

A Study of The Participation Model of Partners in Driving the Calories Credit Challenge Under the New Economic Mode

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Abstract

The goal of the study was to examine the guidelines for participation of network partners in the development and implementation of the Calories Credit Challenge: CCC platform under the new economic framework, the BCG Model, which refers to the Bio-Circular-Green Economy. This novel platform not only consolidates exercise and sports data from both government and commercial organizations to build comprehensive big data on Thai population fitness habits, but also strategically leverages this information to stimulate economic growth through environmentally conscious sports tourism initiatives. The study employed the mixed methods research approach to investigate the role and forms of network partners, participating in driving and factors for success. 400 partners were included in the quantitative phase. In addition, 10 key informants were included in focus group discussion to examine the functions of network partners. The findings indicate five guidelines for participation of network partners. The role of network partners indicate four agencies, including government, private sector, civil society, and mass media. This study provides significant insights on how to promote cooperation between the public and commercial sectors using CCC platform. Also, the study develops a structure for efficient communication, coordinated planning, and cooperative work execution, which can be broadly implemented.

Introduction

Physical activity is crucial for maintaining good health since it promotes physical fitness and strength. Additionally, it aids in the development of physical fitness and contributes to the improvement of mental well-being. Additionally, it serves as a preventive measure against illnesses and mitigates the likelihood of developing conditions such as obesity and hypertension. Cardio-

vascular disease Office Syndrome refers to a condition characterized by many health issues that arise from prolonged periods of working in an office environment. Chronic non-communicable illnesses, often known as NCDs, are long-term health conditions that are not caused by infectious agents and are typically not easily transmitted from person to person (Piovani et al., 2022).

According to Chuanboon (2011), Government agencies are cognizant of the factors contributing to these losses, prompting several sectors to prioritize the promotion of exercise as a lifestyle, particularly the authorities responsible for public health. The objective is to implement a strategy that encourages physical activity by ensuring that individuals of all age groups and genders have access to accurate exercise information. Local government institutions, community leaders, and private groups are often urged to take the lead in improving the health of individuals in the region.

Iortimah and Tyoakaa (2020) stated Information technology is used by relevant authorities as a means to encourage and facilitate physical fitness and sports participation among the general population. Hence, the use of information technology is multifaceted, particularly when used as a means of physical activity, such as using an application that aids in promoting good health, engage in physical activity and participate in athletic activities.

This technology enables individuals to engage in exercise, participate in sports, or do physical activities effortlessly.

Furthermore, it is crucial to stimulate the nation's economy via the use of the model. The BCG Model, which incorporates the bio economy, circular economy, and green economy, serves as significant catalysts when paired with the use of connecting platforms. The aim is to include exercise statistics data and the participation of individuals in sports (Calories Credit Challenge: CCC) to contribute to the development of the country's economy in the field of sustainable sports tourism; embrace the pursuit of excellent health, creating a well-functioning society and a favorable atmosphere. Calories Credit Challenge: CCC is the central platform at the Ministry of Tourism and Sports is a key component. The purpose of this initiative is to connect and consolidate exercise and sports data from both government and commercial organizations in

order to gather comprehensive big data on the exercise and sports habits of the Thai population. The dataset includes information on physical activity and exercise while travel in a nation, presented in a Dashboard style for data analysis. The progress may be tracked and assessed on a per-area basis, providing information that will be used to enhance accuracy and focus in order to accomplish the objective of at least 50 percent of the population engaging in regular exercise by 2027.

The CCC application will serve as a vital instrument for promoting, inspiring, and fostering a desire for physical activity by allowing individuals to track and accumulate their own caloric expenditure. The platform may be used by any agency to motivate its people to engage in regular fitness and sports activities for self-improvement.

The Calories Credit Challenge (CCC) platform represents an innovative integration of exercise data collection with Thailand's Bio-Circular-Green economic framework, creating a comprehensive system that transforms physical activity metrics into sustainable tourism development opportunities. This novel platform not only consolidates exercise and sports data from both government and commercial organizations to build comprehensive big data on Thai population fitness habits, but also strategically leverages this information to stimulate economic growth through environmentally conscious sports tourism initiatives. Existing studies on BCG and digital health platforms lack frameworks for multi-sector collaboration in exercise promotion, presenting a significant research gap this study addresses. The research strengthens the case for merging BCG and CCC by demonstrating how exercise data may generate sustainable tourism or circular economy outcomes, providing a roadmap for converting physical activity metrics into environmental and economic benefits through strategic cross-sector partnerships.

Research Objectives

1. To investigate the role and forms of network partners, participating in driving and factors for success.
2. To examine the functions of network partners. The findings indicate five guidelines for participation of network partners.

Literature Review

Digital platforms for health promotion

Digital platform is the fundamental framework of computer architecture. A service base is a platform that enables computer equipment and computer applications to operate in a unified environment (Xue & Xin, 2016). Developing a platform to encourage physical activity and improve health across all age groups may be achieved via several means, including enabling mobile phones to connect to the internet and track daily exercise routines, consuming food, resting, and furthermore monitoring and quantifying your body's state of well-being while exchanging data with others. According to Parker et al. (2021), in 2018, surveys conducted on Australian people aged 15 years and above revealed that only 18.7% of individuals used applications for monitoring physical activity or training. Additionally, the level of interaction with websites or online tools was low, with only 7.1% of adults engaging with them. Similarly, the usage of online films for sports was little, with only 2.5% of adults using them. So, this ignited the idea of encouraging people to utilize digital platform for improving health.

According to Spagnoletti et al. (2015), the digital platform serves as the fundamental framework of computer architecture. It serves as a foundation for computer equipment and computer applications to function in a shared environment online. In this regard, the design or creation of a platform to promote exercise for the promotion of health for people of all ages can be accessed in a variety of formats, such as the ability for mobile phones to connect to the internet and detect or record daily activities, namely eating, sleeping,

will have a crucial impact on significantly reducing expenses, enhancing the reliability of public healthcare systems, and fostering people's trust in accessing affordable medical services (Yogesh & Karthikeyan, 2022). Moreover, the use of mobile technology, together with the vast amount of data it produces, has great promise in encouraging health habits on both individual and population scales, however this potential has not been fully explored (Andrews et al., 2019).

Bio-Circular-Green Economy: BCG Model

Holistic economic development is essential for the simultaneous growth of the 3D economy, which encompasses the bio economy, concentrating on using biological resources to generate more worth. The focus is on creating valuable goods that are closely connected to the circular economy, with a strong emphasis on maximizing the reuse of different resources (National Science and Technology Development Agency, 2021). Thailand's economic development relies on driving the new economic model in the domains of Tourism and Sports, which includes the creation of job opportunities, exploring the competitive advantage of sports tourism in Thailand. A Bio-Circular Green Economy prioritizes the use of renewable natural resources as the foundation of the economy. The term 'BCG' refers to the integration of the bio economy, circular economy, and green economy (Mahanakorn Partners Group, 2021). This model has a potential to draw large number of tourists into the country. Thailand hosted the APEC conference in November 2022. The gathering focused on promoting economic recovery and the notion of "Open-Connect-Balance." Thailand envisions strategies to enhance trade and investment by promoting socially conscious corporate practices that prioritize equilibrium above monetary gain. 21 member nations in the area have endorsed the idea of the bio-circular green economy (Thailand Convention and Exhibition Bureau, 2022).

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Public Participation

Scholars have provided the following definitions for the concept of participation: According to Arnstein (1969), Berkley (1975), and Erwin (1976), participation refers to the act of engaging individuals in operational activities, collaborating, engaging in critical thinking, reaching consensus, and addressing personal challenges. Cohen & Uphoff (1981) further stated that community members must be involved in four dimensions: 1) participation in deciding what should be done and how to do it; 2) participation in self-sacrifice in development Including taking action as decided 3) Participating in sharing benefits arising from operations 4) Participating in project evaluation. Therefore, participation means giving everyone the opportunity to be involved in development operations, whether directly or indirectly, by participating in ideas and in decision-making to determine society's goals, allocating resources to achieve them, and complying with various plans or projects with willingness. This project examined the involvement process of network partners in the development and implementation of the Calories Credit Challenge: CCC, platform, which encompassed primarily the concept and practice of public participation.

Participation steps

Cohen & Uphoff (1981) outlined the stages of involvement as follows: Step 1: Engage in decision-making process. During the decision-making process, the first step is to ascertain the requirements and priorities, followed by the selection of appropriate policies and individuals involved. The process of decision-making is continuous and requires constant implementation from the first choice

forward. Decision-making is an important aspect of both the planning and execution stages of a strategy. Step 2 of project operations involves the implementation of the component element. This step focuses on determining who may benefit from the project and how they can benefit, including via resource, administration, coordination, and solicitation of aid. Step 3: Participation in benefits reception, when considering benefits, it is important to take into account both quantitative and qualitative advantages. Additionally, the distribution of these benefits within the group should also be examined. This endeavor has both advantageous and detrimental outcomes. This will have both advantageous and detrimental effects on people and society. Step 4: Engaging in assessment activities and evaluation participation. The crucial findings that should be highlighted are opinions, preferences, and expectations. Expectation is a factor that exerts influence and has the potential to alter the conduct of persons within diverse groupings.

Types of participation

White (1996) categorizes involvement into four distinct forms: nominal, instrumental, representative, and transformative. The individual posits that each form has distinct functionalities and contends that actors who hold positions of power and those who are less influential have different perspectives and vested interests in each form. To begin with nominal participation, it is often used by influential entities to provide credibility to development proposals. Individuals with less influence are drawn into it due to their want for participation. However, it is only a demonstration and does not lead to any actual transformation. For instrumental participation, community involvement is commonly used as a strategy to achieve a certain goal, often including the effective utilization of the expertise and abilities of community members in the execution of projects. Representative participation entails giving community people the opportunity to

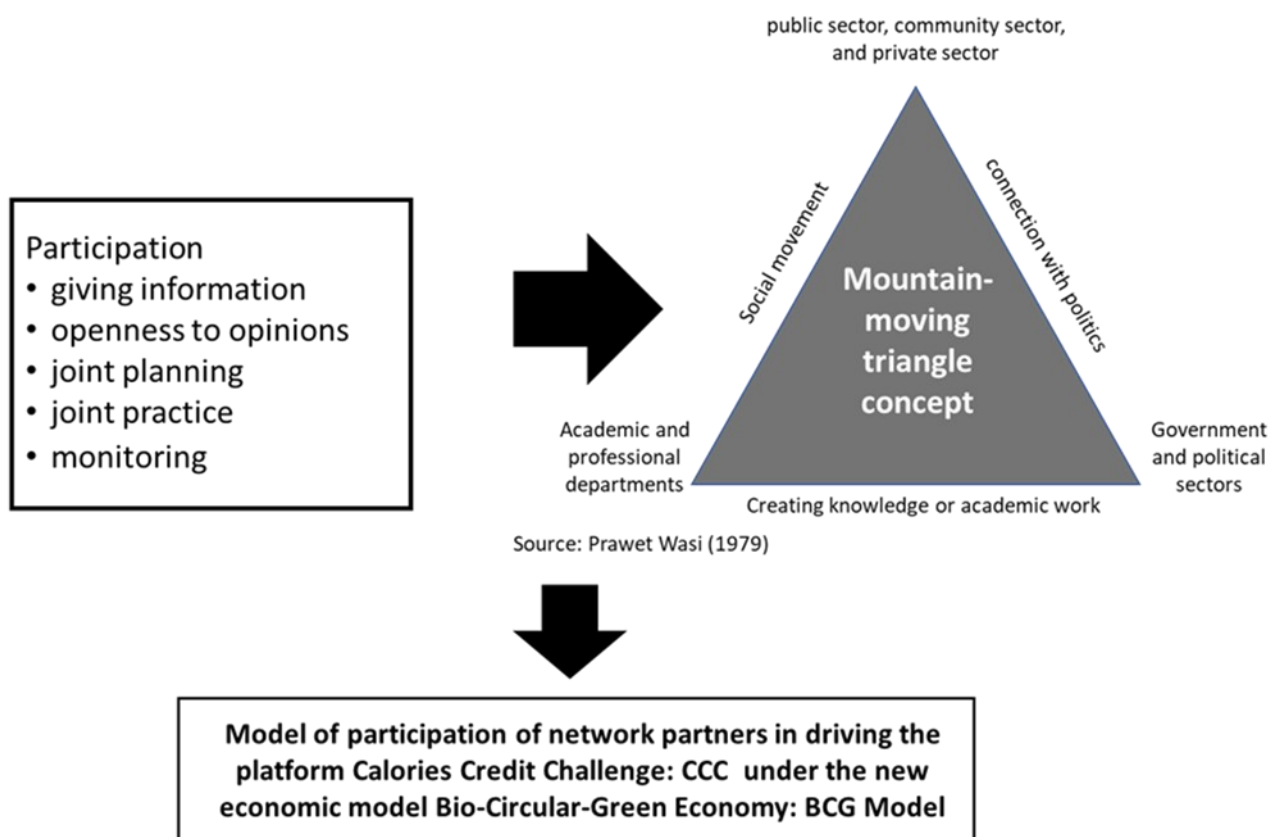
have a say in the decision-making and execution of initiatives or policies that directly impact them. For those with more influence, increased engagement by representatives enhances the likelihood of their intervention being enduring; for individuals with less influence, it may provide an opportunity for exerting influence. In terms of transformative

participation, the outcome is the enhancement of the individuals' power and subsequently, the modification of the systems and organizations that contribute to marginalization and exclusion. Quinton et al. (2022) study applied this concept to explore the engagement of older individuals via three case studies in visual participatory research.

Conceptual Framework

Figure 1

Conceptual framework



Research Methods

This study used a mixed methods approach, using both quantitative and qualitative research approaches. This research approach contributes the measurable patterns of network partner participation across five domains and the deeper contextual insights into their functional roles, creating a more complete understanding of how diverse stakeholders contribute to the CCC platform's implementation under the BCG economic framework.

Quantitative Research

The research employed a mixed methods approach with a quantitative analysis to investigate the role and forms of network partners, participating in driving and factors for success. Questionnaires were distributed to gather information from network partners in the public sector, commercial sector, and provincial assembly network groups in Thailand. The sample size for this investigation was 400 participants (N=817), selected by purposive sampling to identify a particular

sample group, which included policy makers, leaders in propelling policy into practice, private agency, and people as stakeholders.

A sample size of 400 participants derived from a population of 817 network partners, achieving a confidence level of 95% with a $\pm 3.3\%$ margin of error based on Taro Yamane's formula ($n = N/(1+Ne^2)$), ensuring statistical representativeness while remaining manageable for the comprehensive quantitative survey component of the research design. For statistical data analysis, it includes frequency, percentage, mean, and standard deviation.

Qualitative Research

The researchers performed qualitative research conducting focus group discussion to examine the contributions and insights gained from network partners. This research investigated their role in developing the Calories Credit Challenge (CCC) platform within the context of a new economic model. The Bio-Circular-Green Economy (BCG) model was developed by a focus group consisting of two sessions: 1) Listening to opinions on the role of network partners: The research studied with 10 key informants, including policy makers, leaders responsible for implementing policy at both the national and local levels, organizations and network partners to develop and promote the CCC platform under the BCG Model. These encompassed a range of groups such as government and political agencies, academics from educational institutions and universities,

as well as researchers from various institutes. Private sector, public sector, media, and non-governmental organizations were also involved,

Moreover, the research conducted 2) Lessons learned from network partners: The researcher performed a lessons learned session with a group of regions that have organized sports competitions utilizing the CCC platform in three specific areas: 1) Chaiyaphum Province, 2) Ratchaburi Province, and 3) Krabi Province. The research focused on government agencies, consisting of 36 key informants.

Results and Discussion

1. Research results on guidelines for participation of network partners in driving the CCC platform under BCG Model from a 400 respondents in 5 areas.

For the first objective, the results are demonstrated in 5 tables (Table1 to Table 5), which are categorized into 5 areas as follows;

1.1 Participation in providing information

In the area of information provision (Table 1), partners demonstrated moderate engagement (overall mean of 3.00) in communication activities. The strongest element was communication between administrators to establish policies (mean of 3.14), while opportunities for expressing opinions through press conferences and exhibitions scored lowest (mean of 2.95). This suggests that while formal communication channels exist, there's room for improvement in creating more interactive feedback mechanisms.

Table 1

The participation in driving the health platform in terms of participation in providing information

Participation in providing information	$\bar{X}$	S.D.	Level
1.1 There is communication between administrators to establish policies to drive adoption health platform applied to exercise of the people in the area.	3.14	.740	Moderate
1.2 Various media are used in providing information such as television, radio, personal media and news tower on issues related to driving exercise of local people through the use of a health platform.	2.99	.797	Moderate

Participation in providing information	$\bar{X}$	S.D.	Level
1.3 There is planning with stakeholders to drive the adoption of the platform for health, applied to exercise of the people in the area.	2.98	.727	Moderate
1.4 Information is provided to the public in a thorough, accurate, timely manner and easy to understand on the issue of exercise and playing sports through health platform.	2.96	.835	Moderate
1.5 There is an opportunity to express opinions about the health platform, applied to exercise of people in the area in many ways, such as Press conferences, news distribution, and exhibitions.	2.95	.785	Moderate
Total	3.00	.624	Moderate

The participation in driving the health platform in terms of participation in providing information was at a moderate level ($\bar{X} = 3.14$).

1.2 Participation in accepting opinions from the public

Regarding the acceptance of public opinions (Table 2), the overall participation level was similarly moderate (mean of 3.01). Partners were most

engaged in surveying public opinions about the health platform (mean of 3.06), but less active in creating opportunities for the public to express their needs regarding exercise through the platform (mean of 2.96). This indicates a somewhat top-down approach that could benefit from more robust bottom-up input channels.

Table 2

The participation in driving the health platform in terms of participation in accepting opinions from the public

Participation in accepting opinions from the public	$\bar{X}$	S.D.	Level
2.1 There was a survey of public opinions on the introduction of platform to health is used to promote exercise Physical strength of people in the area.	3.06	.798	Moderate
2.2 There was a formal discussion between the director and planners as well as the public sector to evaluate progress in promoting exercise for people in the area.	3.00	.764	Moderate
2.3 There is an opportunity to invite the public to express their opinions about the demands for exercise using a health platform as a tool.	2.96	.847	Moderate
Total	3.01	.682	Moderate

The participation in driving the health platform in terms of participation in accepting opinions from the public was at a moderate level ($\bar{X} = 3.06$).

1.3 Participation in joint planning

In terms of joint planning (Table 3), participation again registered at a moderate level (mean of 2.94). The involvement of knowledgeable experts

providing operational advice was the strongest element (mean of 3.04), while joint work between agencies and participatory problem-solving meetings scored equally lowest (both at 2.89). This suggests that while expertise is valued, collaborative problem-solving processes could be strengthened.

Table 3*The participation in driving the health platform in terms of participation in joint planning*

Participation in joint planning	$\bar{X}$	S.D.	Level
3.1 There are experts who have knowledge and expertise in giving advice for plan operations to lead health platforms to be used to encourage people in the area to exercise.	3.04	.771	Moderate
3.2 A working group has been appointed to work covering all sectors for planning on bringing in a health platform to promote exercise of people in the area.	2.92	.805	Moderate
3.3 There is joint work between relevant agencies and the public sector continuously to create participation in leading health platform to be used to promote exercise of people in the area.	2.89	.789	Moderate
3.4 Participatory planning meeting with stakeholders and the public sector continuously to solve problems and obstacles that arise during operation work.	2.89	.764	Moderate
Total	2.94	.628	Moderate

The participation in driving the health platform in terms of participation in joint planning was at a moderate level ($\bar{X}$ = 3.04).

1.4 Participation in practice

For practical implementation (Table 4), the overall participation level remained moderate

(mean of 2.93). Joint activities to carry out policies scored equally highest (both at 2.93), while participation in disseminating exercise information through the platform scored slightly lower (mean of 2.91). This indicates relatively consistent engagement in implementation activities.

Table 4*The participation in driving the health platform in terms of participation in practice*

Participation in practice	$\bar{X}$	S.D.	Level
4.1 There is a joint activity to carry out policies to achieve the objectives.	2.93	.787	Moderate
4.2 There is a joint activity to carry out the policy on promoting exercise of people in the area in every sector.	2.93	.755	Moderate
4.3 Participate in the dissemination of exercise information through the use of the exercise platform for health that is beneficial to the public.	2.91	.812	Moderate
Total	2.93	.669	Moderate

The participation in driving the health platform in terms of participation in practice was at a moderate level ($\bar{X}$ = 2.93).

1.5 Participation in monitoring and inspection

Finally, regarding monitoring and inspection (Table 5), participation was also moderate (mean

of 2.92). The establishment of monitoring committees scored highest (mean of 2.97), while having every sector play an important role in evaluation scored lowest (mean of 2.89). This suggests a somewhat centralized approach to evaluation that could benefit from more distributed responsibility.

Table 5*The participation in driving the health platform in terms of participation in monitoring and inspection*

Participation in monitoring and inspection	$\bar{X}$	S.D.	Level
5.1 A monitoring and evaluation committee has been established.	2.97	.752	Moderate
5.2 There is follow-up, inspection, and evaluation in a transparent and verifiable manner.	2.94	.769	Moderate
5.3 There are various methods for monitoring, inspecting, and evaluating results.	2.90	.744	Moderate
5.4 Every sector has an important role in monitoring and evaluating.	2.89	.758	Moderate
Total	2.92	.643	Moderate

The participation in driving the health platform in terms of participation in monitoring and inspection was at a moderate level ($\bar{X}$ = 2.97).

From studying the role of participation of network partners in all 5 areas, it can be seen that the participation of the network partners under each issue have various formats, depending on the context of each agency's role. From the results of the study, the main agency in driving the calorie credits platform (Calories Credit Challenge: CCC) can design a drive that is appropriate for groups of government agencies, private sector, and civil society so that everyone can play a role in driving the most appropriately and effectively.

2. Research results on the role of network partners in participating in driving the CCC platform under BCG Model

2.1 Promoting exercise among people in Thailand through driving the CCC platform

Public health agencies, sports agencies, travel agencies, related educational institutions, and the general public, have become aware of how to maintain a healthy physique. As a result, various agencies have established facilities to meet the growing population of individuals seeking to engage in physical activity within different areas.

2.2 The role of network partners in participating in driving the CCC platform

The researcher summarized the roles of network partners in participating in driving the CCC platform through focus group discussions. There were a total of 10 key informants, classified into 4 sectors: 1) government agencies, 2) private sector agencies, 3) civil society and 4) mass media, as follows:

Government agencies

It is an agency at the ministerial level, namely under the ministerial of Tourism and Sports, who must actively participate in shaping and executing the platform's policies, striving for effective implementation by fostering collaboration among agencies across all sectors from both at the ministerial level and at the local level. Furthermore, they are actively fostering collaboration with both the commercial and governmental sectors, while also establishing comprehensive protocols for ongoing oversight and surveillance of activities.

Private sector agencies

They are capable of actively contributing to the development of the CCC platform across several aspects, particularly in spearheading its use for arranging sporting events or using it for people management inside the business. It is a valuable metric for assessing performance that will provide several advantages to the firm.

Civil society

They may engage in promoting health and fitness as a lifestyle choice within the community by using a novel social network called the CCC platform, which can be extended to other organizations. Individuals can engage in consistent physical activity and actively contribute to the coordination of athletic events across several tiers and collaborate to identify strategies for mitigating the environmental impact of hosting sports contests.

Mass media

They become a supporter in presenting and disseminating news and information, and publicizing accurate activity information and useful information about the CCC platform to various communication channels including newspapers, websites, and social media, including communication through groups of famous people or influencers

2.3 Guidelines for creating network partners to participate in driving the CCC platform under the BCG Model

Creating network partners to participate in driving the CCC platform under the BCG Model found that creating networks in grassroots communities is to establish networks from community, sub-district, district, and province levels. The guidelines are 1) data management without

having to go through a central department that manages everything to the extent that the district can operate to be able to use information quickly and according to needs consistent with actual use in order to further develop the district according to the actual context 2) creating community leaders at the provincial or district level (Key man) who can carry out the drive through supervision in each district and 3) setting goals and indicators for each district in driving the CCC platform.

2.4 Forms of participation of strategic partners in developing and driving the CCC platform under the BCG Model

Based on the insights gained from the lessons learned, from all three provinces in relation to the CCC platform, it has been observed that there is now a growing inclination towards prioritizing the well-being of the Thai population. This includes modifying the conduct of individuals in the contemporary day who often rely on technology to greatly assist themselves. This encompasses the use of technology in physical activity, making it a favorable occasion for the platform and will be implemented to provide more motivations for Thai people to engage in physical activity. The agencies involved in participating in driving the CCC platform can be classified as shown in Table 6.

Table 6

The agencies involved in participating in driving the CCC platform

Government agencies	Private sector agencies	Civil society
1. Ministry of Tourism and Sports 2. Provincial Administrative Organization (PAO) 3. City Municipality 4. Sub district Administrative Organization (SAO) 5. Village health volunteers 6. Office of the Basic Education Commission : OBEC 7. Schools and Educational Institutions 8. Thai Health Promotion Foundation 9. Provincial Public Health Office 10. Provincial Office of Tourism and Sports 11. Office of Commercial Affairs 12. Thailand National Sports University 13. Sport Association 14. Provincial Community Development Office	1. Financial institutions 2. Provincial Chamber of Commerce 3. Tourism and hotel sector 4. Local industrial sector 5. Sports Club 6. Local businesses	7. Mass media 8. Sports clubs 9. Provincial Assembly Network

From Table 6, it is found that government agencies, the private sector, and civil society will be agencies under supervision that will be important agencies in driving the CCC platform. These are agencies that are considered close to the grassroots and can play a role in driving the Calories CCC platform, such as local level agencies such as City Municipality, Sub district Administrative Organization (SAO), and Village health volunteers which are agencies with a large number of personnel and networks joining in educating the public as well as expanding the results to households in the area, schools, and educational institutions. It is an important unit for cultivation and provides knowledge to understand the importance of exercise and playing sports for children and youth. Therefore, it is necessary to accommodate schools, and educational institutions are the medium of communication to promote exercise and playing sports by using the CCC platform. Moreover, Sports Club, Sport Association, and Chamber of Commerce are organizations that have members in both government and private sectors. Therefore, they play an important role in jointly campaigning for the use of the CCC platform through introductions, public relations among members and the media. They are agencies providing knowledge, understanding and public relations communications in campaigning for people in the area to get to know the platform. CCC is also an agency that provides knowledge on how to use the CCC platform for all age groups.

2.5 Factors for success in driving the CCC platform under the BCG Model

From lessons learned on factors for success in driving the CCC platform under the BCG Model can be explained as follows;

1) Propulsion and promote policies of government agencies that lead to clear and concrete actions of local agencies to drive the Calories Credit Challenge: CCC platform through community leaders.

2) Leaders of local government agencies recognize the importance of in driving the platform through exercise, sports and physical activities and use statistical data as information to create good health for people in the area.

3) Local agencies such as local government organizations, Sub district Administrative Organization, Village health volunteers (VHVs), which have a large network of members and being close to people in the community requires integration and cooperation to drive the platform to people in the area, especially by providing knowledge and understanding in using the CCC platform.

4) Providing access mechanisms for the platform to groups of people who do not have access to technology.

5) Promoting environmentally friendly tourism to generate income from tourism which can also be distributed to vulnerable groups in the area through the platform.

6) Creating and cultivating children in school to have an awareness of the importance and benefits that arise from exercise and sports through the learning process in educational institutions by using the platform into a medium for teaching and learning.

7) Having a public health database to organize continuously diverse competitive activities. People in the community can easily access them by using the platform to participate in an activity.

8) Carrying out activities with cooperation from government agencies, the private sector, and civil society to drive the platform.

Discussion

The study on the protocols for the involvement of network partners in operating the CCC platform under the BCG Model included a sample size of 400 participants from 5 geographical regions. The research uncovered many facets of involvement in operating the health platform.

Levels of Participation: Participation in providing information, accepting opinions from the public, joint planning, practice, and monitoring and inspection were all at a moderate level. This suggests that network partners are reasonably engaged in contributing information relevant to the health platform. It indicates that there is a foundational level of communication and data sharing among the partners, which is essential for effective collaboration and decision-making. This coincides with the study of Kho et al. (2010), which sought the participation of important individuals in a health services research (HSR) project to create an improved and more precise version of a tool used to evaluate guidelines. Partnerships between various groups across different industries have grown more prevalent in the sport for development as a means to address current obstacles (Kang & Svensson, 2022). This indicates that the network partners are actively involved in providing pertinent information for the health platform. This suggests the presence of a fundamental degree of communication and data exchange among the parties, which is crucial for productive cooperation and decision-making. However, to optimize the effectiveness of the CCC platform, it's crucial for partners to engage in robust joint planning processes that align with shared goals and objectives. The planned cooperation of government-led non-governmental groups in inter-network structures has the potential to become the prevailing approach to public engagement in tourist planning in the future (Lin & Simmons, 2017).

Role of Network Partners: Network partners play crucial roles in promoting exercise among people in Thailand through the CCC platform. Government agencies, private sector agencies, civil society, and mass media actively contribute to different aspects of the platform. The research findings shed light on the crucial role of network partners in driving the CCC platform under the BCG Model, particularly focusing on promoting

exercise among people in Thailand. The involvement of various stakeholders, including public health agencies, sports agencies, travel agencies, educational institutions, and the general public, has been instrumental in fostering awareness about maintaining a healthy physique and encouraging physical activity across different areas of the country. Networks are designed to operate as systems that may coordinate and unify tourism destinations, resulting in advantages for participating tourism companies, improving destination performance and quality, and promoting the creation of enjoyable and unforgettable experiences for visitors (Zach & Racherla, 2011). Distinct contributions and responsibilities of each sector towards the advancement of the CCC platform matter and mass media is one significant example. According to Tian et al. (2023), their research findings demonstrated a direct and positive relationship between media consumption and engagement in athletic activities. This association was influenced by factors such as the kind of media, methodologies used to quantify media consumption, characteristics of the study participants, and cultural context of the studies. The interplay between mass media and sport is reciprocal, with one sector exerting influence on the other and undergoing transformations as a result. In contemporary times, it may be said that there exists a near flawless alliance between mass media and sports (Zbigniew et al., 2012).

Guidelines for Creating Network Partners: Guidelines for creating network partners emphasized establishing networks at grassroots levels, data management, creating community leaders, and setting goals and indicators for each district participating in driving the CCC platform. Government agencies, such as the Ministry of Tourism and Sports, Provincial Administrative Organizations (PAOs), and City Municipalities, are at the forefront of driving the CCC platform as studied by Devine et al. (2011). These agencies are deeply rooted in local governance structures

and possess the necessary resources and authority to implement initiatives effectively. Additionally, Sub district Administrative Organizations (SAOs) and Village Health Volunteers serve as vital grassroots entities, engaging in community outreach and education to promote physical activity and disseminate information about the CCC platform. Educational institutions are pivotal in shaping attitudes towards physical activity among children and youth. According to Eime and Payne (2009), sports organizations are advised to customize their school-based programs using established health promotion planning concepts, which should include community input, instead of persisting with their existing strategy that assumes a single solution fits all. Moreover, private sector entities and civil society play vital roles in driving the CCC platform. Civil society organizations, including mass media outlets, sports clubs, and provincial assembly networks, serve as influential advocates for the CCC platform. Civil society organizations (CSOs) play a significant role in promoting local social, economic, and environmental sustainability via various means (Nordfeldt & Dahlström, 2023). Through public relations campaigns, media coverage, and community engagement activities, these organizations raise awareness about the platform and mobilize support for its adoption and utilization.

Factors for Success: Success factors included clear policy promotion by government agencies, recognition of importance by local leaders, integration among local agencies, providing access to technology, promoting environmentally friendly tourism, cultivating awareness among children in schools, maintaining a public health database, and fostering cooperation among various sectors

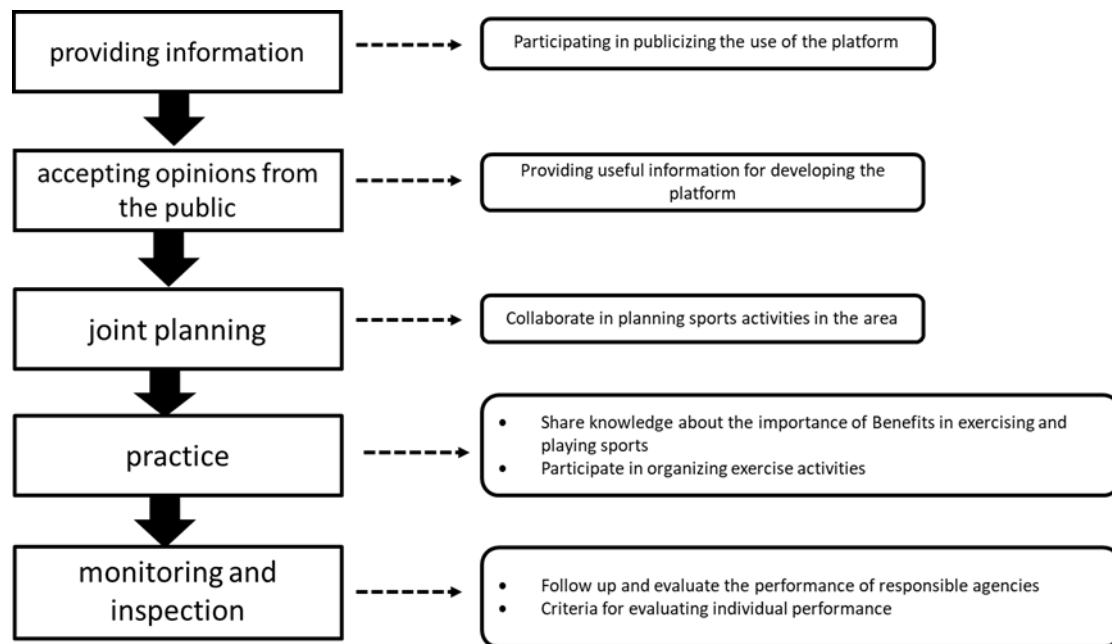
to drive the platform effectively. Using statistical data as informing tools helps to support the significance of these activities and direct decision-making processes towards establishing healthier settings. Efficient administration of sports big data is essential for the success of the national sports business, teams, and individuals (Bai & Bai, 2021). Additionally, leveraging the CCC platform to promote environmentally sustainable tourism not only generates income but also benefits vulnerable groups in the community. According to Nyikana and Tichaawa (2024), conducted a research on this issue and the findings indicate that the sport tourism industry has significant potential to contribute to the economies in the area via interconnections, resulting in major socioeconomic benefits. In order for sustainable sports tourism to effectively support government objectives related to regional development, global competitiveness, infrastructure development, and community development, it is necessary to establish an integrated framework. The research has ramifications for policy and planning.

Conclusion

From the study of the role of participation in driving the Calories Credit Challenge: CCC platform under the new economic model (BCG Model), it was found that the form and process of participation of strategic partners in developing and driving the Calories Credit Challenge: CCC platform under the new economic model (BCG Model), 5 processes include 1) providing information, 2) accepting opinions from the public, 3) joint planning, 4) practice, and 5) monitoring and inspection as follows:

Figure 2

The form and process of participation of strategic partners in developing and driving the CCC



Recommendations for the development of participatory public policy through the Digital Platform include 1) All relevant industries are necessary to have a comprehensive and conscious body of knowledge and awareness to promote the use of the CCC platform within the framework of the BCG Model; for example, advocate the dissemination of prototypes showcasing its use, such as providing influencers with access. Moreover, the Ministry of Tourism and Sports should collaborate with pertinent authorities to provide valuable information on the promotion and cultivation of awareness, in line with the BCG Model, among children, youth, and the general population, with the aim of fostering a consciousness of physical activity. Engaging in athletic activities while simultaneously safeguarding the environment will result in long-term sustainability for individuals within the community. 2) Central data standardization of the CCC platform by establishing robust protocols and measures to enhance trust and ensure high security standards for storing personal information on the platform and to connect exercise statistics data, engaging in sports and physical

activities together on the platform while effectively incorporating the use of statistical data. 3) Developing an action plan to promote exercise, sports, and physical activity. 4) Promoting the growth of Thailand's tourist industry by using sporting activities to enhance its economic worth; for example, The Ministry of Tourism and Sports together with the Tourism Authority of Thailand should create a network by encouraging the tourism business sector to participate in supporting sports activities using the platform. It is a tool for carrying out activities.

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