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Development of Prosumer Performance Model on Digital Platform in Thailand

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Abstract: This qualitative study develops and empirically validates a prosumer performance model tailored to the evolving digital platform ecosystem in Thailand. The proposed model integrates internal capabilities, operational competencies, and social interaction mechanisms—distinct yet interrelated components that collectively shape the prosumer performance pathway. The study addresses the central research question: What constitutes the developmental pathway to prosumer performance within Thailand's dynamic digital context?

The research adopts Strauss and Corbin's grounded theory methodology and is based on 28 in-depth interviews with active prosumers. Through systematic coding and comparative analysis, the findings generate a conceptual framework comprising four interconnected dimensions: (1) Prosumer Behavior and Innovation; (2) Intention and Self-Efficacy; (3) Work Performance and Competencies; and (4) Value Co-creation and Participation.

The framework offers an integrative theoretical contribution by synthesizing perspectives from prosumer theory, innovation studies, work performance theory, the Theory of Planned Behavior (TPB), Diffusion of Innovations (DOI), Technology Acceptance Model 2 (TAM2), and Value Co-creation (VCC). The results suggest a sequential developmental pathway in which internal capabilities (Dimensions 1 and 2) form the psychological and behavioral



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foundation, operational competencies (Dimension 3) enable productive engagement, and social interaction mechanisms (Dimension 4) ultimately drive sustained prosumer performance.

The study contributes both theoretically and practically. Conceptually, it advances a structured explanation of prosumer performance within emerging digital economies. Practically, it provides strategic guidance for digital platform developers by emphasizing the importance of designing features that support skill development, enhance user autonomy, and foster meaningful community participation. Furthermore, the model offers aspiring prosumers a roadmap for systematically cultivating the multidimensional competencies required for sustainable success in the creative economy.

Keywords: prosumer performance; digital platforms; value co-creation; self-efficacy; innovation behavior; grounded theory; Thailand.

泰国数字平台上产消者绩效模型的构建与发展研究

摘要：本质性研究旨在构建并实证验证一个适用于泰国数字平台生态系统的产消者绩效模型。该模型整合了内部能力、操作性能力以及社会互动机制——这些要素虽各自独立，却在产消者发展路径中相互关联、共同作用。本研究围绕核心问题展开：在泰国快速变化的数字环境中，产消者绩效的形成路径是什么？

本研究采用 Strauss 与 Corbin 的扎根理论方法，基于对28位活跃产消者的深度访谈。通过系统编码与比较分析，构建了一个包含四个相互关联维度的概念框架：(1) 产消者行为与创新；(2) 意向与自我效能；(3) 工作绩效与能力；(4) 价值共创与参与。

该框架在理论上具有整合性贡献，融合了产消者理论、创新理论、工作绩效理论、计划行为理论 (TPB)、创新扩散理论 (DOI)、技术接受模型2 (TAM2) 以及价值共创理论 (VCC)。研究结果表明，产消者绩效呈现出一种序列性发展路径：内部能力 (维度1和2) 构成心理与行为基础，操作性能力 (维度3) 促进有效实践，而社会互动机制 (维度4) 最终推动可持续的产消者绩效提升。

本研究在理论与实践层面均具有重要意义。在理论上，它为新兴数字经济背景下的产消者绩效提供了结构化解释框架；在实践上，它为数字平台开发者提供了战略指导，强调应设计既支持技能提升、增强用户自主性，又促进有意义社区参与的功能机制，从而培育可持续发展的平台生态系统。同时，该模型也为有志成为产消者的个体提供了系统培养多维能力、实现创意经济可持续成功的实践路径。

关键词：产消者绩效；数字平台；价值共创；自我效能；创新行为；扎根理论；泰国

1. Introduction

In the contemporary digital landscape, the line between content consumption and creation has blurred, giving rise to the prosumer [1]. They are not only passive users but also active content creators, adding value, building communities, [2] and significantly influencing the economic prospects of rapidly developing countries. Prosumers have become key players in digital marketing, and this trend is expected to continue [1,2]. The proliferation of digital platforms has fundamentally reshaped global economic participation, dissolving the traditional boundaries between production and

consumption. This has catalyzed the rise of the 'prosumer'—a dynamic economic actor who simultaneously creates and consumes value within these complex digital ecosystems [3]. In the context of the rapidly expanding global digital economy, this phenomenon is not just a trend. This is especially true in Thailand, where the digital economy is experiencing rapid growth. Millions of individuals now leverage social commerce, the sharing economy, and content creation platforms not just for consumption but as a primary means of livelihood and value generation [4]. However, success in this volatile and highly competitive

environment is not preordained. The pathway to achieving high performance is multifaceted, influenced by a complex interaction between individual capabilities, success indicators, and the platform's own rules.

While the importance of prosumerism is widely acknowledged, the academic literature has often examined its constituent elements in isolation. For instance, extensive research has explored the drivers of digital entrepreneurship, identifying factors such as motivation and strategic innovation as critical for business performance [5]. Concurrently, another stream of research has focused on the foundational importance of individual skills, highlighting the strategic imperative to enhance digital competencies among the Thai populace to bridge critical skill gaps [6].

These studies provide invaluable insights into specific facets of the prosumer journey. Research reflects the perspective of prosumers [7] as influencers from a marketing perspective, identifying four components: audience, endorser, social media manager, and influencer marketing. This approach looks from the outside in but does not explore the performance of prosumers themselves. A study of the value co-creation [8,9], a key component of prosumers, focuses on brand equity outcomes in the tourism industry, not directly addressing the performance of prosumers (content creators) [9]. A study of the value co-creation process on social commerce platforms, similar to the prosumer concept, is conducted in a Chinese context and still focuses on the business model rather than measuring individual performance [8]. Creating value co-creation between customers (C2C) is central to prosumer behavior, but ultimately focuses on sustainable customer relationships, which is a company perspective rather than the prosumer's own performance perspective [10,11]. Many studies have focused on business or organizational aspects, but none have examined the performance of prosumers in depth.

A comprehensive framework that maps the journey from initial drivers to tangible outcomes within the specific, fast-evolving context of Thailand remains underdeveloped. This paper addresses this gap by asking the central research question: How can a pathway to enhanced prosumer performance be conceptualized for Thailand's digital platform? To answer this, it is drawn upon established theories in prosumer behavior, innovation, planned behavior, work performance, technological competencies, the Technology Acceptance Model, and value co-creation to propose a novel path model. This model systematically elucidates the hypothetical relationships between five core constructs: (1) Prosumption (Prosumer Behavior) & Innovation (Prosumer Innovation from DOI), (2) Intention & Self-efficacy (TPB), (3) Skills & Abilities (Work Performance), Adaptability & Technical proficiency (Technological Competencies) (4)

Collaboration Aspects (VCC), Participation & Social Relationships (TAM2), and (5) Prosumer Performance. The conceptualization is grounded in recent evidence suggesting that mindful thinking directly mediates performance outcomes through the process of value co-creation [12] and that the very nature of prosumer behavior differs significantly from that of traditional consumers, particularly in their engagement and platform promotion activities [2].

While the literature broadly covers personal performance from a digital platform perspective [12,13], a significant gap remains in understanding what constitutes successful performance from the prosumer's point of view. How do they define and achieve success in a volatile digital environment? This paper aims to explore the key drivers behind prosumer performance on social media in Thailand. More specifically, it examined how prosumers' skills and their perceived relationships with their audience shape their effectiveness. To argue that performance transcends simple metrics, encompassing a complex interplay of technical competence, relational skills, and strategic adaptation.

The primary contribution of this research is twofold. Theoretically, it synthesizes fragmented streams of literature into a cohesive, multi-dimensional framework tailored to an emerging economic context. This integrated model provides a robust foundation for future empirical investigation. Practically, the model offers a strategic roadmap for current and aspiring prosumers, platform developers seeking to optimize their ecosystems, and policymakers aiming to cultivate a thriving and sustainable digital economy. By charting this comprehensive pathway, this study seeks to provide clarity and direction for navigating the complex but opportunity-rich landscape of Thailand's digital frontier.

Therefore, this research is important to understand the factors that drive prosumer performance, which will lead to the development of models that can be used to explain and predict success in rapidly changing environments.

1.1. Research Question

How can a prosumer performance model be conceptualized for the Thai digital platform context?

1.2. Research Objective

To develop an integrated path model that links internal capabilities, operational skills, and social interaction elements to the self-defined performance outcomes of Thai prosumers.

2. Literature Review and Conceptual Framework

This research is guided by existing theories and employs a Strauss-Corbin grounded theory methodology to analyze qualitative data, including:

Table 1 Theory, Theme/Construct, and Application

Theory	Theme / Construct	Apply for this research
Prosumer Behavior	Prosumption (Consumption & Production)	Study the consumption and content production behavior of prosumers.
Prosumer Innovation (DOI)	Innovation (Creativity, Knowledge, Learning)	Study the creative abilities, learning, and adaptability.
The Theory of Planned Behavior (TPB)	Intention & Self-efficacy (Motivation, Behavior, Self-confidence)	Study the intentions, motivations, and self-confidence that lead to behavior.
Work Performance	Skills & Abilities (Communication, Technical, Analytical)	Study the skills and abilities required for working on the platform.
Technological Competencies	Adaptability & Technical proficiency	Study the ability to adapt to technological changes.
Value Co-creation Theory	Collaborative Aspects (Engagement, Sharing)	Study the creation of shared value with consumers and online communities.
Technology Acceptance Model 2 (TAM2)	Participation & Social Relationships	Study the participation in activities and social relationships on the platform.

Table 1 was developed by the authors.

Prosumer Behavior studies analyze how prosumers leverage their consumption and production activities (e.g., content creation, content viewing) to improve their creation strategies (e.g., content quality, target audience selection), which drives their overall performance. When prosumers exhibit advanced behaviors, they not only create but also innovate something new and different from the norm.

Prosumer innovation is the process by which they create new things, whether content, products, services, or processes, leveraging their hybrid status. This innovation often stems from deep consumer insight combined with producer skills, unlike firm-driven innovation. Prosumer innovation, which is adapted from Diffusion of Innovations Theory (DOI), is not limited to creating something completely new (radical innovation). Instead, it often involves improving, adapting, or combining existing things to better meet individual or community needs (incremental innovation).

The Theory of Planned Behavior (TPB) explains what drives a person to become and act as a prosumer. When a prosumer is intentional and confident in his or her potential, behaviors are displayed in various forms that lead to competency. A prosumer cannot function without a digital platform.

Work performance for prosumers means achieving goals like audience growth, engagement, great technical, and making decisions based on data. It's performance in a gig economy/creator economy context.

A prosumer's performance does not end with him or her; it is fulfilled through interactions with others. Followers provide feedback, information, or purchases (Value Co-Creation Theory), enabling prosumers to use that information to further develop their own innovations and capabilities. The feedback loop creates a cycle that further enhances work performance.

Technology Acceptance Model 2 (TAM2) explains why prosumers choose and accept to use such platforms. Work performance theory is the link between perceived controllability and actual ability. The effective and efficient results of all actions are indicators of a prosumer's success, such as production consistency, product quality, and channel growth. High technological competencies directly lead to improved performance.

Integrating these theories is not simply about stitching them together, but rather creating a powerful synthetic conceptual framework that can explain the prosumer phenomenon in Thailand in a significantly deeper and more comprehensive way than using any single theory.

2.1. Prosumer Behavior & Innovation (from Diffusion of Innovations Theory: DOI)

The concept of the prosumer, initially conceived by Alvin Toffler, found new relevance in the era of Web 2.0 and has gained increasing attention in various fields [14]. Prosumers are individuals who engage in prosumption, a process of both producing and consuming value. They participate in creating value for themselves or for others. In addition, they are able to create, customize, or share goods, content, or services [2]. From the perspective of the customer, prosumers are altering their behavior, increasing their level of engagement, creating value, and modifying the mass production and communication process. They are also motivated to go beyond their traditional position. Generally speaking, prosumers are seen as benefiting others, particularly through technology [15]. As evidenced by the growing significance of consumer-made goods (the makers' movement) and the sharing economy, recent developments in digital technologies have allowed prosumption to reach the world of physical objects, although it has up until now primarily been significant online, where consumers have arguably taken over the creation and distribution of content [16]. Prosumers' revolutionary position in society highlights

their ability to make a substantial contribution to innovation, sustainable development, and improved service delivery [4]. Technology innovation is strongly impacted by prosumer traits (creativity and initiative). Technological innovation cannot exist without initiative [17].

Many academics think that increased prosumption will probably be encouraged by innovations, technology breakthroughs, and better laws and regulations [14]. User innovation, do-it-yourself projects, and mass customization are just a few examples of the ways that prosumer engagement in industrial processes has gradually increased in recent decades [16]. The Diffusion of Innovations Theory, developed by Everett Rogers, provides a basic framework for explaining this process, while the theory offers a complementary perspective that emphasizes the role of the audience in consciously selecting media. This theory helps a person gain a more complete understanding of how people respond to new ideas and choose to accept or reject innovations. Early adopters and innovators were crucial in the agency's early stages, experimenting with new digital tools and influencing more general organizational procedures [18]. Prosumer motivation to innovate stems from the need for achievement, connection, power, and creativity, which contribute to co-creation [19]. Innovation Theory, the study of how new ideas diffuse to different audiences in society, is a crucial issue in communication science, especially in an era where technology and innovation play a central role in everyday life. Creativity is the spark, knowledge is the foundation and raw material, and learning/adaptation is the engine that drives continuous innovation in an ever-changing digital world.

Studying only prosumer behavior provides a picture of prosumer activity but lacks value. Studying innovation alone provides a picture of outcomes but lacks origin. Studying both in an integrated manner provides a complete picture of the value creation process, enabling us to deeply understand the phenomenon of prosumers and truly apply the knowledge.

2.2. Intention & Self-Efficacy (from the Theory of Planned Behavior: TPB)

Theory of Planned Behavior (TPB), developed by Ajzen, explains what drives a person to become and act as a prosumer. It offers fundamental insights into the intentions of prosumers, highlighting attitudes, individual norms, and perceived behavioral control as important determinants of decisions to participate in collaborative innovation processes or adopt renewable energy technologies [20]. Analysis from behavioral models pertaining to variable changes in terms of elements influencing prosumer action is necessary to comprehend patterns and frameworks in prosumer behavior [21]. The tendency to use TPB to participate

in prosumer activities is one of the factors that define an individual's behavioral intention to act. The TPB model predicts purposeful conduct, which is behavior that can be planned and thought about. The behavioral desire to adopt new IT is the theoretical premise of the TPB paradigm. The ease with which one perceives a certain activity is known as perceived behavioral control [22]. A person who feels better about themselves is more willing to take on challenges. On the other hand, those who have lower self-efficacy frequently express that they find it difficult to handle various obstacles. Self-efficacy boosts both individual performance and creativity [23]. It represents a fundamental shift in the value creation mechanism driven by intrinsic motivation for achievement, collaboration, and independence. A prosumer exhibits actions that contribute to competency when they are deliberate and self-assured in their abilities. When a prosumer is intentional and confident in his or her potential, behaviors are displayed in various forms that lead to competency.

Studying intention reveals what prosumers want to do, and studying self-efficacy reveals how well prosumers believe they can achieve. These two studies, together, provide a comprehensive picture of whether "want" can be transformed into strong and sustainable "action." It helps move beyond a static view of motivation to a more dynamic understanding of the behavioral drivers that can be put into practice.

Integrating the concepts of Prosumer Behavior & Innovation, DOI, and TPB provides a comprehensive picture of prosumer behaviors that are driven by their confidence in intentionally innovating.

2.3. Work Performance & Competencies

This concept is the link between perceived controllability and actual ability. The development of individual performance is the key to potential. Prosumers need to be proficient in using digital platforms such as social media, e-commerce websites, or online collaboration tools [24]. This includes understanding platform functionalities, navigation, and features relevant to their participation. The technical competencies or capacities that prosumers need to efficiently participate in the production, customization, or exchange of products and services in online settings are referred to as "skills" for digital platforms in the context of prosumer performance. Prosumers need certain abilities in order to use digital tools, traverse digital platforms, and make a significant contribution to collaborative or participatory projects [16]. "Ability refers to the skill and knowledge" prosumers have that allow them to provide services efficiently. The quality of service rendered is greatly impacted by the service expertise of prosumers, including their comprehension of customer wants and management of shared properties. Sustaining high levels of customer

satisfaction requires the capacity to properly handle these factors [14]. In addition to performing tasks that are normally performed by businesses, some prosumers also create exchange value through their labor. Nevertheless, some prosumers also produce value for themselves. Indicators of a prosumer's success include production consistency, product quality, and channel expansion, as well as the successful and efficient outcomes of every action. Improved performance is a direct result of high technical performance. The effective and efficient results of all actions are indicators of a prosumer's success, such as production consistency, product quality, and channel growth. High technological performance directly leads to improved performance.

Integrating all these concepts creates the Prosumer's Journey Model, which fully explains how motivation (TPB) generates intentions, which are then transformed into quality behaviors when bridged by the appropriate competencies. This consistent action leads to innovation, which in turn builds motivation and skills, creating a cycle of endless growth. The model visualizes the behavioral pathway of prosumers who are dedicated and committed to creating innovation with their full potential.

2.4. Value Co-creation & Participation (from Value Co-creation Theory and TAM2)

A prosumer's performance does not end with himself, but is completed when interacting with others. Prosumers are viewed as external collaborators who work with enterprises to co-create products and services, helping to produce the latter and produce new results [14]. Encouragement and use of prosumers' value co-creation in sharing businesses can have a broader socioeconomic impact because the sharing economy is closely tied to meeting people's fundamental necessities, such as housing, food, and transportation [25]. Value co-creation is positively impacted by prosumer innovativeness, which is positively correlated with knowledge, interaction, experience, and relationships [19,26]. Prosumer innovation is fueled by accomplishment. Their aspirations for achievement are what drive them to innovate [19]. Additionally, through co-creation experiences [26], the indirect impacts of Perceived Prosumer Content Quality and Perceived Intention Quality on co-creation intents are moderated by users' prosumer skill. User-learning value, social-integrative value, and hedonic value are found to predict co-creation intention [27]. Research demonstrates that prosumer innovativeness positively impacts value co-creation through enhanced knowledge sharing, interaction quality, experiential engagement, and relationship building.

The TAM2 model is a more powerful simulation that affects individual performance. To improve the predictive value of perceived usefulness, two types of

characteristics were added to TAM2: social influence (image, subjective norms, and voluntariness) and cognitive (outcome demonstrability, task relevance, and output quality). As a result, TAM2 outperforms in both required and elective situations. TAM2 and UTAUT were included because they explain the social and psychological aspects of technology adoption. These models are especially crucial to this study because they help us comprehend why some digital technologies are accepted by customers while others face opposition [18,28]. These examples show the cultural technology to influence prosumers' performance. TAM2 can be used to investigate the variables that affect a prosumer's performance. A prosumer cannot function without a digital platform. TAM2 explains why prosumers choose and accept using such platforms.

The integration of TPB, TAM2, DOI, and VCC is necessitated by the multifaceted nature of prosumerism in Thailand. While TPB addresses the psychological drive (Intention & Self-Efficacy), DOI explains prosumer adoption of new creation things, and TAM2 covers technological adoption (Skills & Abilities), VCC is crucial for understanding the social value creation. By synthesizing these theories, this study moves beyond compartmentalized views to offer a holistic framework where individual motivation, technical competence, and social engagement are interlinked.

2.5. Prosumer Performance

Performance in the context of prosumers is often narrowly defined by quantitative marketing metrics like engagement rate, reach, and conversion rates [29]. However, this perspective overlooks the intrinsic motivations and qualitative goals of the prosumers themselves, such as building a trusted community, establishing a personal brand, and achieving self-expression [30]. This study adopts a broader definition, viewing performance as the prosumer's perceived achievement of both extrinsic (e.g., monetization, brand deals) and intrinsic (e.g., community trust, personal satisfaction) goals.

Successful prosumers have transformed their consumption into a full-fledged profession, emphasizing that success stems from an interconnected process involving learning, acting, making a difference, continuous self-improvement, and ultimately, having the strong motivation to move forward. Achieving success by defining one's own personal goals.

3. Research Methodology

3.1. Research Design

This research used a qualitative research methodology by using content analysis and thematic analysis from in-depth interviews to gain a deeper understanding of the experiences, perspectives, and factors affecting prosumer performance. An inductive research technique founded on the analysis of empirical

data is grounded theory. In contrast, experimental research begins with assumptions and collects data in accordance with those hypotheses. To investigate different facets of human experiences, qualitative techniques such as narrative inquiry, biographical research, theme analysis, and conversation analysis are used. Strauss-Corbin grounded theory places a strong emphasis on developing theories from actual evidence. Data collection, analysis, and theory building are all part of this iterative process [31]. The primary method of gathering qualitative data is through interviews, which are then followed by recording, transcription, cleaning, and analysis until the data is saturated [32].

3.2. Key Informants/Participants

The key informants were Thai prosumers who had experience using digital platforms for content/product both consumption and production. Purposive sampling was used, employing clear and rigorous selection criteria to ensure that informants possessed the appropriate qualifications and could provide data insights. These criteria are as follows:

3.2.1. Prosumer role

They must be both consumers and producers who create their own content. It is a fundamental characteristic of prosumers to have clearly defined roles in both aspects.

3.2.2. Experience

At least one year of continuous content production on digital platforms is required. This indicates that prosumers have moved beyond the initial hobby phase and are likely to have faced various challenges.

3.2.3. Follower

This includes screening prosumers with 1,000 or more followers. Evidence shows they achieved their key goal of sharing within the online community.

3.2.4. Business field

The informants were screened from diverse fields such as technology, tourism, beauty, and used different platforms. To ensure the reliability and generalizability of the research model, avoiding bias based on the dynamics of any particular content group or platform.

The preliminary data of the sample group used for analysis are as follows: In-depth interviews were conducted via on-site appointments between July 2024 and August 2025. Each interview lasted approximately 45-60 minutes and was conducted in Thai to ensure clarity and depth of expression. The interview protocol was designed to explore the three core research questions, covering topics such as their definition of success, key challenges, content creation processes, strategies for audience engagement, understanding of digital platforms, and the nature of their relationship with their followers.

A purposive sampling strategy was used to recruit 28 Thai prosumers. The criteria for inclusion were: (1) experience consumption with product/service; (2) active content creation on TikTok, Instagram (IG), Line,

YouTube, or Facebook for at least two years; and (3) a follower count ranging from 1,000 (Nano) to over 10,000 (micro). Rationale for follower count stratification (1,000, 5,000, and 10,000 followers) is a theoretical stratification to understand the developmental trajectory of prosumers at different stages, with each group providing insights into different dimensions. By selecting different follower groups, it can compare and understand the evolution of the prosumer's performance. This diverse sample ensured a wide range of perspectives on performance across different stages of a prosumer's career and platform specializations.

The sample consisted of 19 female and 9 male prosumers, aged 21-49, covering niches such as IT, beauty, food, travel, plant, and lifestyle. Monthly income (approximately): 25,000-100,000 baht. Prosumer revenue reveals the return on investment, helping to understand the financial health of a prosumer's performance. Maximum followers: 88k. They were actively producing material on several sites, including YouTube (n = 8), Facebook/Instagram (n = 8), and TikTok (n = 12). This distribution guarantees that Thailand's major digital ecosystems' varied affordances and audience dynamics are reflected in the model. Prosumer followers help identify performance and assess the effectiveness of visibility. Prosumer engagement rates measure how many people interact with a prosumer's capabilities on digital platforms. Combining these metrics provides a comprehensive understanding of participant behavior, leading to improved performance. By sampling across these distinct follower tiers and multiple platforms, this study captures the dynamic and multifaceted nature of prosumerism. This approach allows for a more holistic model of prosumer performance to be constructed, reflecting the evolutionary journey of prosumers and the contextual nuances imposed by different platform ecosystems, thereby strengthening the validity and transferability of the findings.

3.3. Data Collection

The qualitative data analysis was conducted using thematic analysis, with the following steps:

3.1.1. Transcription

Convert audio interview data into text.

3.3.2. Open Coding

The researcher has selected only the texts in the data that are considered interesting or useful for further theory creation or development. The researcher created codes from the informants' words. Assign codes to text that convey key concepts (example codes: consumption, production, knowledge, motivation, communication, customization, experience). The analysis process was managed using qualitative data analysis software to organize codes, memos, and develop categories systematically. The researcher compares different but similarly coded data to see how well they reflect the

same meaning, and does the same with codes for data from different informants. The selected texts conveyed important meanings or points. The selected texts were coded to represent their meanings and then used for further analysis.

3.3.3. Axial Coding

After obtaining a large number of codes through open coding, the next step is to reassemble the data by linking the codes together to form larger categories and identifying relationships between them. Group related codes into core themes (example themes: Prosumption, innovation, mindful thinking, plan is the intention, communication, and interpersonal skills). The researchers sorted the codes obtained from the coding step into groups based on their relevance. Each group captured a specific theme in the data. These themes were then passed on to the Selecting Coding step.

3.3.4. Selecting Coding

Link key themes to relevant theories to create a conceptual framework and research model, Prosumer Performance. The researcher develops theoretical propositions from the key points identified in the previous step, linking them together to form a range of conceptual models. From this, a select number of the most promising theoretical propositions are examined against the available data. The single best theoretical proposition is selected as the theory based on the data.

4. Findings

The qualitative research findings revealed the path to prosumer performance through the analysis of themes and codes derived from the words of key informants as follows:

4.1. Prosumer Behavior & Innovation

Success is not achieved by simply producing content, but by connecting content with market research, execution, and most importantly, continuous self-improvement, and ultimately, by not having any circumstances that would hinder a sustainable path forward.

Table 2. Prosumer Behavior & Innovation

Theme	Code	Sample Quotation	Interpretation
Prosumption	Consumption	"I have my own lifestyle, so I like to go in and consume media." [P46]	Content consumption is the starting point for becoming a prosumer.
	Production	"I have a history of posting on social media, selling products, and doing a lot of photography	Content production (e.g., photography/videography) is a crucial part of the role.

Theme	Code	Sample Quotation	Interpretation
Innovation	Innovativeness	-related activities." [P9] "Thinking of new, unique, and original ideas." [P42]	The ability to innovate is a key factor in attracting followers.
	Learning	"There's teaching, so I read, learn, and experiment. I study and learn a lot of different things." [P46]	Continuous learning and updating information are the engines that drive innovation.

Table 2 was developed by the authors.

4.2. Intention & Self-Efficacy (from the TPB)

The entire process is fueled by a loop of motivation, self-belief, and tangible results. This ambition is then bolstered by a strong sense of self-reliance. The person believes they have the skills and grit to handle the entire process on their own, from start to finish. This confidence is a crucial pillar, as it allows them to persevere through challenges without needing constant external support. It's the turning point where the potential to earn money becomes a proven reality. Seeing that their efforts can genuinely provide for themselves and their family transforms the activity from a passion project or a side-hustle into a viable, long-term career. This tangible success is the ultimate driver for continuity, creating a powerful feedback loop that fuels future action and dedication.

Table 3. Intention & Self-Efficacy

Theme	Code	Sample Quotation	Interpretation
Mindful thinking plan is the intention.	Motivation	"If someone buys it, it's encouraging. If we create content and people are interested in buying it, it's encouraging." [P46]	The primary motivation is rewards (income/feedback).
	Self-efficacy	"I do everything by myself, from shooting videos, still photography, editing, conceptualizing, and negotiating projects. No one helps." [P10]	Confidence in one's ability to manage every step of the way independently.
	Behavior	"So, I gave it a try. Once I	Continuity in action

Theme	Code	Sample Quotation	Interpretation
		started doing it and experienced firsthand that it was profitable and could support my family, I continued." [P46]	stems from the realization that one can actually earn income and support one's family.

Table 3 was developed by the authors.

4.3. Work Performance & Competencies

This information outlines a three-part formula for thriving in the modern digital space. It's not about mastering just one thing, but about effectively blending communication, adaptability, and technical skill.

Communication is the front-facing skill that allows a prosumer to connect with people and make their content or profile feel genuine and desirable. The digital world is constantly shifting. Platforms change their rules, and trends come and go overnight. The ability to pivot, learn quickly, and stay; it's a basic survival skill.

Technical Skill is the behind-the-scenes work that makes everything else effective. It's about using data and tools not just to create content, but to get it in front of the right people. This skill allows you to move from just shouting into the void to having a targeted conversation with your intended audience.

Table 4. Work Performance & Competencies

Theme	Code	Sample Quotation	Interpretation
Communication & interpersonal skills, Technological competencies	Communicate	"Communication and speaking skills" [P42]	Clear communication skills are essential for presenting products and brands.
	Platform updates	"We have to keep up with information because the page changes every day. Sometimes it changes every week, sometimes it changes every two days. We have to keep up with these technologies ." [P17]	The ability to adapt and keep up with platform updates is crucial for survival.

Theme	Code	Sample Quotation	Interpretation
	Customization	"We adapt our content creation to reach our target audience, following current trends." [P42]	Technical expertise is used to tailor content to target audiences and trends.

Table 4 was developed by the authors.

4.4. Value Co-creation & Participation (from VCC, TAM2)

This framework outlines a symbiotic process wherein community engagement directly translates into the accrual of social capital and professional legitimacy.

Effective engagement is conceptualized as a reciprocal dynamic, quantified by the quality of feedback and the mutual exchange of knowledge. This establishes the foundation as a dialogic process rather than a unilateral broadcast.

Participants are active collaborators in constructing a repository of shared value. This participatory act elevates the interaction from simple communication to a mutually beneficial endeavor. The dissemination of experiential and utilitarian information within this process constitutes an act of value co-creation.

These relational bonds are identified as the primary vehicle for enhancing both visibility and, more critically, credibility. At this point, credibility is the direct outcome of demonstrated value and sustained, positive social interaction, solidifying a prosumer's or entity's standing within their network.

Table 5. Value Co-creation & Participation

Theme	Code	Sample Quotation	Interpretation
Prosumer collaborative	Engagement Effectiveness	"When people like or compliment what we post, and they react positively and ask about it, we can share tips with them." [P20]	Effective engagement is measured by feedback and knowledge exchange.
	Sharing	"Sharing something useful to everyone, and having good tips, we want to share them with everyone, giving advice and guidance." [P20]	Sharing experiences and useful information is a form of co-creating value.

Theme	Code	Sample Quotation	Interpretation
Social relationships	Relationships	"It creates interaction between us and our target audience. If we maintain this interaction, our visibility will increase." [P8]	Building social relationships increases visibility and credibility.

Table 5 was developed by the authors.

The TPB, DOI, TAM2, and VCC theories are used only as a guideline or conceptual framework for interpreting the data (Interpretive Framework).

4.5. The Prosumer's Performance Model

From systematic analysis and interpretation of qualitative data, a Prosumer Performance Model was developed that clearly answered the research question. This model comprises four key components that influence Prosumer Performance:

4.5.1. Internal Capability

Prosumer Innovation: The ability to continuously create and learn new things (Learning) is a key foundation for producing distinctive and unique content (Innovativeness), a factor that drives platform appeal.

Self-Efficacy: The self-confidence in managing the entire process (e.g., content production, editing, and contracting) independently drives continued action behavior despite challenges.

4.5.2. Operational Skills

Technological Competencies: Technical expertise in adapting platform tools and features (customization), as well as the ability to monitor and adapt to platform updates, is essential for maintaining visibility.

Work Performance: The most important work skills are communication and interpersonal skills, which are essential for effectively presenting brands & products and building trust with followers.

4.5.3. Social Interaction Element

Value Co-creation: Creating shared value through sharing useful experiences and engaging with audiences (engagement effectiveness) is a key mechanism for turning consumers into advocates.

Social Relationships: Building and maintaining positive relationships with target audiences helps build customer confidence and increase visibility through the platform's mechanisms.

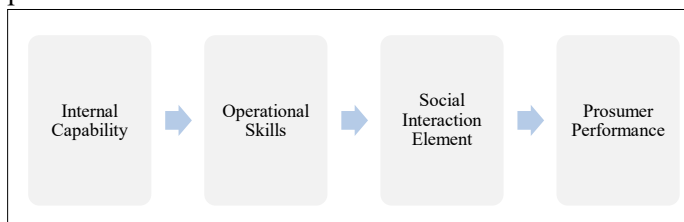


Figure 1. Conceptual Framework of Prosumer Performance (developed by the authors)

5. Discussion

The research findings align with the theoretical framework used, specifically:

Prosumption: Consumption and production are not separate, but rather are mutually reinforcing cycles (as [P46] describes media consumption before production). They are both creators and consumers of value within the highly competitive digital marketing ecosystem and play a dynamic economic role [1,2,3].

DOI originated the concept of prosumer innovation, explaining how prosumer innovations spread and are accepted in the digital world, the characteristics of the creations themselves, and the different adoption behaviors of different groups of people (as [P42] describes, the ability to be innovative is a key factor in attracting followers). They are creatively innovative through technological engagement in creating value for themselves or others [15,17]. Their ability to contribute significantly to innovation [4]. Innovation is created from the desire for achievement combined with creative thinking, which contributes to collaborative work [19]. Knowledge and the development of new abilities produce high-quality work and encourage creativity [33].

TPB: Self-efficacy is a key factor driving ongoing behaviors, leading to improved performance (as [P10] describes confidence in an individual's ability to independently manage all steps of the process. It helps to increase both the efficiency and creativity of individuals [27], and genuine motivation is expressed through their identity and ability to achieve their own goals [30]. In the end, the intention to utilize online platforms is greatly increased by self-efficacy [34].

Technological Competencies: In the context of the digital economy, prosumers' technological competencies have moved beyond the traditional definition of user literacy to dynamic capability for adaptation, the ability to perceive, respond, and continuously adjust one's strategies to survive and thrive in a dynamic platform environment. This capability is expressed through three key dimensions: 1) Prosumers need to operate within what is known as an algorithmic culture, where visibility and audience reach are not solely determined by the quality of content (as [P17, P42] describes, the ability to adapt and keep up with constantly changing algorithms is crucial to survival). They need to have the technical capability and expertise to use shared digital platforms, including an understanding of the platform's functionality, navigation, and features relevant to their participation [16,24].

2) Digital platforms are constantly changing their user interfaces (UI) and releasing new features. These changes are more than just cosmetic changes, but also signal the platform's strategic direction in which it aims to drive user behavior. Adaptability to new UIs and features reflects the ability and willingness to constantly learn (as [P42, P46] describes, must be able to learn new

things all the time), a key indicator for prosumers who view this work as a business rather than a hobby. The skills and knowledge that prosumers possess are those that enable them to provide services effectively [14,23].

3) Successful prosumers are those who can transform themselves from creators to data analysts. Using data analytics transforms prosumers from creative labor to strategic entrepreneurs (as [P42] describes using data to make decisions to mitigate risk and maximize opportunities for sustainable growth). Digital transformation and sustainability reporting have been identified as key factors for cloud computing users, as there will be increased opportunities to provide higher-quality information to interested stakeholders [35].

Past research has often examined the factors affecting prosumers in isolation. Some studies have focused on psychological factors using the Theory of Planned Behavior (TPB), while others have focused on social interactions through the lens of Value Co-creation. The research challenges these compartmentalized views by pointing out that these factors do not operate in isolation, but as an interconnected system. Prosumers who lack operational skills (e.g., are unable to edit video), despite having high creativity (Internal Capability), cannot develop good performance. Successful prosumers are those who can transform consumers from passive consumers into active co-creators through interactions.

The VCC theory was originally developed in the context of organizations and customers. The organizations have initiated value propositions to customers. In the context of value propositions, the prosumer is the central figure. They build personal brands, produce content, and offer entertainment or educational services directly to their audiences (as [P8, P20] describes). Promoting and utilizing prosumer shared value creation in the sharing business can have a wide-ranging economic and social impact [25]. Value sharing is positively impacted by prosumer innovation, which is positively related to knowledge, interaction, experience, and relationships [19,26]. This study shifts the unit of analysis from organizations to individuals, demonstrating that individuals can serve as the core of value creation, just as organizations do. Research focusing on individual prosumers has revealed more complex and multi-directional value co-creation networks than ever before. Studying prosumers at the individual level reveals rapid and iterative co-creation cycles. Applying VCC to the individual level of prosumers not only repurposes the old theory in a new context but also enriches and extends it, enabling the theory to more fully and powerfully explain the economic and social phenomena of the digital age, where individuals have become a key economic unit.

6. Conclusion

This research developed a prosumer performance

model that suggests that high-performing prosumers in Thailand require a combination of innovation and learning capabilities, self-efficacy and action, technological competencies and communication skills, and value co-creation and social relationships. This research aims to develop and validate an integrated model of prosumer performance.

This study provides a nuanced understanding of prosumer performance on social media within the Thai context. It is found that performance is measured by a combination of quantitative metrics and qualitative outcomes like community strength and authentic influence. The key drivers for achieving this performance are high digital literacy and the ability to foster strong social interactions with followers. Mention the integrated nature that connects internal capabilities, operational skills, and social interactions in a single comprehensive framework.

The finding that for prosumers themselves, social relationships and creating shared value are key aspects of their self-defined performance is a qualitative dimension that cannot be measured simply by numbers. This suggests that theories focused on economic outcomes may overlook prosumers' true motivations and definitions of success. These findings offer a strategic roadmap for aspiring prosumers and provide valuable insights for platform developers and marketers.

The resulting model provides the first empirically validated framework specifically for the Thai context, offering a new theoretical lens for understanding prosumer success.

7. Recommendation and Future Research

7.1. Recommendation

7.1.1. Practical Recommendations

Prosumers should consistently focus on developing learning skills and adapting to new technologies, and prioritize building positive interactions with followers to enhance their credibility.

For platform developers, this model provides actionable insights. It emphasizes the need to design features that not only facilitate content creation but also actively support user skill development and foster meaningful community engagement, thereby cultivating a thriving ecosystem.

7.1.2. Recommendations for Future Research

The developed competency model should be quantitatively tested using Structural Equation Modeling (SEM) to formally confirm the causal relationships between the various variables.

The development of internal capability that impacts performance skills should be studied, and prosumers' performance skills should be compared. Do distinct skill sets result from varying intrinsic capabilities?

Performance abilities that affect social contact should be studied, and prosumers' impact on the social

interaction element should be compared. The affordances of the platform and the expectations of the audience determine how effective a talent is.

A comparative analysis of the impacts of prosumers on performance should be done, as well as a study on the social interaction element that affects prosumers' performance.

7.2. Limitations and Future Research Directions

As a qualitative study utilizing the Grounded Theory approach, the primary limitation of this research is its inability to establish formal causal relationships between the constructs. The results may not be immediately applicable to other cultural or economic situations without additional validation, since they are context-specific to Thai prosumers.

To learn about the differences and efficacy of prosumer society tactics, conduct comparative research across various locations and cultures. Conduct long-term research to evaluate how the prosumer community affects audience engagement, platform identity, and sustainability across a range of businesses.

Focus on trust, authenticity, and perceived relatability in order to get a further understanding of the psychological processes that facilitate audience connection with prosumers. This entails investigating the moral ramifications of prosumer business as well as the function of emerging technologies like artificial intelligence (AI) in strategy optimization and social media platform adaptation.

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ID	Gender	Age	Income/ monthly (฿)	Business	Follower
P7	Female	43	80,000	Food	1.6k
P26	Female	42	35000	Japan order	1.5k
P29	Female	34	100,000	Real estate	1.5k
P25	Female	23	40,000	Food	1.4k
P44	Female	30	60,000	Smart phone	1.3k
P24	Female	24	30,000	Online Shop	1.5k
P28	Male	25	30,000	Online Shop	1.5k
P21	Male	22	30,000	Car	1.4k
P5	Male	39	40,000	Food	1.3k
P1	Female	25	50,000	Cloth	1.2k
P15	Female	40	30,000	Online	1.2k
P4	Female	21	30,000	Cosmetics	1.1k
P3	Female	24	30,000	Food	1.1k
P11	Male	28	25,000	Cosmetics	1.1k
P30	Female	47	30,000	Coordinator Project	1.1k
P34	Female	22	30,000	Aroma Therapy	1k
P35	Female	24	30,000	Zero waste	1k

Table 6 was developed by the authors.

Appendix A

Participants: 28 Thai Prosumers

Table 6. Participants

ID	Gender	Age	Income/ monthly (฿)	Business	Follower
P10	Male	39	100,000	Tourism	88k
P9	Female	28	70,000	IT second Hand	13k
P8	Male	49	100,000	Plant	5k
P31	Female	25	50,000	Printing	4.5k
P12	Female	33	35,000	Cosmetics	4.5k
P17	Female	37	30,000	All products used	4.3k
P20	Female	34	40,000	IT	3.3k
P36	Female	44	50,000	Food	3.2k
P32	Male	46	45,000	Event	2.5k
P46	Male	33	30,000	Game	2.3k
P42	Male	25	40,000	Application	1.8k

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