the use of natural utensils [15]. Including the community, there are 7 ways of tourism activities to welcome tourists as well [16]. Another model community with green tourism management is Khuan Khanun Community, Tan Duan Sub-district, Khuan Khanun District, Phatthalung Province. This community has organized tourism in the form of a green market [17], which was formed by the cooperation between the community, the owner of the beloved Suan Phai Market, and the Eat Well and Happy Network. Phatthalung Province in the development of “Bamboo Market creates happiness” to develop into a tourist destination under the concept “Full body, comfortable, happy is enough”. Phai Saeng Suk Market has been selected by the Department of Internal Trade, Ministry of Commerce, as “Tongchom Market” [17]. The highlight of this market lies in the shady and natural bamboo forest; inside the market, mainly used containers and bags made of natural materials [18]. Another model community in the southern region that has organized green tourism is Khlong Dan Community, Ranod District, Songkhla Province, which this community has organized tourism in the green floating market in the Khlong Dan area, which is a canal that is separated between Ranod District, Songkhla Province, and Hua Sai District, Nakhon Si Thammarat Province. This floating market is a tourist attraction that strongly demonstrates the arts and culture of the southern people [19]. A key goal in community tourism management is to promote cultural tourism and to generate additional income for the villagers [20].

From the background and importance of the above problems, it is interesting that the new trend of green tourism, or the New way of Tourism in Green Economy Style that the Tourism Authority of Thailand has tried to drive, results in many communities of How does the country, including in the southern regions, have the context, form, and process to achieve the goal? And what are the factors that will lead to the success of managing the New way of Tourism in the Green Economy Style of the model community, including how to expand the results of tourism management in this form to other communities of the country?

1.1. Objectives

In line with the Sustainable Development Goals (SDGs), this research formulates the primary objective to strengthen the new way of tourism in a green economy style for the southern region in Thailand. The aim of this research is to strengthen the vulnerable communities. The following are the specific objectives of this research.

- 1) To study the context, model, and process of tourism management of the model community “The New Way of Tourism in Green Economy Style” in the southern region.
- 2) To analyze the success factors in tourism management of the model community “The New Way of Tourism in Green Economy Style” in the southern region.
- 3) To study ways to expand tourism management results of the model community “The New Way of Tourism in Green Economy Style” to other communities.

2. Literature Review

The literature review depicts the lack of research in the field of new way of tourism in the green economy [21]. The existing literature gap projects a necessity to enhance the existing literature. In this study, the researcher reviewed the literature on concepts, theories, and related research to design a research conceptual framework and create a tool for data collection, which includes:

2.1. The 7 Green Concepts

Green tourism is a form of tourism that is unique and depends on the potential of local attractions. Whether it is a natural tourist attraction or a local cultural attraction that has been nurtured for a long time, or even urban tourism, which is tourism with a view to sustainability, is to preserve the environment, ecosystem, and local culture as much as possible, as well as building a long-term economy and society [21].

Green Tourism is a concept about the development of eco-friendly tourism and is also another approach that helps develop tourism to be sustainable, in which the elements of green tourism activities are: Implementing activities within the potential scope of natural resources, communities, cultures, and community lifestyles, recognizing the impact of tourism activities on the community, including customs, traditions, culture, and way of life of the community, people's participation in tourism activities that affect ecosystems, communities, customs, traditions, cultures, and lifestyles and harmonizing the economic needs of social sustainability and environmental sustainability [22].

The 7 Green concepts: The Tourism Authority of Thailand has applied the 7 Green concept to develop green tourism in various community attractions in Thailand (Tourism Promotion Division, Tourism Authority of Thailand, 2012), which the 7 Green concept consists of: (1) Green Heart: It is an action for all stakeholders in the tourism industry to have attitudes, feelings, perceptions, and awareness of the environmental value and threats of global warming on tourism, which the practice to protect and restore the environment while reducing greenhouse gas emissions with knowledge, understanding, and the right and appropriate methods [23]. (2) Green Logistics: It is a means of transportation and a service model in the transportation system or tourism transport from residence to tourist attractions that focuses on energy saving, renewable energy, and emission reduction. Greenhouse and help save the environment [24]. (3) Green Attraction: It is a tourist attraction that is managed according to the policy framework and operations in the direction of sustainable tourism, especially with caution or a clear commitment to protect the environment. and help reduce greenhouse gas emissions in the right way [25]. (4) Green Community: It is a community tourist destination in both urban and rural areas that manage tourism in a sustainable direction, with operations that focus on environmental conservation, especially the preservation of culture and way of life that is community identity [26]. (5) Green Activity: It is a tourism activity that is harmonious with the value of resources and the environment of tourist attractions. It is an entertaining or fun activity that provides tourists with an opportunity to learn and enhance their experience with minimal impact on resources and the environment [27]. (6) Green Service: It is a service model of various tourism businesses that impress tourists with good quality standards. Along with our commitment and actions to protect the environment, we help reduce greenhouse gas emissions from our services [28]. And (7) Green Plus: It is an expression of individuals and organizations to support physical or intellectual energy or to contribute to the conservation and environmental rehabilitation of tourist attractions or activities that reduce the threat of global warming [29].

2.2. Community-Based Tourism: CBT

Community-Based Tourism (CBT) has been gaining popularity in the recent decades as it empowers the local community as well as strengthens the economy as well. Community-Based Tourism has the following key components [30].

In terms of natural resources and community culture, there is an abundant natural resource base, dependent production methods, and sustainable use of abundant natural resources and cultural traditions that are unique to the local area [31]. Community organization aspect: a well-understood social system, a philosopher or person with knowledge and skills in a wide variety of subjects, and a sense of belonging and participation in the development process [32]. Community management: Rules and regulations for environmental, cultural, and tourism management. Organizations or mechanisms that work to manage tourism can link tourism with the development of the community as a whole, fair distribution of benefits, and a system to manage the learning process between villagers and visitors [33]. Community learning has characteristics of tourism activities that can create awareness and understanding of different lifestyles and cultures. The system manages the learning process between villagers and visitors while raising awareness of the conservation of natural resources and culture for both villagers and visitors [34].

2.3. Green Tourism Organization Concept

The green tourism organization concept is a concept that communities where green tourism activities can be applied to. The elements of a green tourism organization are [35]; People: It is the emergence of green tourist attractions from

the people in the community where the responsible agencies will only serve to stimulate, create cooperation from the people and help transfer the value of the attraction to the tourists [36]. Planet: It is a cost-effective use of natural resources and the environment, not lavishly, and together to conserve natural resources and the environment for future generations [37]. Profit: It is the return of profits to the community and society by bringing back the profits from tourism management to take care of people in the community, for example, to provide community welfare. and giving back to society in various forms, such as allocating scholarships for needy students, supporting environmental conservation activities, etc. [38] and Passion: This is to build faith to create a green tourism destination together from both the community and all relevant sectors to instill beliefs and change attitudes to have faith in the conservation of natural resources [39].

3. Research Conceptual Framework

From the relevant literature review, the researcher adopted the concept of green tourism [22], Concept 7 Green [10], Community-Based Tourism concept [30], and the concept of organizing a green tourism organization [35] to formulate a conceptual framework for this research (Figure 1).



Figure 1. Research Conceptual Framework

4. Methodology

4.1. Research Design

This research used mixed-method research, both qualitative research and quantitative research. The research has been carried out in the southern region of Thailand among the communities that have the potential in terms of enhancing green tourism. The data collection process involved key informant interviews, which were analyzed thereafter.

4.2. Key Informants and Samples

Key informants for qualitative research consist of 3 groups as follows: Tourist group (A): Pak Phanang Retro Market, Pak Phanang Community, Pak Phanang District, Nakhon Si Thammarat Province. (B) Phai Sang Suk Market, Ton Duan Community, Khuan Khanun District, Phatthalung Province. (C) Khlong Dan Floating Market, Khlong Dan Community, Ranod District, Songkhla Province. Executives/Board of Directors and vendors in the green market tourist attraction of the 3 model communities. A group of tourism academics and travel agency representatives in Nakhon Si Thammarat Province, Phatthalung Province, and Songkhla Province.

Sample: Samples of tourists from the three markets used in the quantitative research were used to determine the sample size with Yamane's ready-made tables [40] at the 95% confidence level, the number of tourists from 3 markets is 400 people each, total 1,200 people. The sampling of tourists from all three markets was collected using the Simple Random Sampling method using Random Table.

4.3. Research Venue of the Study

The research area consists of 3 model communities of the New way of Tourism in the Economy Style as follows: Pak Phanang Community, Pak Phanang District, Nakhon Si Thammarat Province; Ton Duan Community, Khuan Khanun District, Phatthalung Province; and Khlong Dan Community, Ranod District, Songkhla Province.

4.4. Research Process

The research process involves the following steps.

- 1) Review of literature related to the green tourism concept, 7 green concepts, Community-Based Tourism concept, and the concept of organizing a green tourism organization to apply the information obtained to form a research conceptual framework and create questions and develop it as a tool for collecting data on both the questions used in the in-depth interview and the questionnaire.
- 2) Take the question and questionnaire tool to check the content validity (Content Validity) from 5 experts and apply the feedback from experts to modify the two data collection tools.
- 3) A questionnaire that has been validated for content validity and has been revised according to the recommendations of experts. To test the reliability (Reliability) by using a questionnaire to collect data with tourists in the Hua Sai Canal Floating Market, Hua Sai District, Nakhon Si Thammarat Province.
- 4) Using a questionnaire that has experimented with collecting data from tourists to calculate Cronbach's alpha coefficient (Krivart, 2020: 111), The alpha coefficient of the whole questionnaire was 0.87, and the questionnaire was completely modified before being used for further data collection.
- 5) Use the question-based tool to conduct an in-depth interview to collect information from tourism scholars. and travel agency representatives in Nakhon Si Thammarat Province, Phatthalung Province, and Songkhla Province.
- 6) The questionnaire tool was used to collect data from tourist groups in all 3 communities, 400 samples each.
- 7) Use information collected from key informants and samples. were analyzed by qualitative and statistical methods within the framework of the three objectives.
- 8) The results of the data analysis are compiled and presented in the form of a research report.

4.5. Data Analysis

The data analysis involved both qualitative and quantitative analysis. The details for each of them are as follows:

- 1) Qualitative Data obtained from the interview will be analyzed by methods including Typological Analysis, Comparison, Componential Analysis, and Analytic Induction [41].
- 2) Quantitative Data in the part of the "factors for success in managing The New way of Tourism in Green Economy Style of the model community" obtained from the questionnaire will be analyzed using average statistics (\bar{x}), standard deviation (S.D.), t-test (t-test), and One-way ANOVA [42].

5. Results

The results of the study on Best Practice Community for Tourism Management, "Green Economy Tourism", in the southern region will be presented in order as follows:

5.1. Context, Model, and Tourism Management Process of the Model Community "The New Way of Tourism in Green Economy Style", in the Southern Region

The context of the model community "The New Way of Tourism in Green Economy Style" in the southern region, the context of the 3 model communities is as follows.

Pak Phanang Community, Pak Phanang District, Nakhon Si Thammarat Province: It is a community that manages green tourism in retro market type at the edge of the Bang Chalong canal, which connects to the Pak Phanang River. The emergence of the market is due to the Pak Phanang Community, which was originally a port city, an important trading center of the Eastern Seaboard, so there is an ancient, civilized community. But many years ago, the community faced economic problems, causing the villagers to have no jobs and have to go out to find work in the provinces, resulting in social problems that followed because youth without parents became troubled children, addicted, and pregnant at school age. One of the respondents added, "The issues related to our environmentally rich community have been the people and tourism-centric. The unemployment issue could be resolved, and generated income would resolve these issues both economically and socially."

For this reason, Mr. Phichet Klasakul, the mayor of Pak Phanang Sub-district at that time, together with the villagers established "Pak Phanang retro market" as a source of job creation and income for the people. Inside the market, there is a retro atmosphere, pottery food containers, banana leaves, lotus leaves, betel nuts, and containers made of leaves. Some stores that need to use bags only use paper bags to protect the environment. The merchant's dress is retro-styled to create an atmosphere for tourists visiting the market (Kaewon & et al., 2019: 395-400). In addition to the retro market, the Pak Phanang community also organizes 7 ways of tourism activities for welcoming tourists, consisting of Ways to

follow in the footsteps of the king, King Rama 5, and King Rama 9. The way on both sides of the Pak Phanang River, Religious ways and beliefs, Fishing ways, Agricultural ways, Foodways, and traditions ways [16].

Tanot Duan Community, Khuan Khanun District, Phatthalung Province: The community has joined with Khun Kwanchai Klubsuksai, owner of Suan Phai Market, beloved [17] and the Healthy Eating Network Group, Phatthalung Province have developed "Phai Saeng Suk Market" as a place of happiness under the concept of "Full body: comfortable: happiness is enough" under the support. Of the Tourism Authority of Thailand, "Phai Saeng Suk Market" is a natural community market, which officially opened on January 28, 2017, is open for tourists to travel and shop every Saturday - Sunday. One of the respondent added, "Our community has preservation of life and culture, however, the tourism among the markets would enhance and strengthen us economically. This is one of the major requirement of our community. But government must ensure that increased tourism activity in these markets will not degrade the community."

This market has been selected by the Department of Internal Trade, Ministry of Commerce as "Tongchom Market". The market is divided into 5 main zones, which are Phai Saeng Suk Market Zone, Sitting Area Zone, Children's Activity Zone, Learning Zone of the beloved Bamboo Garden, and Bamboo Forest Zone [17]. In the market area, besides selling local goods, some musical performances and plays are unique to the local area. The containers for the products in the market are mainly made of natural materials. The highlight of this market is the shady and natural bamboo forest. The operation and management of tourism of Bamboo Saeng Suk Market are done in the form of a committee, which consists of a committee of 10 members. Every Thursday in the first week of the month, the committee meets with vendors to discuss, exchange knowledge, and jointly revise, improve and develop the Happy Bamboo Market, which belongs to everyone in the community [18].

Khlong Daen Community, Ranod District, Songkhla Province is located in a lowland area, with 3 natural canals that converge in this area. two cities"). In the past, these natural canals were used as the main thoroughfare, as a source of occupation for fishing and the daily life of many people. But later, this area has been gradually reduced in importance. After the road was cut and most people switched to the main transport route, the Klong Dan community became a small, lifeless community. The abbot of Khlong Dan Temple at that time had an idea to develop the temple back to prosper as in the past, so he asked for assistance from Rajamangala University to help carry out research and development of the temple to prosper. One of the respondent added, "Samchuk market has been around since many decades but the lack of tourism has diminished its cultural and economic position. Tourism restoration will strengthen our raw material suppliers and general consumers in the community as well. The nature based products for packaging, transportation would in turn preserve the local small businesses as well. However, the support from the local level government organization must be present throughout the process."

In addition, the villagers of the Klong Dan community were invited to study at Amphawa Floating Market and Sam Chuk Market to bring back the knowledge gained to develop the floating market, where duties and responsibilities are divided according to their aptitudes. The villagers then had a meeting to discuss ways to turn the community back again and jointly developed a floating market called "Khlong Dan River Market" at the edge of Khlong Dan, a canal between Ranod District, Songkhla Province and Hua Sai District, Nakhon Si Thammarat Province, and the market was officially opened in 2009 [19]. One of the community committee respondent added, "Our committee has been working towards the strengthening of the tourism. However, the allocation of income generated and joint resolution with the other local government department has been limited due lack of tourism in the community."

The main goal is to organize the community market to organize cultural tourism activities and to generate additional income for the people under the concept of ecotourism and culture which is the application of natural capital and culture along the canal to be a community market, emphasizing tourism activities that do not affect the ecosystem, lifestyles that coexist with nature, and the good culture of the Villagers Southern region [20]. Another government officer added, "The community committee is comprised of the people who share duties and responsibilities for managing tourism and providing services to tourists. This leads to collaborative business practices and strengthen the bond between community members and share the benefits of increased tourism by all."

Tourism management model and process "The New way of Tourism in Green Economy Style" of model communities from the context of model communities of the New way of Tourism in Green Economy Style, all 3 communities have affected the management style of the new way of Tourism in Green Economy Style of all 3 communities as well. The research team has analyzed and synthesized the results of the study of tourism management styles of the 3 communities, resulting in the common characteristics of tourism management styles of the 3 communities, calling the tourism management model "The Three Steps in the Green Tourism Management of the Best Practice Community". Both the forms and processes of tourism management of the 3 communities have common characteristics of the green tourism building process as follows:

The first step: Community Based Tourism: CBT consists of the community tourism management process in the following four areas; (1) Natural Resources and Culture The three communities have abundant natural resources,

dependable production methods, and sustainable use of natural resources. It also has a unique culture and traditions that are local. (2) Community Organization All three communities have a well-understood social system, community scholars with the knowledge, and skills in various subjects. And most of the villagers have a sense of belonging and taking part in the tourism development process. (3) Management All three communities have rules and regulations to manage the environment, culture, and tourism. There are mechanisms for managing tourism and can link tourism with the development of the community as a whole. The benefits are distributed fairly and funds are established that benefit the community's economic and social development in the field of learning and (4) Learning. All three communities have characteristics of tourism activities that can create awareness and understanding of different ways of life and culture and have a system to manage learning processes between villagers and visitors. And create awareness about the conservation of natural resources and culture for both villagers and visitors (Figure 2).

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|--|--|--|--|--|
| | | Profit RBG-P-C Concept 1. Return of Profit to Community 2. Bring Profit to take Care of Community 3. Giving Profit Back to the Community | P r o f i t | P e o p l e |
| | 7 Green Concept 1. Green Hearts 2. Green Community 3. Green Attraction 4. Green Activities 5. Green Logistics 6. Green Service 7. Green Plus | Passion | | |
| Community Based Tourism: CBT 1. Natural Resources and Culture 2. Community Organization 3. Management 4. Learning | Planet | | | |

Figure 2. Three Steps in the Green Tourism Management of the Best Practice Community (adapted designed from [10])

The second step: 7 Greens, all three model communities have tourism management processes that emphasize the balance between community tourism and the environment for sustainable tourism, emphasizing environmental friendliness, and adjusting the tourism activities in the whole system. following the context of the area and does not destroy nature which consists of; (1) Green Hearts: All three communities started tourism by making people in the community understand environmental issues, appreciate the value of nature and the environment, and pay attention to environmental conservation. (2) Green Communities: It is an environmentally friendly tourism management system for the community with clear rules and guidelines for entrepreneurs and tourists. (3) Green Attractions: After the community has a good management system, it will start to manage green tourism by bringing abundant natural resources, the traditional way of life of the people in the community, and the unique culture of the southern people. It's a selling point. (4) Green Activities: It is the design and management of community tourism activities that are in harmonies with nature, such as the Khlong Daen Riverfront Market which has folk performance activities, cooking demonstrations and traditional snacks, and homestays are available for tourists, etc. (5) Green Logistics: planning of traffic around tourist attractions From defining the main and secondary routes used to access tourist attractions, parking places, forms and means of transportation within tourist attractions that focus on energy saving and environmental protection such as cyclists, electric cars, and bicycles to serve tourists, etc. (6) Green Services: All 3 communities have tourism management that will impress tourists in terms of natural attractions, unique lifestyles under the context of each community. Including the good service quality of both accommodation operators, vendors, local guides, and the hospitality of the people in the community that has impressed tourists along with the community's commitment to environmental protection. And (7) Green Plus: In the three model communities, leaders and community members have shared aspirations and agreements to manage tourism in an eco-friendly green market model that emphasizes the use of containers made from Natural pottery such as pottery, banana leaves, lotus leaves, betel nuts, and containers woven from leaves to prevent plastic waste that could be dumped into rivers or burned, which would create air pollution.

The third step: Profit RBG-P-C Concept, three model communities have allocated profits from reimbursement tourism management in three ways: Return of Profit to Community is the return of profits to the community and society,

such as bringing profits to create public benefits in the community. Bring Profit to Take Care of Community is to bring profits back to take care of people in the community, for example, bring profits to provide welfare for the poor and scholarships for students in need. And Giving Profit Back to the Community, which is the return of profits back to the community in various forms to support environmental conservation activities of the community, etc.

Sustainability is the management of the New way of Tourism in the Green Economy Style of the community in a form called "Three Steps in the Green Tourism Management of the Best Practice Community". In addition to each step of the stairs, there is a strong element, within the structure of the community tourism management model in this style is also reinforced by 4 steel bars: (1) People: People in every model community play an important role in planning. Take action and supervise and develop community tourism. (2) Planet: Communities have established a common approach to manage tourism by using natural resources and the environment in a cost-effective, non-superfluous, and collaborative way to conserve natural resources and the environment for their children. (3) Passion: The community has a faith-building process to create a green tourism destination together by both the community and all relevant sectors to instill beliefs and change their attitudes to have faith in the conservation of natural resources. And (4) Community Profit has adopted a community democratic process to allocate profits from tourism management for fair and thorough care for the people in the community. The profit allocation patterns can be adjusted as the socio-economic context changes under the proposal and resolution of all people in the community, with the key condition being the care and healing of the affected community members. from the adjustment of the profit allocation model [43].

5.2. Factors for Success in Tourism Management of the Model Community The New Way of Tourism in Green Economy Style in the Southern Region

From both quantitative and qualitative methods studies, it can be concluded that the factors that contribute to the successful management of the New way of Tourism in Green Economy Style of the three model communities are as follows:

Leadership factor: The community has a leader who understands the community context, knows natural resources and tourism resources well, has knowledge of the conservation of resources and the environment, is visionary, committed, selfless, honest, and has a public mind.

Structural factors and work processes: The community has a systematic tourism management process, planning, clear division of duties and responsibilities, management is done in the form of a committee, rules and guidelines are set to clear practice, drive operations sincerely, and adhere to the principles of good governance in management.

Participation factor: The community has teamwork, regular meetings are held to allow everyone to participate in the community tourism management from planning, setting guidelines/methods of operation, establishing rules and guidelines, implementing tourism activities, preserving and restoring natural resources, and the environment, and obtaining the benefits of tourism with a fair allocation.

Other factors: for example, all three communities have network agencies that help transfer knowledge on environmentally friendly tourism activities and management to people in the community, and new generations are coming back to help develop and inherit the tourism management of the community, etc.

Based on the success factors in managing the New way of Tourism in the Green Economy Style of the model community as presented above, the research team used t-test statistics and statistical analysis of variance. Single (One-way ANOVA). The six hypothesis tests were established by the research team. The statistical significance level used in the hypothesis testing was 0.0 and the values of Sig.1, Sig.2, and Sig.3 were calculated from program computer, which is the information of Pak Phanang Community, Tanot Duan Community, and Khlong Dan Community, respectively. The results of the hypothesis test are as follows:

Tourists with different number of trips to the model community had different impressions on the tourism management of the model community (Sig.1 = .009, Sig.2 = .003, Sig.3 = .007). The average number of times to visit the Pak Phanang community is inversely proportional to the impression of the tourists. The average number of times to travel to the Tanot Duan community and the Khlong Dan community will be directly proportional to the impression of tourists.

Tourists from southern provinces and tourists from other provinces had different impressions on tourism management of the model community (Sig.1 = .008, Sig.2 = .007, Sig.3 = .005). The average impression of tourists coming from other provinces on the green tourism management of the 3 model communities is higher than the average impression of tourists coming from the southern provinces.

The new generation of tourists (under 30 years old) have a perception of green tourism management of the model community that is different from the tourists in other groups (Sig.1 = .008, Sig.2 = .005, Sig.3 = .009). The average perception of tourists from the new generation (under 30 years) of green tourism management of the 3 model communities is higher than the average perception of tourists in other groups.

The trend of revisiting tourist attractions in the model community of the new generation tourists (under 30 years old) is different from other tourists (Sig.1 = .004, Sig.2 = .007, Sig.3 = .006). The average tendency to revisit tourist attractions in the model community among the new generation (under 20 years old) tourists is higher than that of other tourists.

Tourists in all age groups had no different perceptions of the benefits of green tourism management in the model community (Sig.1 = .27, Sig.2 = .57, Sig.3 = .06). The average perceived value of tourists in the Tanon community of the benefits of green tourism management was the highest (3.25, moderate perception). followed by the Khlong Dan community (3.02, moderate perception) and the Pak Phanang community (2.86, moderate perception).

Tourists in all age groups have the same desire to expand green tourism from the 3 model communities to other communities no different (Sig.1 = .42, Sig.2 = .33, Sig.3 = .36). The average demand for green tourism from the 3 model communities to other communities of tourists from the Ton Duan community has the highest value (4.12, requiring a relatively high level of amplification), followed by the Khlong Dan community (4.02, requiring a relatively high level of expansion) and Pak Phanang community. (3.94, requires a relatively large-scale expansion).

5.3. Guidelines for Expanding Tourism Management Results of Model Communities "The New Way of Tourism in Green Economy Style" to Other Communities

Guidelines for expanding tourism management results of the model community "The New way of Tourism in Green Economy Style" to other communities. Thus, to expand the tourism management results of the model community to other communities, the model "The Three Steps in the Green Tourism Management of the Best Practice Community" will be used to expand the results as follows:

Implement the first step: Community Based Tourism: CBT, which consists of a tourism management process that must be carried out in four sub-steps as follows; natural resources and culture, community organization, management, and learning.

Implementation of Step 2: 7 Greens, which comprises a tourism management process focused on balancing community and environmental tourism for sustainable tourism, must be implemented in a sequence of 7 steps. sub-section as follows; (1) Green Hearts, (2) Green Communities, (3) Green Attractions, (4) Green Activities, (5) Green Logistics, (6) Green Services, and (7) Green Plus.

Implementation of Step 3: Profit RBG-P-C Concept, which comprises the allocation of profits from reintegration tourism management in three ways: return of profit to the community, bring profit to take care of the community, giving profit back to the community.

Mechanisms to drive the expansion of the management of the New way of Tourism in Green Economy Style of the model community to other communities should adopt the following four key mechanisms: People is the creation of cooperation from people in the community in planning. Actions and supervision and development of community tourism. Planet is the management of the use of natural resources and the environment for community tourism that is worthwhile, not extravagant, and together to conserve them for their children. Passion is to build faith to create a green tourism destination together from both the community and all related sectors. And Profit is the allocation of profits from tourism management back to take care of people in the community thoroughly and fairly.

6. Discussion and Conclusions

The results of this study of the New way of Tourism in Green Economy Style management model of the model community revealed a tourism management model called "The Three Steps in the Green Tourism Management of the Best Practice Community". which is a 3-step ladder form as follows;

The first step is Community Based Tourism: CBT is a process that consists of four steps: (1) Natural Resources and Culture, (2) Community Organization, (3) Management, and (4) Learning. The results of this study are consistent with the study by Tungseng, Madhyamapurush & Sreesoompong [44] titled Knowledge Management Model for Community Based Tourism of Satun Community Based Tourism Network, Thailand found that; Elements of ecotourism in Satun's Community Based Tourism Network include the natural and cultural resources, the community organizations, the management, and learning. The study found the same issues as the results of the study Luangchandang, Kangwol & Nantasen [45] "The Potential of Role-model Communities in Sustainable and Creative Tourism found; The indicators of sustainable creative community tourism consist of conservation management of tourist attractions/natural resources and tourist attraction environment, management of tourism activities, participation in tourism management, management of basic facilities and information centers and personnel and local interpreters such as youth.

However, the results of this study differ from those of Cottrell, Vaske & Shen [46] which found: Sustainability of tourism arises from four elements: (1) Environmental dimensions such as ecosystem efficiency. (2) Economic dimensions such as employment and community welfare arising from tourism. (3) Social dimensions such as access to the environment and natural resources of communities and tourists. (4) Institutional dimensions, such as enhancing public participation from government agencies. Moreover, the results of this study are different from those of Zappino [47], Caribbean Tourism and Development: An overview, which found: The economic, social, and environmental impact of communities is critical for the sustainability of tourism in the Caribbean. This may be due to the context of the

community tourism environment in this study area, namely the southern region of Thailand, which has the same context as the communities in Satun and the communities in Lampang, Lamphun, and Chiang Mai, which are tourism communities in Thailand, thus taking the picture. The tourism management model is similar. In the other two articles, study areas in the Netherlands and China, and study areas in the Caribbean, which have different contexts, there are differences in the tourism management model.

The second step of the model community's New way of Tourism in Green Economy Style management model is 7Greens, which comprises a tourism management process that focuses on balancing community and environmental tourism for sustainable tourism. The steps are (1) Green Hearts, (2) Green Communities, (3) Green Attractions, (4) Green Activities, (5) Green Logistics, (6) Green Services, and (7) Green Plus. The findings are consistent with a study by Chodchuang, Pianroj, Ratcharak, & Kongrithi [48] titled "Tourists' Attitudes Toward 7 Greens Affecting Tourism Image Perception on Samui Island, which found: Most of the tourists who visit Koh Samui place a strong emphasis on environmental conservation for tourism which has resulted in the perception of the tourism image of Koh Samui still being natural. For Koh Samui to remain a healthy island in its natural environment and to remain sustainable, all parties must work together to bring the 7Greens principle into tourism management. The results of this study are consistent with the study by Thongma [49] titled The Seven Greens Tourism Concept in Maetaeng Elephant Park, Chiang Mai Province, Thailand, which found that Maetaeng Elephant Park can adopt the Seven Greens Tourism Concept. To manage tourism well with a commitment and focus not only on income but also on the environment and community that will be sustained along with the sustainability of tourism.

However, the findings conflict with Muangasame & McKercher [50], The Challenge of Implementing Sustainable Tourism Policy: a 360-degree Assessment of Thailand's "7 Greens Sustainable Tourism Policy" which found: The Tourism Authority of Thailand has adopted the 7Greens principle in tourism management in 4 pilot areas. Tourism management in these 4 areas is considered successful, but there are also weaknesses in cooperation between government agencies and conflicts. between local policy and national policy. The results of this study are because the 7Greens principle manages only the internal factors of tourism areas, but does not cover external factors such as government tourism policies.

The third step of the model community's New way of Tourism in Green Economy Style management model is the Profit RBG-PC Concept, which consists of three ways to redistribute profits from tourism management back to the community: (1) Return of Profit to Community, (2) Bring Profit to Take Care of Community, (3) Giving Profit Back to the Community. The results of this study are consistent with the study of Virojtrairatt [51] in Community Pre-empowering for Tourism: Sustainable Tourism Management Guideline Amphoe Mae Chaem, Chiang Mai, Thailand found that: One of the characteristics of sustainable tourism is local benefits. The findings are also consistent with a study by Noosut & Duangsaeng [52] titled Development of Community-based Tourism Based on the Grassroots Economy Concept which found: Community-based tourism is tourism that promotes "community well-being: happiness: sustainable", which not only helps to distribute income to the local community but also promotes a local way of life, culture, and natural resources. In addition, the results of the study were consistent with the study of Kallayanamitra & Buddhawongsa [53] Sustainability of Community-based Tourism: Comparison of Mae Kam Pong Village in Chiang Mai Province and Ta Pa Pao Village in Lamphun Province found that: The management of community tourism in the two study areas increased the stability of the community's economy as well as increased the quality of life of the people in the area. It is also consistent with a study by Chen & Wang [54], A Study on the Strategies of the Sustainable Development of China's Ecotourism, which found: Community tourism management can only be sustained if the income and benefits of all stakeholders are allocated fairly and fairly. This is also in line with a study by Ezebilo, Mattsson & Adolami [55] Economic Value of Ecotourism to Local Communities in Nigerian Rainforest Zone, which found that: The development of community ecotourism has resulted in changes in the economy and quality of life of the people in the community. Moreover, the findings are consistent with a study by Gavrilovic & Maksimovic [56] titled Green Innovations in the Tourism Sector, which found: green innovations in the tourism sector bring social, economic, and cultural benefits to communities in tourism areas. This may be due to green community tourism as a type of tourism that harms natural resources, environment, traditions, culture, as well as the traditional way of life of the people in the community very little, resulting in income and benefits can be brought. to allocate to everyone in the community involved in tourism management. Including bringing welfare and public benefits to the fullest without being used to solve problems or the impact of tourism.

The results of the study on the factors contributing to the successful management of The New way of Tourism in Green Economy Style in the model communities include: Leadership factor, which the 3 model communities in green tourism management are communities with leaders who understand the community context, know natural resources and tourism resources well, know about conservation of resources and the environment., is visionary, determined, selfless, honest, and has a public mind. The results of this study are consistent with the study by Kampetch & Jitpakdee [57] titled The Potential for Key Success of Community-Based Tourism Sustainability: Case Study Baan Rim Klong Homestay, Samut Songkram, Thailand, which found that: Leadership factor is one of the success factors for sustainable community tourism at Baan Rim Klong Homestay and also consistent with the results of the study Luangchandang, Kangwol &

Nantasen [45]. The Potential of Role-model Communities in Sustainable and Creative Tourism found that: Every model community has leaders who are visionary, strong, patient, selfless, along with integrity, ethics, honesty. Without qualified leaders to guide community tourism, success will be difficult. The fact that the communities in the study areas of the three articles have leadership factors is an important factor for successful green tourism management. This is because leaders are the key driving mechanism in the People section of the Three Steps in The Three Steps in the Green Tourism Management of the Best Practice Community.

A study of structural factors and work processes revealed that: The three model communities have a systematic tourism management process, planning, clear division of responsibilities, management is done in the form of a committee, clear rules and guidelines are set, there is Drive the operation sincerely, and adhere to the principles of good governance in the administration. The results of this study are consistent with a study by Kampetch & Jitpakdee [57] titled The Potential for Key Success of Community-Based Tourism Sustainability: Case Study Baan Rim Klong Homestay, Samut Songkram, Thailand, which found that: Organizational Management Factors are one of the success factors for sustainable community tourism at Baan Rim Klong Homestay. It is also consistent with a study by the Ministry of Tourism and Sports [58] Strategy for Promotion Green Tourism found that: The success factor of driving the green tourism strategy is due to the ability to work integrated between government agencies between functions such as the Ministry of Tourism and Sports, the Ministry of Natural Resources and Environment, the Ministry of Interior, and so on. between central and local. It is also consistent with a study by the Tourism Authority of Thailand [11] titled 9 New Trends in the Future of Tourism that found: To drive Responsible Tourism into action, the Tourism Authority of Thailand should enter into a Partner Organization with the One Planet Network, an international network supported by the World Tourism Organization. on the issue of consumer responsibility. The fact that the results of the three studies are in the same direction may be due to the systematization of the structure and work processes of tourism management at all levels, resulting in a more efficient tourism management process. Efficient and productive.

The participation factor study found that: The three model communities have teamwork and regular meetings are held to allow everyone to participate in community tourism management from planning, setting guidelines/methods, setting regulations and guidelines. implementing, implementing tourism activities, preserving and restoring natural resources and the environment, and receiving fair tourism benefits. The results of this study are consistent with the study by Kampetch & Jitpakdee [57] titled The Potential for Key Success of Community-Based Tourism Sustainability: Case Study Baan Rim Klong Homestay, Samut Songkram, Thailand found that: Community Participation is one of the success factors of Baan Rim Klong Homestay's sustainable community tourism. as well as the study of Virojtrairatt [51] Community Pre-empowering for Tourism: Sustainable Tourism Management Guideline Amphoe Mae Chaem, Chiang Mai, Thailand found that: Community involvement is one of the success factors of community tourism management. And the findings are consistent with a study by Chen & Wang [54]. A Study on the Strategies of the Sustainable Development of China's Ecotourism, which found: Stakeholder partnerships are critical to the success of community tourism management, where community tourism management can only be sustained if the income and interests of all stakeholders are made universal and fair. It is also consistent with a study by the Ministry of Tourism and Sports [58] Strategy for Promotion Green Tourism found that: The success factor in driving the Green Tourism Strategy is the sense of co-hosting and partnership of the relevant agencies and parties in the area. This may be because the management of green tourism is an activity that cannot be carried out by one person alone or by a few people. Therefore, if the majority of members or stakeholder participates in all processes of tourism management, the chances of successful local tourism management are high.

A study of other factors that contributed to the success of green tourism management in the model communities revealed that the 3 model communities had network agencies to help transfer knowledge on activities and tourism management. It is environmentally friendly for the people in the community and there is a new generation coming back to help develop and inherit the tourism management of the community. The results of this study are consistent with a study by Kampetch & Jitpakdee [57] titled The Potential for Key Success of Community-Based Tourism Sustainability: Case Study Baan Rim Klong Homestay, Samut Songkram, Thailand, which found that tourism network factors were One of the success factors for sustainable community tourism at Baan Rim Klong Homestay. However, the results of the study differ from Dong [59] study on Sustainable Development of Ecotourism in the Northern Piedmont in the Qinling Mountain which found that: One of the factors that make community tourism management successful in improving the quality of tourists and creating an ecotourism environment, It is also different from a study by the Ministry of Tourism and Sports [59] Strategy for Promotion Green Tourism found that: The success factor of driving a green tourism strategy is reaching influencers across sectors and areas to implement green tourism concepts. And the findings differ from the OECD [60] study on Green Innovation in Tourism Services, which found: The success factor for bringing green innovations to tourism services is the availability of communication infrastructure, as well as the development of smart transport systems, which should be prepared by the governments of each country. As well as a study by the United Nations Environment Program (UNEP) [61] Tourism in the Green Economy Background Report, the findings differed: green tourism is possible as a consequence of fiscal policy conditions and government investment. However, the fact that the results of studies differ in many dimensions may be because each study of tourism management may be studied in different dimensions, and the level of education is also different both at the international, national, regional, provincial, and community levels [62]. Therefore, the results of the study are diversified, which is a good thing as it provides a wide range of knowledge and covers many dimensions and levels.

7. Recommendations

From the results of the study, recommendations can be formulated as follows:

7.1. Policy Recommendations

- 1) The Ministry of Tourism and Sports, the Tourism Authority of Thailand, and the Special Area Development Administration for Sustainable Tourism should jointly formulate and drive the community's tourism management policy for the New way of Tourism in Green Economy Style to provide economic, social, and cultural benefits to various local communities during the post-COVID-19 outbreak.
- 2) The Ministry of Tourism and Sports and the Tourism Authority of Thailand should expedite the preparation of a plan to drive the expansion of community tourism management in the form of The Three Steps in the Green Tourism Management of the Best Practice Community from model communities to other communities that have potential.
- 3) The Ministry of Tourism and Sports and Tourism Authority of Thailand should adopt the success factors in managing the New way of Tourism in the Green Economy Style of the model community in terms of leadership factors, structural factors and work processes, participation factors. together, and other factors to be used in the preparation of the New way of Tourism in Green Economy Style management plan for potential communities, including the adoption of all factors to develop a mechanism driving the tourism management plan.

7.2. Applying Recommendation

- 1) Communities wishing to implement “The Three Steps in the Green Tourism Management of the Best Practice Community” in their communities should take the following steps:

Starting from the first step is Community Based Tourism: CBT, which lays the foundations for green community tourism management in 4 steps consisting of (a) Natural Resources and Culture, (b) Community Organization, (c) Management, and (d) Learning.

A community that has already established a good foundation for green community tourism management through the CBT process can be upgraded to Step 2: 7 Greens, which consists of a tourism management process that focuses on balancing community tourism and the environment for sustainable tourism in 7 steps: (a) Green Hearts, (b) Green Communities, (c) Green Attractions, (d) Green Activities, (e) Green Logistics, (f) Green Services, and (g) Green Plus.

A community with a solid foundation in the first two steps can move up to the 3rd step of the stairs is the Profit RBG-P-C Concept, which consists of Profits are allocated from community tourism management in three ways: (a) Return of Profit to the Community, (b) Bring Profit to Take Care of Community, and (c) Giving Profit Back to the Community.

- 2) Communities that implement the management of the New way of Tourism in Green Economy Style, should develop a mechanism to drive the management of the New way of Tourism in Green Economy Style in four areas:

People: It creates a mechanism for people's cooperation in planning, implementing and supervising, and developing community tourism.

Planet: It is to create a mechanism to manage the use of natural resources and the environment for tourism that is worthwhile, not extravagant, and together to conserve them for their children.

Passion: It is a mechanism for building faith to create a green tourism destination together from the community and in all sectors.

Profit: It is a mechanism for allocating profits from tourism back to take care of people in the community thoroughly and fairly.

Therefore, this research paves for further in-depth research into the sustainable in developing regions. The inclusion of the model would enhance the reach of the communities to attain resilience and sustainability.

8. Declarations

8.1. Author Contributions

Conceptualization, A.S. and K.K.; methodology, A.S., K.K., and S.P.; software, A.S. and K.K.; validation, A.S.; formal analysis, A.S. and K.K.; investigation, A.S. and K.K.; resources, A.S.; data curation, A.S.; writing—original draft preparation, A.S., K.K., N.J., A.S., J.C., and S.P.; writing—review and editing, A.S., K.K., and S.P.; visualization, A.S.; supervision, A.S., K.K., and A.M.; project administration, A.S. and K.K.; funding acquisition, A.S. All authors have read and agreed to the published version of the manuscript.

8.2. Data Availability Statement

Data sharing is not applicable to this article.

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8.4. Institutional Review Board Statement

Not applicable.

8.5. Informed Consent Statement

Not applicable.

8.6. Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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