QCU The Gavel: Journal of Business and Social Sciences
January - June 2026
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https://doi.org/10.64807/815c4883

Universities and the Promotion of National Development: Cultural Production at Lam Pho Community, Thailand

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Abstract. Universities in Thailand are required to make contributions to national social and economic development. One means by which they attempt to do this is through becoming embedded in local communities and conducting participatory research with local stakeholders in different categories. This paper considers the extent to which a particular project in the Lam Pho district of Nonthaburi province fulfilled that requirement. The project involved assessing potential cultural production sites in the research location and the skills of people likely to participate in the identified activities. It was found that some activities were suitable and that, with appropriate support, people could carry out the associated production processes. More broadly, it was assessed that research projects can help universities to complete their obligations to the state.

Keywords: *community-based participatory research, community-based tourism, cultural production, Thailand, universities*

Date Received: *March 10, 2026*
Date Revised: *May 20, 2026*
Date Accepted: *June 8, 2026*
Date Published: *June 11, 2026*

Introduction

Thailand's earliest universities were places where the children of the elite could learn to rule the kingdom. They were all based in Bangkok and had little relation to the rest of the country. It was not until the First National Economic Development Plan for 1961-6 that attention was placed on the need to incorporate higher education into national development and also look beyond the confines of the capital. In 1964, Khon Kaen University was founded in the northeastern Isan region of the kingdom. The purpose of the university was, in part, to improve the standard of living of the region's people (Khon Kaen University, 2025). Other universities opened during this period included Chiang Mai and Prince of Songkhla. Just as national education was previously deemed necessary for people to participate in parliamentary democracy, so too did the opening of Thailand to inward foreign direct investment necessitate new cohorts of skilled and semi-skilled workers. Consequently, universities were encouraged in the 1970s and 80s to conduct rural outreach, agricultural extension, and health programs, which began embedding higher education institutions (HEIs) in their local communities. They became increasingly involved in the systematic search for national development (Fry, 1981). As the end of the century approached, HEIs had an increasingly important role in regional development and community service. Colleges followed where universities led (Bovornsiri & Fry, 1991).

When democracy was restored in 1992, universities were encouraged to offer civic and citizenship education courses so as to strengthen the political settlement and produce responsible citizens. As a result of the 1997 constitution, popularly known as the People's Constitution, decentralization became a formal goal of the government, and HEIs themselves received greater autonomy and the task of further embedding civic responsibility in their operations (Boontinand, 2023). The Universal Social Responsibility (USR) movement emboldened students to join the effort to connect HEIs with the wider community and to address equity issues. One notable problem in HEI policy in Thailand has been the regularity with which policy pronouncements elicit only sporadic responses, as large, well-resourced public universities have far greater technical capacity than other HEIs. Nevertheless, each has done what it can, even if that does lead to a

lack of coordination. In response to this, the Ministry of Higher Education, Science, Research and Innovation (MHESI) launched the University to Tambon (U2T) program in 2020, under the name One Tambon, One University. A tambon is a subdistrict, and more than 3,000 nationwide were twinned with an HEI, which had responsibility for embedding further desirable qualities within the people of the communities. It initially was aimed at providing job opportunities for those adversely affected by the coronavirus pandemic, but now also assists a wide range of people in upskilling and reskilling, which are seen as essential parts of the Thailand 4.0 program (Chiang Mai University, 2020).

Clearly, there is significant overlap with the UN's Sustainable Development Goals (SDGs), particularly those related to education, community enhancement, and equality. Since the U2T program is dominated by public universities, other institutions, such as Krirk University, contribute to the national program by supporting local communities, for example, through community-based research (CBR). This receives funding from government bodies. CBR aligns with the SDGs by promoting environmental resilience (SDGs 2, 3, and 13), amplifying marginalized voices (SDGs 5 and 10), fostering knowledge co-creation (SDGs 4 and 11), and strengthening local ownership (SDG 17). Krirk University's CBR program is a multi-year effort led by a skilled, technically competent research team. Its most recent iteration involved CBR to investigate community skills development to promote cultural tourism in Lam Pho sub-district, Bang Bua Thong district, Nonthaburi province. It involved a variety of activities and information-sharing sessions over several months. Its purpose is to enhance community development, a process in which community members work together to solve common problems and create guidelines to improve the quality of life for everyone in the community (UN, 2023). In its first year, the project focused on identifying products of local wisdom that could be scaled up to commercial production levels. In its second year, the focus shifted to knowledge management issues, specifically who knows what at different stages of production and how that knowledge could best be preserved. The proposed third year of the plan considers transferring knowledge through identified knowledge management procedures to the next generation. The political economy of the Lam Pho community is such that incomers are arriving and settling in houses built on land that had previously been used for agriculture. There is some local concern about the preservation of historical modes of production.

The research had three objectives:

1) To develop skills in community product production and marketing communicators in the modern era of cultural tourism. Lam Pho Sub-district, Bang Bua Thong District, Nonthaburi Province;

2) To create community products and marketing communication for cultural tourism in the new era; and

3) To create a model for community skill development in promoting cultural tourism.

Community tourism, as previously noted, is tourism over which the local community has a meaningful influence. It does not imply complete control because state and market institutions are likely to be in play, over which communities have relatively little power. However, communities can influence the state through local democratic processes and markets through micro-regulations. To do so effectively, they generally need some help and encouragement, and this was the purpose of this research project. While the ability of such projects to improve the livelihoods of those involved is well established, it is less clear what the relationship between the university and its other stakeholders is as a result of these activities.

Literature Review

Communities, Research, and Tourism

The roots of community-based research (CBR) may be found in the post-war years of the late 1940s, when, in Europe, widespread devastation meant that many communities were faced with urgent developmental problems in the absence of state support. Lewin (Adelman, 1993) and his graduate students had been working since the previous decade, demonstrating higher levels of productivity in communities in which consent to external developments had been obtained democratically. This was in effect a direct response to Taylorian scientific management (1911) and its dehumanizing treatment of individuals. The success of Lewin's approach was swiftly observed, and its revolutionary possibilities were seized on by Paulo Freire, whose 'pedagogy of the oppressed' offered hope to some of the most marginalized societies in the developing world (Hederman,

1982). This concept of participatory action research became popular in numerous societies and helped to transform the nature of researchers who wanted to help change the world, rather than just to understand it. Wallerstein was one of the most influential academics in embedding the approach within local communities to improve health outcomes (Wallerstein et al., 2018). This form of research enables community empowerment, knowledge democratization, and makes research more accountable. It helps eliminate the distance between the academic and non-academic worlds. Consequently, it has spread across disciplines and is widely used as community-based participatory research (CBPR).

CBPR was the approach used to conduct this project, and the community's interest is in community-based tourism (CBT). In many ways, CBT has existed for hundreds of years as religious pilgrims have received assistance from many informal sources during their journeys. However, as a concept, it became a subject of importance in the 1970s in response to the spread of mass tourism, when privileged members of the global north were able to visit parts of the global south for leisure and be waited upon by low-paid workers in the new markets. Butcher (2020) sees mass tourism as emblematic of development generally, which is centered on the four pillars of technology, infrastructure, personal freedoms, and mobility. In Thailand, mass tourism has led to uneven development, pollution, and pressure on scarce resources such as water, as well as social issues related to sex work throughout the Kingdom (Nuttavuthisit, 2007). As a result, efforts have been made by public, civic, and private sector bodies to promote alternative forms of tourism. These have included ecotourism, medical tourism, sustainable tourism, and CBT. Emphasis has been placed on creating partnerships to improve environmental sustainability in tourism. The Tourism Authority of Thailand (TAT) has launched several campaigns to re-establish previously important markets (especially in China) and create new ones. This has included the 7 Greens Concept (TAT, 2025), which are green heart, green travel pattern, green tourist attraction, green activity, green community, green service, and social responsibility and the environment. This campaign is intended to reach out to tourism stakeholders in the private sector to encourage them and provide support for achieving more eco-friendly and sustainable methods, and paying more attention to local traditions and values rather than maximizing traffic and revenue generation (TAT, 2025).

However, CBR has become important throughout the country and has

spread even to relatively small and sometimes remote communities. Research has indicated that success factors in CBT in Thailand 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, and achieving distinction (Nitikasetsoontorn, 2015). Among the activities involved in CBT, cultural production is one of the more important ones, since it offers a way to showcase local production and wisdom and monetize the results. For two decades, the central government has supported local production by providing technical support, logistics, and marketing services, enabling products to be distributed both domestically and internationally as part of the One Tambon One Product (OTOP) scheme (Natsuda et al., 2012). Cultural production is a hybrid activity, highlighting the symbolic capital through which artists demonstrate their place in an artistic hierarchy (Bourdieu, 1993) while also serving as a means of generating actual capital. Nationally, cultural production generates billions of baht annually, supporting many jobs and accounting for around 10% of GDP. It is also part of a national-level development goal of reasserting Thai culture and wisdom in a globalizing world that does not recognize borders (Sungkharat et al., 2010).

The Research Site

The research was conducted in Lam Pho Community, Bang Bua Thong District, Nonthaburi Province, located northwest of the capital, Bangkok. The community comprises 7,231 households divided into eight villages. The community area is surrounded on all sides by a canal that connects to the River Chao Phraya via a water gate, through which water can flow under certain conditions. However, when conditions are unsuitable, the canal becomes a closed system, in which pollution rapidly accumulates.

Lam Pho is now a peri-urban area as Bangkok's outskirts expand inexorably. As such, it is characterized by fragmented land use and a mix of urban and rural infrastructure systems. In various areas, land has been sold to real estate developers to build new estates, known as villages. There is potential for resentment and even conflict between long-term residents, who may have a relatively low standard of living, and incoming people who are focused on working in Bangkok and have sufficient money to buy a house. Land use change is evident

throughout Thailand, with agricultural land farmed by increasingly older farmers, many of whom demonstrate low productivity and low levels of income (Arunmas, 2024).

Village researchers are the mainstays of each group in the community. They are responsible for helping to recruit volunteers within the community to attend the various meetings and training sessions that are held. For example, for group one, they organized skill-development sessions at Aunt Deer's house (pastry-making), at another house to learn local wisdom, and at a third house to make compote from processed fruit. Group two includes training in modern marketing communication skills that focus on creating YouTubers, influencers, and TikTok stars. The village researchers worked with potential volunteers to assess whether they had the necessary basic skills and equipment, and then created a needs-analysis plan that took into account equity issues across the community. Overall, 16 volunteers were selected to provide a base for skill development.

Methodology

This project involved several activities to achieve the three principal objectives. The community members were involved at each stage, and care was taken to empower them throughout, in light of the reasons for conducting the research in the first place.

Research Process

The research project proceeded with respect to a pre-planned 12-point plan, which was as follows:

Monthly research team meetings were arranged to organize the research, clarify research objectives, and summarize progress:

The research team met to study the context and problems of community skills development by forming a group within the community, aligned with the community's skills and products to be developed. Organizing a meeting forum in the Lam Pho sub-district enabled the research team to understand the community's needs and build a shared understanding for the project's development.

Organized project clarification activities by hosting a forum to clarify the research objectives for the community. Those involved were Community leaders/directors and government and private agencies involved in skill development to promote tourism, such as the Lam Pho Sub-district Administrative Organization, Bang Bua Thong District, and Bang Bua Thong Municipality Community Developer, along with educational and vocational training institutions in the community, tourism, and sports in Nonthaburi Province.

A survey was conducted by in-depth interviews, listening to opinions, studying documents, and exchanging with community researchers to assess the level of public participation. It sought to identify the problems and obstacles that have arisen in relation to the operation of promoting tourism skills in Lam Pho sub-district. Currently, the tools used in the research are records and observations, small group meetings, questionnaires, and needs assessments.

Field Trip Study Number 1 generated knowledge on guidelines for developing the skills of product manufacturing personnel and product production skills in the community, thereby promoting tourism in the community, and also applying good models or practices from other areas to the system and mechanism of the Lam Pho sub-district community.

Skills were developed in the production of community products and modern marketing communication skills to promote cultural tourism. Assessments were created to evaluate the villagers' skills before and after the training.

A training forum provided knowledge on approaches to developing product manufacturers' and product production skills in the community. Data on the interests of various community groups were continuously collected.

Community members were divided into groups according to the necessary skill type and assessed on their ability in that skill.

Data were collected by a team of community researchers using research tools such as questionnaires. A forum was used to disseminate the results to the community members.

Experiments in skill enhancement were conducted. After gathering the results, it was decided to find more places to place products outside the community and to offer products for sale online.

A forum was organized to review the research process from the beginning to the end of the project.

Another forum was organized to disseminate research results to bring the research results back to the community and other stakeholders.

Progress and final reports were sent to community leaders and the researchers.

This process was agreed with relevant stakeholders, including principal community leaders and the governmental research grant-awarding body that supported the project overall. The research focused on qualitative findings with a participatory, interactive approach appropriate for community-based work.

Sample Selection

Research in the Lam Pho Community, Bang Bua Thong District, Nonthaburi Province, was conducted to assess skill development in producing this community product. Community-Based Research (CBR) and qualitative research with the participatory operation method of the Lam Pho community, Bang Bua Thong District, Nonthaburi Province. This research focused on the Lam Pho community in Bang Bua Thong District, Nonthaburi Province, which has 7,231 households across 8 villages. In terms of promoting community culture and government agencies, namely the Lam Pho Sub-district Administration Organization.

The population was drawn from the village researchers, who are the mainstays of each group in the Lam Pho community. The sample group will be selected voluntarily from those who attend the training to develop skills in producing community products. The local researchers set up a place at Aunt Deer's house to practice pastry-making skills. Mrs. Prateep Chanchang, Moo 7, and a source for learning local wisdom at Aunt Mouse's house, Mrs. Supawan Sangnon, produce compote from processed fruits. Group 2 included training in modern marketing communication skills that focus on creating YouTubers/Influencers and TikTok stars.

Individuals who participated in the product production skills development project are considered a sample from the population of the Lam Pho community in Bang Bua Thong District, Nonthaburi Province. Those who voluntarily

participated in the project were not selected because everyone's participation in the community is based on faith in human potential. Therefore, it is necessary to reduce economic and social inequality, promote human rights and equality, and build a strong, sustainable community. The researchers analyzed and set goals (Needs Analysis) for the participants by studying their needs through questionnaires or discussions. This included assessing the target group's knowledge, interests, and goals, such as participants grouped by age, occupation, education, aptitude, and interest. In addition, participants' readiness was evaluated, including the use of smartphones for content creation and analysis (e.g., Google Analytics, Canva, TubeBuddy) and the development of digital marketing strategies for SEO on YouTube and for increasing content visibility on TikTok and other social media.

Consequently, the sample group consists of individuals who have participated in training in product production skills and have become modern marketing communicators at the same time, with the aim of developing skills in community product production and marketing communication in the modern era of cultural tourism in the Lam Pho sub-district area, Bang Bua Thong District, Nonthaburi Province. It was concluded that carefully following the research process in this way meant that any issues related to non-response bias had been avoided.

Research Tools

Research tools were developed as needed to meet the different research objectives. They were developed in conjunction with leading stakeholders and the research team, who benefited from several years of experience in this type of work. This included the Community Readiness Screening Survey and the Community Skills Assessment Tool. Instruments were designed to capture the needed information using clear, easy-to-understand methods. Thai was used for the research, and the results were translated into English for documentation. Research team leaders were bilingual and hence able to identify whether any linguistic issues might have arisen from switching between languages.

Data Analysis

Data were analyzed by a recognized content analysis process. Unlike conventional content analysis, in which codes emerge inductively from the data,

directed content analysis uses pre-determined codes and themes. This approach was taken because previous experience in the community had provided strong evidence of how different people think and how decision-making processes unfold. This approach has the benefit of more conveniently testing proposed or accepted theories against the acquired data (Kibiswa, 2019).

Findings

Fieldwork was conducted throughout the research site to determine both the suitability of local areas for supporting cultural production and, subsequently, the stakeholders' ability to complete the required tasks. In the first place, it was found that Oh Poi Market is a community market that stands out by combining locality and nature in all dimensions of its operations. Sloth Suanphueng Cafe is an example of business management that emphasizes the perfect blend of natural beauty and the local community's uniqueness. Wat Sri Suriyawongsaram Worawihan is a place of outstanding Roman-style architectural beauty. Combined with a large open space that gives a sense of freedom, it lacks effective management in providing information about the place, explaining how to worship, and conveying the temple's history to visitors. Seng Tek Tung Cafe stands out for its design, which reflects traditional Chinese style. Use decorations and atmosphere that combine the artistic beauty of ancient Chinese art with traditional Chinese culture. Wat Mahathat Worawihan (Ratchaburi) is a place of historical and cultural value that reflects the prosperity of the past.

Results from Objective 1 to develop skills in the production of community products and cultural tourism marketing communication found the following:

Evaluation of Community Product Management Skills and Marketing Communication. It was found that most of the community groups that participated in the training. There is a clear need to improve packaging design skills. The main reason is that the packaging currently used still has many limitations, such as a lack of creativity in designing packaging suitable for the product and an inability to prevent damage to the product during transportation, such as salted eggs with easily broken herbs. The spilled sweet fish sauce is messy. The lack of distinctiveness of logos and stickers, which is an important factor in a highly competitive market, as well as the cost of developing suitable packaging, is too high for local community product manufacturers. Therefore, the research team proposed a way to develop the community's skills in sustainable packaging

design. It must take into account the combination of creativity and utility. This will increase the competitiveness of community products in the local and provincial markets.

Analysis of the Skills Assessment of Participants Before and After the Training on Developing Skills in Modern Marketing Communication to Promote Cultural Tourism. In conducting training to improve online marketing and product photography skills for target groups in the community. The research team collected basic data on 23 participants and found that most were between the ages of 10 and 30. – 70 years of working in a variety of professions, such as housekeeping. Farmers for hire 75 percent have no experience in online marketing, and most of them consider themselves to have a level of knowledge, "little" or "moderate."

Results of the Online Marketing Skills Assessment Self-assessment before and after the training on the topic "Online Marketing Skills." It was found that the participants' average skill level increased significantly across all topics, especially in ad settings, target audience selection, and other areas. The average pre-training was only 1.6. – 2.1 (In the "I can do it, but I am not sure.") and increased after the training to 2.7 – 3.3 (Level "I can do it moderately to well.") shows that training can help strengthen understanding and practical skills in using social media platforms for marketing effectively.

Marketing Communication Skills Assessment Storytelling. In the field of communication through storytelling (Storytelling), it was found that the average before the training ranged from 1.5 to 2.1. This shows that the participants have very low skills in this area. However, after training, the average skill level in each topic increases to 3.3-3.7, which is a level of "Well done." Especially on topics related to creating engaging stories. Choosing the right communication method with the target audience and creating a common emotion in the storytelling.

Assessment of mobile photography skills for online promotion. Participants had low pre-training skills (1.7-2.1), especially in basic techniques and mobile image manipulation. However, after the training, the average increased significantly to 3.5-3.8, demonstrating that participants can apply their photography skills in a practical and effective manner.

Results from Objective 2, which aimed to develop community products and

cultural tourism marketing communications in the Lam Pho Sub-district, Bang Bua Thong District, Nonthaburi Province, found that Wat Lam Pho is an important resource for promoting cultural tourism. It can meet the needs of developing community products by building product production and packaging skills, with the products to be sold at the Lam Pho Temple Morning Market. Teacher Prachoti Chantasiri, the Abbot of Lam Pho Temple, has allowed and set Sunday, April 20, 2025, as the day for the monks to participate in the activity. Community products sold by the product owners are as follows:

- Seasonal Garden Fruits and Processed Compote Fruits of Mrs. Supawan Sangnon
- Salted eggs with herbs and pineapple cookies by Ms. Chutikarn Piribandit
- Healthy Bakery by Ms. Jiratha Thongruangthada
- Fried Pink Noodles and Festive Cakes by Ms. Angsana Thupkaew
- Mushroom crackers and salad, vegetable rolls, free of substances by Ms. Pisamai Si Nuen
- Seasonal Garden Fruits of Ms. Pornpimon Paeporn
- Cloth bag for miscellaneous things of Mrs. Naraphan Sarokaew
- Bread and Pastry Cookies Lam Pho by Mrs. Prateep Chanchang and
- Hydropronics, mushrooms and seasonal garden fruits by Mr. Kittipong Krangsai

Production of Lam Pho tourism content at Wat Lam Pho also includes introducing community products. This includes architecture, sculpture, community lifestyle, and boat rides along the Lam Pho Canal, communicated through modern marketing media. The community group of participants set up a page together called Dee Lam Pho Muang Non, which introduces tourist attractions, restaurants, and recommended community products, and is expected to include a link to the Lam Pho Sub-district Administrative Organization's website. Next, this can be considered an application of the knowledge gained from developing modern marketing communication skills. It is used to produce social media content aligned

with the target group's reception at all levels, from children and teenagers to adults, working people, and the general elderly population who use social media.

Results from Objective 3, which aimed to create a model for community skill development to promote cultural tourism, showed that the community research team focused on developing training skills in both aspects and observed changes that led to knowledge gains and tangible development. Therefore, we have summarized the key factors that contribute to successful skill development. A model for developing community skills to promote cultural tourism in the Lam Pho sub-district area has been created. Bang Bua Thong District, Nonthaburi Province, will be used as a case study to develop skills in other related fields, such as experiential tourism, including boat rides on Lam Pho, because Lam Pho has a canal surrounded by islands from the Lam Pho Canal to the Lak Khon Canal. In the past, the Lam Pho people relied on boats for transportation. Many houses line the canal. There is a pavilion with a staircase leading into the water along the canal, and some houses still have boats used as vehicles, although the back of the house has been changed to the front, with access roads and vehicles used for travel instead of boats.

But there is also a Harmony Art Shipyard in Moo 8, run by Khun Sukkasem Kai Klan, or Khun Ho, who used the villagers' wisdom to develop a boat, from a rowboat to a racing boat with an engine that can run very fast. It can be used as a means of traveling faster and also to compete with other communities that have racing boats and canals connected to each other, which eventually became the symbol of Lam Pho. In the dimension of cultural tourism of Lam Pho, Lam Pho Racing Boat has participated as a tourism resource that allows tourists to ride a racing boat and run for a short distance by getting up and down at the pier in front of Wat Lam Pho to create an experience and excitement, just like tourists can enter an amusement park and ride a roller coaster.

In addition to the speed and noise that create a thrilling experience, it also showcases the scenery on both sides of the Lam Pho Canal, such as the canalside lifestyle, where locals are praised for fishing from time to time, and it leaves an impression on tourists until they return to the service. Therefore, the Lam Pho Racing Boat is one of the tourism services that creates an exciting and impressive experience for tourists, and the Lam Pho community needs to continue developing. In terms of the size of the boat, with more seats or a sunproof roof,

there are life jackets according to safety standards, and the most important thing is to take care of the cleanliness of the water in the canal, because the boat to enjoy the water scenery in the canal should be clear, not only around the pier in front of Wat Lam Pho. On both sides of the canal where the boat runs, the villagers also have to cooperate to keep their houses clean. Therefore, boat tourism will make an impression on tourists and continue to convey a positive impression. Of course, during the boat ride, most of the trips will review the adventure and take photos as they travel through the canal. The readiness of the Lam Pho community in many dimensions must have principles or factors to further train and develop product production and communication skills, which include 1) cultural tourism resource factors, 2) participatory development factors, 3) knowledge factors in skill development to promote tourism, and 4) communication factors.

Overall, the research showed that there is scope for optimism about cultural production at the research site, although further technical support is likely to be needed to develop human resources to a higher level. More broadly, it appears that CBPR can be conducted to a significant extent in this case, and hence the university can fulfill its required objective of contributing to national development through such research.

Discussion

Achieving the Goals

It is clear that the research project proceeded as intended. It is also clear that it had effects beyond those stated in the research objectives. First, there is the observation effect. The fact that Krirk University has been active in the Nam Pho area makes a difference to both parties. In the context of health research, Vincent *et al.* (2025) observed that participatory research leads to a better understanding of lived experiences and, hence, to more relevant research projects. However, they point out that among the challenges of such a micro-level approach are the relative power dynamics in interpersonal relationships. This project is of a similar nature, as it involves cultural production within a specific context. Hierarchies of power relations exist even within co-operative ventures intended to deliver value to community projects. Recognizing this and helping to promote the project nevertheless suggests that the state-imposed objectives have been met at least to some extent.

Monetization of Cultural Tourism Activities

As previously noted, cultural tourism activities such as the monk's morning market event are suitable for development. However, while they satisfy some of the goals of cultural tourism development, they generate little, if any, revenue. Even if the people involved are uninterested in profits, there will still be expenses such as maintenance and decoration to manage. Besides, if the cultural authority does not prepare for money-making mechanisms, others surely will. The obvious way to do this is to portray the event as a living museum and either charge admission (perhaps a higher fee for people from outside neighboring communities) or solicit donations. Most *wats* permit not just donations but also some forms of merchandising, such as the sale of sacred amulets and sponsorship of new construction projects. These initiatives also offer employment opportunities. Cultural production, as discussed in this paper, requires a portfolio of activities to diversify risk. As other communities become active in similar areas of cultural production, new competition emerges, and innovation is required to maintain a competitive position.

Conclusion

Thai universities tend to become embedded in their local communities, especially those that are not blessed with top reputations and, accordingly, substantial state support for research activities. Institutions such as Krirk University, which started as a teaching and vocational college, are more likely to have developed local rather than national or international ones. Consequently, its relationships can be more longitudinal in nature, and its approach more akin to nurturing local stakeholders than to pursuing high-level research objectives. Nevertheless, it is adjudged that this is a means by which its faculty can help to satisfy the requirement laid upon them by the state to contribute to national development.

It is certainly acknowledged that there are limitations to the research, given the scale of the sample obtained and the necessarily subjective nature of interpreting data from qualitative work. Future research might build on what has been achieved in the project so far and expand it in both time and space. CBR projects are underway across Thailand, and there is scope for additional analysis of their impact beyond the stated research objectives. In particular, the next phases of this project switch the focus to knowledge management and the inter-

generational transmission of knowledge.

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Funding: The authors received financial support for the research from the National Research Agency of the Kingdom of Thailand and from Krirk University.

Authors' Contributions: JW – writing, editing, data analysis. KN – project management, leadership, writing, data analysis. XS – project management, PT, MA, PA, NT, WN & SP – team members, project implementation, data collection, data curation

Conflict of Interest: The authors declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

Ethical Statement: All subjects provided their informed consent before participating in the study. The research protocol was approved by the Institutional Research Ethics Board of Krirk University, and the study was conducted in accordance with the Declaration of Helsinki.