

The Application of the 7S McKinsey Model to Enhance Organizational Success in Community-Based Enterprises in Surat Thani Province, Thailand

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Abstract

Community-based tourism (CBT) has become an essential strategy in promoting meaningful and sustainable tourism experiences, while also making a positive contribution to community development. CBT enterprises are acknowledged in Surat Thani Province, Thailand, for their capacity to foster economic growth and safeguard cultural heritage. Utilising the McKinsey model framework, this study evaluates the efficacy of business administration within these organisations, with a particular emphasis on the critical determinants that impact the success of business management. By conducting group discussions and questionnaires, the research gathered 260 participants from 26 groups, including academic professionals, business members, executive committee teams, and technical experts, in order to evaluate the present condition of CBT enterprise management. The results indicated that business management has achieved a generally high degree of success across various dimensions, including organisational structure, skills, knowledge, abilities, management style, and shared values. On the contrary, the success rates of corporate strategy, operational systems, and personnel were comparatively lower. Staff, corporate strategy, leadership, and organisational structure have been identified as elements that influence success. Furthermore, challenges related to information dissemination, recruitment of members, unclear role definitions in executive committees, and the clarity of operational strategies were emphasised as obstacles in management. Building upon these observations, the researchers suggest a set of principles to improve organisational management in CBT groups. These principles underscore the significance of action plans, well-defined management frameworks, delegating tasks, distributing benefits equitably, developing leadership, and customising marketing approaches to suit particular tourist markets.

Keywords: Community-based tourism (CBT), McKinsey's 7S, Organizational success, Sustainable tourism

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Introduction

Community-based Tourism (CBT), which emphasises local empowerment, cultural preservation, and environmental conservation, has emerged as a promising strategy for sustainable development (Irwan et al., 2022). CBT seeks to involve local inhabitants in tourism endeavours while advocating for genuine cultural encounters and mitigating detrimental effects on natural resources, as opposed to conventional mass tourism which frequently marginalises local communities (Giampiccoli et al., 2022; Lee & Jan, 2019). However, the success of CBT enterprises is contingent on a multitude of internal and external organisational factors. The aforementioned elements comprise market dynamics, organisational structure, leadership style, and stakeholder engagement (Jung, 2022; Zielinski et al., 2021). Prior studies have emphasised the significance of capacity building, community engagement, strategic planning, and effective leadership in order to improve the sustainability and success of cognitive-behavioral therapy (CBT) initiatives (Imbaya et al., 2019; Karacaoğlu & Birdir, 2017; Sriyani, 2022; Yanes, 2019). Furthermore, it is imperative that CBT enterprises adopt sustainable practices, digital technology, and innovation (Chatkaewnapanon & Lee, 2022; Pradhan & Ehnis, 2019) in order to maintain competitiveness in the tourism sector's swift evolution (Gössling et al., 2020).

Although there is a wealth of literature that offers valuable insights into the obstacles and prospects encountered by CBT firms, there is a scarcity of studies that have thoroughly examined their internal workings through the lens of established management theory frameworks. In order to bridge this knowledge divide and bolster the achievements of organisations, a methodical framework that can evaluate and enhance the internal workings of CBT enterprises is required. Waterman et al. (1980) describe McKinsey's 7S framework as an exhaustive method for assessing the effectiveness of an organisation. It does so through an analysis of the interrelationships between strategy, structure, systems, skills, style, personnel, and shared values. This paradigm illuminates the manner in which these elements interact to influence the performance and conduct of organisations, offering vital perspectives for improving the effectiveness, sustainability, and competitiveness of CBT enterprises, specifically in Surat Thani province in Southern Thailand.

Surat Thani province, with its robust community networks, diverse ecosystems, and abundant cultural heritage, is a notable hub for CBT initiatives (Barbieri et al., 2020; Maldonado-Erazo et al., 2020;

Nevertheless, CBT enterprises operating in Surat Thani province face a multitude of obstacles pertaining to resource management, governance, and marketing strategies. This study applies the McKinsey framework to analyze community-based tourism (CBT) enterprises in Surat Thani province in order to identify key determinants of organizational success and generate insights for improving their sustainability and performance.

Objectives

1. To assess the present state of business management in Surat Thani province community-based tourism enterprises.
2. To analyze the critical determinants that influence the effectiveness of business management strategies in community-based tourism initiatives.
3. To examine the diverse obstacles and challenges faced by community-based tourism enterprises in Surat Thani province when implementing management practices.
4. To develop comprehensive principles and actionable recommendations to enhance business management strategies in CBT enterprises, promoting sustainable development and expansion.

Conceptual Framework

Community-based tourism (CBT) plays an important role in promoting community empowerment and sustainable development, particularly in regions endowed with rich natural and cultural resources, such as Surat Thani province in Thailand. However, the effectiveness of CBT enterprises largely depends on sound business management practices.

Figure 1 presents a conceptual framework designed to systematically assess and improve business management within CBT enterprises. The framework aims to provide policymakers and stakeholders with practical insights to strengthen management practices and enhance the sustainability and performance of CBT enterprises. The framework comprises four interrelated components, each addressing a key aspect of business management in CBT enterprises:

1. Assessment of business management practices: The McKinsey 7S model is used to assess current business management practices in CBT enterprises in Surat Thani province. This assessment provides a structured approach to identifying strengths and areas for improvement in organizational management.
2. Identification of critical success factors: This component identifies the key factors contributing to successful business management in CBT enterprises. These factors are classified according to the hard and soft elements of the McKinsey 7S model. Insights are derived from expert consultations, literature review, and data analysis to develop a conceptual linkage between these factors and organizational performance.
3. Analysis of challenges and barriers: Focus groups and surveys with executives and members of CBT enterprises in Surat Thani province are conducted to explore the challenges affecting effective business management. Qualitative analysis and stakeholder engagement are used to identify underlying issues and potential solutions.
4. Development of management guidelines and recommendations: Based on the findings, practical guidelines and recommendations are developed to improve business management strategies in CBT enterprises in Surat Thani province. These recommendations integrate stakeholder perspectives, best practices, and research findings to support sustainable development in the regional tourism sector.

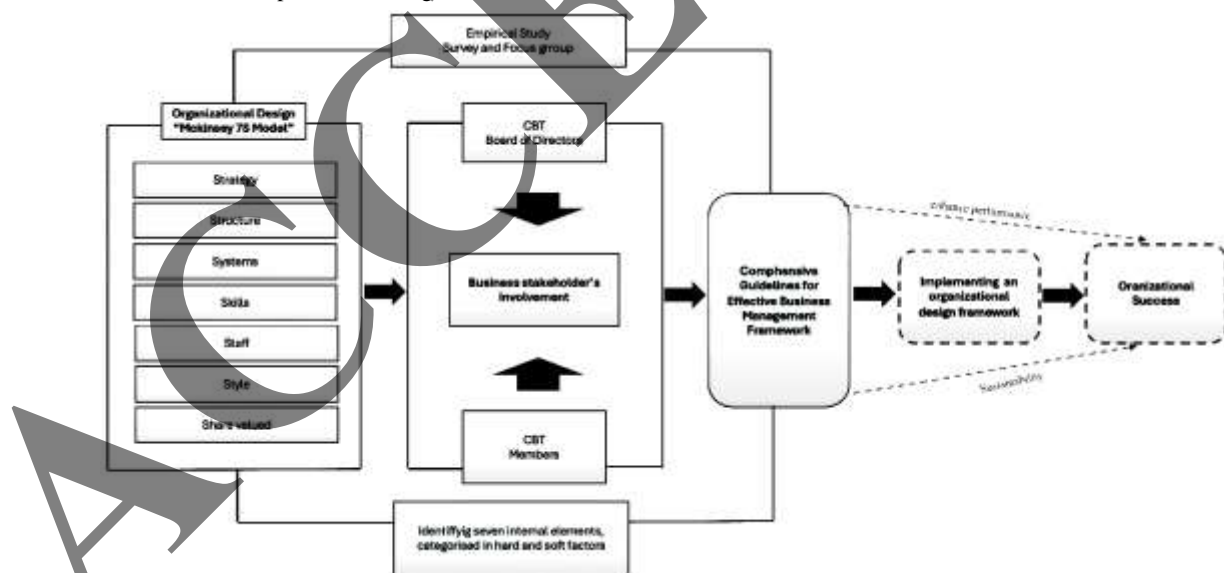


Figure 1 Conceptual Framework

As a collective, these elements form an all-encompassing conceptual structure that directs the methodical investigation and improvement of business management strategies in Surat Thani province's community-based tourism enterprises. By conducting an in-depth examination, involving relevant parties, and offering actionable suggestions, our research aims to make a positive impact on the advancement of sustainable tourism growth and community empowerment in the area.

Research Methodology

This study employed a mixed-method approach to investigate the management practices of community-based tourism (CBT) enterprises in Surat Thani province using the McKinsey 7S framework. The methodology combined quantitative and qualitative methods to provide a comprehensive understanding of the research objectives.

1. Research Design

The study was structured to evaluate the current state of business management in CBT enterprises, identify critical success factors, and examine obstacles to effective management practices. The McKinsey 7S framework served as the conceptual foundation, offering a systematic lens to assess organizational dimensions including structure, strategy, systems, skills, style, staff, and shared values.

2. Sampling Techniques and Participants

This study aimed to clearly understand the management practices of Community-Based Tourism (CBT) enterprises in Surat Thani province through a carefully structured sampling approach. A total of 260 participants from 26 different CBT enterprises were selected using stratified random sampling. This technique ensured representation across varying enterprise characteristics such as business size, geographical location, and managerial styles. The chosen sampling method allowed the study to reflect accurately the operational realities and management approaches adopted by these enterprises across Surat Thani province.

In addition to the primary sample, this research identified 12 key informants through purposive sampling to gain deeper insights. These informants were chosen based on their extensive experience, practical knowledge, and direct involvement in the management and strategic development of CBT enterprises. Their roles ranged from strategic oversight to community integration and policy advocacy, making their perspectives invaluable for a comprehensive understanding of organizational effectiveness and challenges. The detailed characteristics of these key informants are described as follows:

2.1 CBT Enterprise Leaders (4 informants)

These leaders occupied senior positions within their organizations and held direct responsibility for strategic planning, operational oversight, and maintaining organizational sustainability. Each had significant experience managing complex stakeholder relationships and balancing tourism development with community interests. They offered first-hand accounts of internal management practices, challenges with leadership succession, financial decision-making, and strategies used for navigating market competition.

2.2 Community Representatives (3 informants)

These informants were prominent community members actively involved in CBT initiatives and influential in local decision-making processes. They ensured alignment of CBT activities with community interests, cultural preservation, and sustainable economic growth. Their perspectives highlighted key insights into community perceptions of CBT enterprises, identifying both the beneficial impacts and critical community-related challenges faced by these tourism ventures.

2.3 Tourism Officers & Policymakers (3 informants)

These individuals represented local tourism authorities and government agencies responsible for policy formulation, regulatory support, and strategic development initiatives supporting CBT enterprises. Their expertise provided essential understanding regarding policy implementation barriers, government support mechanisms, and effectiveness of external partnerships aimed at boosting CBT development and sustainability.

2.4 Academic Experts & Business Consultants (2 informants)

Professionals specialized in sustainable tourism management, organizational strategy, and business advisory services. They provided expert insights into the application and effectiveness of business models, financial strategies, and digital innovations utilized by CBT enterprises. Their expertise facilitated a critical evaluation of current practices and guided the formulation of actionable recommendations designed to strengthen organizational performance and market competitiveness.

By integrating both quantitative and qualitative perspectives, this study offers a comprehensive analysis of how CBT enterprises operate, what factors influence their success, and what improvements can be made to ensure long-term sustainability. The diverse perspectives of key informants enrich the findings and provide a practical foundation for enhancing the management and success of CBT enterprises in Thailand.

3. Data Collection

Data were collected using a combination of survey questionnaires and focus group discussions, ensuring both breadth and depth in the analysis.

3.1 Survey Questionnaires

The quantitative data were gathered through structured questionnaires distributed to participants. The questionnaire was designed based on the McKinsey 7S framework, with 44 items covering the seven organizational dimensions. Each item was measured on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was validated by three experts in organizational management, achieving a content validity index (CVI) of 0.85, indicating high validity. Reliability testing yielded a Cronbach's alpha of 0.92, confirming the instrument's internal consistency.

3.2 Focus Group Discussions

Qualitative data were obtained through three focus group discussions with selected key informants. Each session lasted approximately two hours and followed a semi-structured format. Discussions explored themes such as leadership challenges, stakeholder collaboration, and the integration of community values into organizational practices. This approach provided rich insights to complement the quantitative findings.

4. Data Analysis: A Mixed-Method Approach for Understanding CBT Enterprises

This study employed a mixed-method approach to gain a comprehensive understanding of how CBT enterprises operate in Surat Thani province. By integrating quantitative data from structured surveys with qualitative insights from focus group discussions, the analysis provided a clearer picture of the factors that influence organizational success. The combination of both methods ensured that statistical findings were supported by real-life experiences and operational challenges faced by CBT enterprises.

4.1 Quantitative Analysis: Measuring Organizational Performance

The quantitative phase of the study involved data collection from 260 participants across 26 CBT enterprises. The analysis utilized SPSS software, applying descriptive statistics (such as mean scores and standard deviations) to examine trends in CBT management practices.

To further explore significant relationships between variables, inferential statistical tests were conducted, including t-tests and factor analysis. The factor analysis, which accounted for 71.92% of the variance, validated the use of the McKinsey 7S framework in assessing CBT enterprises. This statistical validation reinforced the framework's reliability in identifying the key factors that contribute to business performance.

Findings from this phase highlighted strengths in areas such as organizational structure and shared values, while exposing weaknesses in strategic planning and operational systems. A comparison between high-performing and low-performing CBT enterprises revealed specific areas requiring improvement, particularly in staff training, business strategy development, and digital transformation.

4.2 Qualitative Analysis: Exploring the Human Side of CBT Management

Beyond statistical findings, focus group discussions were conducted with 12 key informants to provide deeper insights into the operational realities of CBT enterprises. These discussions allowed for a richer understanding of leadership challenges, stakeholder engagement, and business management practices.

Qualitative Data Analysis Process

1. **Transcription and Coding:** Responses from focus group discussions were transcribed and categorized into themes based on McKinsey's 7S dimensions.

2. **Theme Identification:** Recurring patterns in the discussions were identified, particularly those related to leadership gaps, digital adoption barriers, and financial management challenges.

3. **Triangulation with Quantitative Findings:** To strengthen the analysis, qualitative insights were cross-referenced with quantitative trends, ensuring consistency and reinforcing key conclusions.

For instance, while the quantitative data indicated strong performance in shared values and organizational structure, qualitative discussions revealed that many CBT enterprises lacked formal strategic planning frameworks and faced difficulties adapting to modern business practices. By linking both data sources, a more realistic picture of CBT management effectiveness emerged.

4.3 Bridging Statistical Trends with Practical Insights

The integration of quantitative and qualitative findings ensured that the analysis was not purely theoretical but reflected actual experiences within CBT enterprises. The quantitative data provided measurable trends, while the qualitative insights explained the underlying reasons behind those trends.

For example:

- Quantitative results showed that strategic planning had a low average score (3.15). → Qualitative insights revealed that many CBT enterprises operate without formal business plans, relying instead on informal decision-making processes.

- Quantitative data indicated weaknesses in operational systems (mean score: 3.06). → Qualitative discussions attributed this to the limited use of digital tools and outdated financial tracking methods.

By combining both methods, the study provided a well-rounded analysis that not only identified key problem areas but also offered actionable recommendations. This approach ensured that findings were both statistically sound and practically relevant, equipping CBT enterprises with the knowledge to enhance their strategic decision-making, operational efficiency, and long-term sustainability.

5. Instrument Validation and Reliability

To ensure the validity and reliability of the research instruments, several steps were taken. The content validity of the questionnaire was assessed using the Index of Item-Objective Congruence (IOC). A panel of three experts rated each item for relevance, and items with an IOC score of 0.67 or higher were included in the final instrument. Reliability was assessed through Cronbach's Alpha, calculated during a pilot study with 30 participants. The overall alpha value of 0.85 indicated high reliability, with all subscales achieving values above the threshold of 0.70.

6. Integration of Mixed Methods

The mixed-method approach allowed for the integration of quantitative and qualitative findings. While the quantitative analysis provided a broad evaluation of management practices, the qualitative insights added depth and context, illustrating how organizational dynamics operate in practice. This methodological triangulation ensured the reliability and validity of the results, enhancing the study's contribution to the field of sustainable tourism management.

Results and Discussion

This section integrates the findings from the study with a broader academic discourse, highlighting critical insights, global comparisons, and organizational challenges faced by CBT enterprises in Surat Thani province. The

McKinsey 7S framework provides a robust lens for analyzing organizational performance, identifying success determinants, and addressing systemic barriers.

1. Assessment of Business Management in CBT Enterprises

1.1 Organizational Structure and Leadership

Organizational structure plays a crucial role in business efficiency and decision-making. The results showed that CBT enterprises generally maintain a structured hierarchy, with clear role allocations and defined operational processes. However, challenges such as unclear leadership succession and governance complexities remain prevalent, which can hinder long-term sustainability (Williams & Shaw, 2022).

1.2 Strategic Planning and Business Development

Strategic planning in CBT enterprises remains underdeveloped, with a low mean score of 3.15, indicating a lack of structured, long-term business strategies. This aligns with the previous studies that many CBT enterprises struggle with aligning tourism strategies with market demands. Developing business models that integrate sustainable tourism principles is critical for future success.

1.3 Operational Systems and Digital Adoption

The study revealed that many CBT enterprises operate with inefficient administrative and operational processes. The lack of digital integration (mean score: 3.06) highlights a need for adopting modern technological tools such as online booking platforms and CRM software. Digitalization enhances operational efficiency, financial tracking, and marketing outreach.

1.4 Human Resource Development and Capacity Building

A key challenge in CBT enterprises is limited access to professional training programs, affecting business growth and service quality. Although staff competency was rated relatively high (3.65), many enterprises lack structured leadership development and digital literacy training.

1.5 Financial Sustainability and Revenue Diversification

Financial constraints remain a significant barrier to CBT enterprise growth. The mean financial management score (3.15) suggests inconsistent cash flow management, limited access to external funding, and poor financial literacy among business owners (Hampton & Jeyacheya, 2023). Diversifying revenue streams through eco-tourism packages, public-private partnerships, and grant funding could enhance long-term viability (Hall et al., 2022).

To provide a clearer picture of the statistical findings, Table 1 presents the average scores for each business management aspect, alongside the benchmark scores and statistical significance levels.

Table 1 Statistical evaluation of business management aspects in CBT enterprises.

Management Aspect	Average Score	Benchmark Score	Statistical Significance (p-value)	Performance Level
Organizational Structure	3.68	3.50	0.00*	High
Strategic Planning	3.15	3.50	0.00*	Low
Operational Systems	3.06	3.50	0.00*	Low
Human Resource Management	3.41	3.50	0.12*	Moderate
Staff Skills	3.65	3.50	0.00*	High
Leadership	3.76	3.50	0.00*	High
Financial Stability	3.15	3.50	0.00*	Low

* $p \leq .05$

As illustrated in Table 1, the highest-performing dimensions were Leadership (3.76), Organizational Structure (3.68), and Staff Skills (3.65), which exceeded the benchmark score of 3.50. Conversely, Strategic Planning (3.15), Operational Systems (3.06), and Financial Stability (3.15) scored below the benchmark, indicating areas requiring improvement. The statistical significance values ($p < 0.05$) confirm that these findings are robust and reliable.

Strategic Recommendations

To address the identified challenges, the following key strategies are recommended:

- Develop Comprehensive Business Plans – Implement structured business models focusing on sustainability, innovation, and customer engagement.
- Enhance Digital Marketing and E-Commerce Strategies – Integrate social media campaigns, AI-powered customer insights, and automated booking systems.
- Improve Leadership Training and Workforce Development – Introduce formal training in hospitality management, financial planning, and digital transformation.
- Strengthen Financial Literacy and Investment Management – Provide financial education programs to enhance budgeting, revenue planning, and risk assessment skills (Hampton & Jeyacheya, 2023).
- Foster Stakeholder Engagement and Community Involvement – Build collaborative networks with tourism boards, academic institutions, and private investors to support CBT sustainability.

Thus, the findings underscore the importance of structured business management, financial resilience, and digital innovation in ensuring the success of CBT enterprises. By adopting evidence-based strategies, businesses can enhance their competitiveness, expand market reach, and contribute to sustainable tourism development.

2. Critical Determinants of Business Management Success

The study identified 44 variables as critical determinants of success across the seven McKinsey 7S dimensions. Table 2 presents these variables, illustrating their contributions to organizational effectiveness.

Table 2 Critical Determinants of Business Management Success

Dimension	Variable	Extraction
Structure	Clear authority-responsibility allocations; Transparent and adaptable frameworks	0.728
Strategy	Participatory strategy formulation; Evolution of strategy to external changes	0.807
System	Adoption of IT for financial and personnel management; Standardized operational processes	0.698
Staff	Transparent recruitment processes; Opportunities for skill development	0.770
Skills	Ability to resolve operational issues; Advanced marketing and tourism management expertise	0.745
Style	Visionary leadership styles promoting continuous improvement	0.836
Share Values	Group motivation aligned with Sufficiency Economy principles	0.804

Participative leadership emerged as a critical factor, enabling CBT enterprises to align internal operations with external opportunities. These findings align with Christawan et al. (2023), who emphasized that visionary leadership fosters innovation and adaptability. Similarly, stakeholder engagement ensures alignment with community interests, a practice widely observed in successful CBT models in New Zealand (Waterman Jr. et al., 1980).

Efficient resource allocation toward capacity-building programs and technological upgrades emerged as another determinant. In the context of global CBT, Giampiccoli et al. (2022) emphasized that targeted investments in training and digital transformation significantly enhance competitiveness and long-term viability.

3. Challenges in Management Practices

Despite these strengths, CBT enterprises face persistent challenges in personnel, strategy, leadership, and systems. Table 3 summarizes these challenges and their variance contributions.

Table 3 Key Challenges in Management Practices of CBT Enterprises

No.	The designation of the component	Total	Variance Explained (%)	Cumulative %
1	Personnel	11.627	26.425	26.425
2	Corporate strategy	10.613	24.121	50.546
3	Leadership	5.233	11.894	62.440
4	Corporate system	4.170	9.478	71.9118

Personnel challenges, such as unclear role definitions and insufficient training, account for the largest variance. These findings are consistent with previous studies that observed similar issues in Vietnamese CBT enterprises. Leadership challenges, reflecting a reliance on reactive management styles, hinder team cohesion and adaptability. Comparatively, Costa Rica's CBT enterprises successfully addressed these issues by adopting adaptive leadership training programs.

The findings highlight the interdependence of McKinsey 7S dimensions, with structural strengths and shared values creating a foundation for success. However, strategic misalignment and system inefficiencies remain significant barriers. Comparative examples from Costa Rica, New Zealand, and Southeast Asia demonstrate that integrating participatory planning, digital transformation, and leadership development into the CBT model can address these weaknesses.

Future studies should explore the longitudinal impacts of applying the McKinsey 7S framework across different cultural contexts, further enhancing its global applicability.

4. Strategic Recommendations for Enhancing Business Management in CBT Enterprises

Community-Based Tourism (CBT) enterprises in Surat Thani province play a crucial role in fostering sustainable tourism and local economic growth. However, challenges such as strategic planning inefficiencies, operational limitations, financial instability, and gaps in leadership development continue to hinder their long-term sustainability. To address these challenges, this study proposes a set of comprehensive principles and actionable recommendations aimed at improving the overall business management strategies within CBT enterprises.

4.1 Strengthening Strategic Planning and Business Development

One of the primary weaknesses identified in CBT enterprises is the lack of structured business planning. Many CBT operators rely on short-term decision-making, which limits their ability to adapt to market fluctuations and competitive pressures.

Key Recommendations:

- **Develop Formal Business Plans:** Enterprises should create comprehensive strategic plans that outline clear business objectives, risk assessments, and long-term sustainability models (Hall et al., 2022).
- **Enhance Market Research Capabilities:** Incorporating data-driven market analysis will help businesses understand consumer preferences and emerging tourism trends.
- **Adopt Participatory Strategic Planning:** Engaging community members, tourism experts, and government agencies in the planning process ensures alignment with regional and national tourism goals.

4.2 Enhancing Digital Transformation and Operational Efficiency

The study revealed low adoption of technology in CBT enterprises, particularly in financial management, online marketing, and operational systems. Digital integration is essential for increasing customer reach, streamlining operations, and improving service delivery.

Key Recommendations:

- **Implement Digital Marketing Strategies:** CBT enterprises should invest in social media promotions, search engine optimization (SEO), and digital advertising to expand their market reach.
- **Upgrade Booking and Payment Systems:** The adoption of e-commerce platforms and cashless payment solutions will enhance operational efficiency and customer convenience.
- **Leverage Data Analytics:** Utilizing customer feedback and AI-driven analytics will help businesses personalize services and improve customer satisfaction.

4.3 Leadership and Human Resource Development

The success of CBT enterprises heavily depends on strong leadership and skilled personnel. However, findings indicate that leadership succession planning, workforce training, and managerial capacity-building remain underdeveloped.

Key Recommendations:

- **Establish Leadership Development Programs:** Training programs should focus on strategic decision-making, financial literacy, and sustainable tourism management (Williams & Shaw, 2022).
- **Strengthen Workforce Capacity:** CBT enterprises should provide continuous training in customer service, digital tools, and business operations (Hampton & Jeyacheya, 2023).
- **Implement Knowledge Transfer Mechanisms:** Mentorship programs and partnerships with academic institutions can facilitate the exchange of best practices and expertise.

4.4 Improving Financial Sustainability and Resource Allocation

Financial instability remains a major concern for many CBT enterprises, with businesses facing cash flow problems, limited funding access, and weak financial planning.

Key Recommendations:

- **Diversify Revenue Streams:** Enterprises should explore alternative income sources, such as eco-tourism activities, cultural experiences, and partnership-based investments.
- **Adopt Modern Financial Management Systems:** Using accounting software and automated financial reporting tools will improve financial transparency and planning accuracy.
- **Enhance Funding Opportunities:** CBT operators should seek government grants, private investments, and community crowdfunding initiatives to support business expansion (Hall & Saarinen, 2022).

4.5 Strengthening Stakeholder Collaboration and Policy Support

A lack of coordination between CBT enterprises, government agencies, and private sector players limits opportunities for growth and development.

Key Recommendations:

- **Develop Public-Private Partnerships (PPP):** Strengthening relationships with government bodies, local businesses, and tourism organizations will provide policy support, funding access, and networking opportunities.
- **Foster Community Participation:** Encouraging local communities to be actively involved in tourism decision-making ensures that CBT enterprises align with cultural and social values.
- **Integrate CBT into National Tourism Strategies:** Advocacy for policy incentives, tax benefits, and regulatory support can help CBT enterprises flourish within the broader tourism industry.

Thus, to enhance the business management strategies of CBT enterprises requires a multi-faceted approach that integrates strategic planning, digital innovation, financial sustainability, leadership development, and stakeholder collaboration. The proposed recommendations will enable CBT enterprises in Surat Thani province to become more competitive, resilient, and sustainable while preserving their cultural heritage and environmental resources. By implementing these principles, CBT enterprises will not only strengthen their economic viability but also contribute to the long-term success of Thailand's sustainable tourism sector.

Suggestions and Recommendations

The study offers practical and actionable suggestions for improving the management of CBT enterprises in Surat Thani province, based on the McKinsey 7S framework. These recommendations are categorized into three areas: policy, management, and academic, with a focus on applying the McKinsey 7S model in a detailed and meaningful way to address the challenges identified.

Policy Recommendations

Policy interventions play a crucial role in addressing systemic issues and supporting the development of CBT enterprises. Governments and policymakers should create comprehensive frameworks that align with the seven dimensions of the McKinsey 7S framework.

First, strengthening institutional support is essential. This includes encouraging participatory planning processes that actively involve local communities in decision-making. Such processes ensure that policies reflect the needs and values of the stakeholders. Financial support, including subsidies and grants, can facilitate the adoption of

modern operational tools, such as customer relationship management (CRM) systems and financial automation software.

Second, promoting strategic alignment with sustainability goals is vital. Policies should incentivize enterprises to integrate cultural preservation and environmental conservation into their strategic plans. For instance, tax benefits or recognition programs can be offered to CBT enterprises that successfully align their operations with these principles.

Lastly, technological transformation should be prioritized. Policymakers can support this by providing low-interest loans or grants for adopting digital tools and by establishing digital literacy programs. These initiatives will help CBT enterprises modernize their operational systems and remain competitive in an increasingly digital tourism market.

Management Recommendations

The application of the McKinsey 7S framework can guide CBT enterprises in improving their organizational practices and achieving sustainable growth. Each dimension of the model provides actionable insights for enhancing management effectiveness.

Organizational structure must be optimized to balance traditional community leadership with modern management practices. Clearly defined roles and responsibilities, supported by adaptable frameworks, will enable efficient decision-making and resource allocation. Collaborative structures with transparent reporting lines can further enhance internal cohesion.

Strategic planning should be a priority for aligning short-term operational goals with long-term objectives. Regular strategic reviews can help enterprises adapt to market trends, such as eco-tourism, and ensure their strategies remain relevant and impactful. Engaging stakeholders in the planning process is critical for ensuring that organizational goals align with community interests.

Modernizing operational systems is an urgent requirement. Enterprises should invest in digital tools to streamline processes such as financial reporting, customer engagement, and performance tracking. Standardizing procedures across all activities will also improve consistency and efficiency.

Leadership development is another critical area. Training programs that emphasize participative and visionary leadership styles can help leaders inspire innovation and adaptability within their teams. Additionally, enterprises should focus on building staff capacity by addressing skill gaps in technical areas such as digital marketing, financial management, and customer service.

Finally, embedding shared values into daily operations will reinforce the cultural and ethical foundations of CBT enterprises. Promoting sustainability, cultural preservation, and community development as core values will enhance trust and collaboration among stakeholders.

Academic Recommendations

The academic community can play a significant role in advancing the understanding and application of the McKinsey 7S framework in CBT enterprises. Educational institutions should integrate the framework into tourism management and business programs, equipping students with a practical tool for diagnosing and improving organizational performance. This integration will foster critical thinking about the relationships between organizational dimensions and their impact on tourism outcomes.

Future research should focus on exploring the application of the McKinsey 7S framework in diverse contexts to provide comparative insights. Longitudinal studies are particularly important for evaluating the long-term impacts of applying the framework in CBT enterprises. Additionally, research on the specific relationships between the seven dimensions and key performance indicators in tourism enterprises will provide deeper insights into how these dimensions contribute to organizational success.

Applying the McKinsey 7S Model to CBT Enterprises

The McKinsey 7S framework provides a holistic roadmap for addressing the unique challenges and opportunities faced by CBT enterprises. Each dimension offers specific applications for enhancing organizational performance:

1. **Structure:** Clearly defined roles and responsibilities, supported by transparent reporting lines, enable efficient resource allocation and decision-making.
2. **Strategy:** Strategic plans should emphasize sustainability and cultural preservation, ensuring that operations align with long-term community and market goals.
3. **Systems:** Digital tools, such as CRM software and automated financial systems, should be adopted to streamline operations and improve transparency.
4. **Skills:** Continuous training programs are necessary to address skill gaps in technical and operational areas, ensuring that personnel remain competitive in a dynamic industry.
5. **Style:** Leadership styles should balance tradition with innovation, fostering collaboration and adaptability within teams.
6. **Shared Values:** Embedding principles of sustainability, cultural preservation, and community development into organizational culture strengthens trust and cohesion.
7. **Staff:** Transparent recruitment processes, fair compensation, and professional development opportunities will attract and retain talented individuals committed to the organization's mission.

Insights from the questionnaire responses provided practical guidance for these recommendations. For example, questions related to organizational structure highlighted the importance of streamlined communication, while strategy-related questions emphasized the need for participatory planning. Operational system questions underscored the urgency of digital transformation, highlighting the reliance on outdated manual processes in many CBT enterprises.

By applying these recommendations, CBT enterprises in Surat Thani province can enhance their operational efficiency, align their activities with community goals, and achieve sustainable growth while preserving their cultural and environmental heritage.

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