

COMMUNITY-BASED TOURISM MECHANISM NETWORKS: A FACTOR FOR SUSTAINABLE TOURISM AT THE WORLD HERITAGE CORRIDOR IN THAILAND

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Abstract

In 1991, the World Heritage Corridor, comprising Si Satchanalai, Sukhothai, and Kamphaeng Phet, was identified as a tourism strategy in Thailand. This project serves national economic targets outlined in the Twelfth National Economic and Social Development Plan (2017-2021) launched before the Coronavirus disease 2019 (COVID-19) pandemic. The Sukhothai Creative City concept was influenced by the socioeconomic impact of tourism in 2019, especially community-based tourism (CBT). This research will explore local tourism relations to enhance social interaction and network efficiency by proposing guidelines to empower community networks for sustainable tourism management. According to social network analysis (SNA) by Gephi, an open-source network analysis and visualisation software package, results showed that community-based tourism and support mechanism networking occurred throughout. Informal relationships may enliven community enthusiasm and formalise support mechanisms through tourism clubs, public associations, and networks. These networks may also enhance government tourism organisations, especially Designated Area for Sustainable Tourism Administration (DASTA) 4, and local authorities by socially interacting through diverse relationships and attaining characteristic features of Thailand's World Heritage Corridor.

Keywords: *social interaction, social network analysis (SNA), community-based tourism (CBT), Si Satchanalai-Sukhothai-Kamphaeng Phet*

Introduction

In Thailand, tourism and related income has increased as a percentage of gross domestic product (GDP) from 11.7 million and 0.4 trillion baht in 2004 to 29.8 million and 2.3 trillion baht in 2015 (tourism development action plan in the World Cultural Heritage Tourism Development Zone 2017-2021). Tourism-related problems persist at World Heritage sites, especially in Sukhothai (including the Si Satchanalai area) and Kamphaeng Phet. The three historic towns are closely related to ancient towns that created the unique value of the first Kingdom of Siam in the thirteenth and fourteenth centuries. These towns were declared United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage sites in 1991 (UNESCO World Heritage Centre, 2021). Yet the gross provincial product (GPP) growth rate has declined, with Sukhothai GPP reduced by 3.2% in 2010. To effectively address tourism management challenges and maintain equilibrium, World Heritage site conservation should contribute to community income generation. Despite these adjacent honours, some communities remain inadequately appreciated and inconsistently managed in ways inappropriate to the World Heritage area status.

To remedy this issue, diverse factors and trends may be expected to shape the results of multidimensional national development. In the twenty-year National Strategy Plan 2018-2037 (Office of the National Economic and Social Development Council, 2017), economic competitiveness and income distribution in creative tourism and culture depend on three challenges: 1) continuing the past, rooted in traditional economy, identity, culture, lifestyles and natural resources; 2) adjusting the present to prepare the future by facilitating industries and services; and 3) innovating future values, leveraging entrepreneurial potential, developing the new generation, and exploring trade opportunities to improve income and well-being (Ramcilovic & Kotilainen, 2020).

This study attempts to enhance interactions among community tourism networks and support mechanisms along the World Heritage corridor in Si Satchanalai, Sukhothai and Kamphaeng Phet (see Figure 1). It follows the creative city concept, empowering and developing social networks through efficient relationships between intercommunity and extra-community support mechanisms. Participatory research is used to address social needs, strengthening future networks. High-potential community tourism is categorised in terms of creative tourism management and community-based tourism development across fifteen communities. A community network development plan and support mechanism connectivity systems for spatial development and social networking will be formulated with three objectives: 1) to investigate social interaction and the community tourism network potential; 2) to evaluate horizontal (community

network) and vertical (supporting mechanism) network potential; and 3) to propose guidelines for developing and empowering community tourism networks along the World Heritage corridor: Si Satchanalai, Sukhothai and Kamphaeng Phet.

Strategic planning and network development through tourism community interactions are necessary. Mechanisms and processes fostering strong cooperation are explored to encourage potential tourism network communities to collaborate in product development and community tourism promotion. The goal is to increase community income around the World Heritage corridor in Si Satchanalai, Sukhothai and Kamphaeng Phet, ensuring sustainability based on current relationships and linking future social interactions.



Figure 1: Study area of the World Heritage corridor: Si-satchanalai, Sukhothai and Kamphaengphet towns

(Source: edited from Designated Areas for Sustainable Tourism Administration (Public Organization) (DASTA).)

All relevant sectors should benefit from applying these findings to motivate economic development planning and increase tourism revenue. Community tourism should be managed according to the UNESCO (2019) creative city concepts in Sukhothai, which integrates crafts and folk art in a creative industrial hub. The tourism system may function and achieve its objectives with effective synchronisation and alignment of touristic supply and demand. The World Heritage site and creative city study socioeconomic data should help analyse social interaction and income generation for small and medium enterprises (SMEs) to improve life quality over the long run. The application model of outstanding universal value (OUV) in a rural area is also pertinent,

linking the project on the east-west/north-south economic corridor (EWEC, NSEC) nationally and Luang Prabang-Indochina-Mawlamyine (LIMEC) regionally. It uses the potential of local tourism networks in the World Heritage Cluster (Association of Southeast Asian Nations; ASEAN), balancing between city management and community benefit.

Literature review

According to the United Nations Environment Programme (UNEP) and the United Nations World Tourism Organization (UNWTO) (2005), the concept of sustainable tourism should ensure viable, long-term economic operations and provide socioeconomic benefits to all stakeholders in a fair distribution in addition to optimally using environmental resources and socio-cultural authenticity of host communities to conserve tourism development, maintain essential ecological processes, and help conserve natural heritage and biodiversity. This includes stable employment, income-earning opportunities, host community social services, and poverty alleviation. Tourism areas succeed by interplaying between current and future economic, social and environmental impact, encompassing mass and niche tourism to guarantee long-term sustainability. Therefore, this paper provides two main concepts for sustainable tourism development in the World Heritage Corridor: implementing social interaction and establishing a community-based tourism network.

Social interaction

Social interaction is mutual interpersonal influence based on comportment. It is a two-way process referring to multidimensional social relationships, social awareness group interactions, and environmental encounters depending on relationship type (Lamtrakul, Chayphong & Crizzle, 2023). Interpersonal relationships arising, thriving, or ending depend on individual analysis of benefits and disadvantages. Beritelli, Bieger & Laesser (2007) and Herasimovich, Alzua-Sorzabal & Gueren-Omil (2024) identify significant goals and success in organisational market competition in tourist destination networking, actively engaging network building and improving destination visibility and credibility. Economic theory has been adopted to explain social relations. According to it, interpersonal relationships arise depending on how individual analyses perceive advantages and disadvantages (Thibaut & Kelley, 1959). In response to the divided social production of space, three interactive spaces are presented: 1) physical, for tangible objects; 2) psychological, for symbolism and discourse; and 3) social, inhabitable for dwellers and visitors (Lefebvre, Nicholson, & Harvey, 1991).

Art or a multirelational power building process is needed for popular belief, trust, acceptance and willingness to follow. Power relations are divided into two simultaneous types (Nye, 2008): instrumental and goal-oriented:

(1) intimidation (hard power), using violence to force compliance.

(2) influence (soft power) through cooperation, framing solicitation, and persuasion.

A major challenge in social interaction is coordinating groups and organisations which voluntarily exchange information or participate in activities for mutual support through direct intergroup contact. Formats or organisations remain independent with loose assemblage patterns as needed or a clear network operative structure seeking flexible, horizontal, independent organisations capable of responding to problematic, complex, evolving, and highly competitive sources (Nirathon, 2000).

Community-based tourism network

A network is a social process emerging from interpersonal relationships or institutional organisation groups to engage in mutual activities. Intra-network connections are consistent and structurally patterned. This network structure demonstrates potential, influence, and bargaining power (Wasserman & Faust, 1994). The relationship results may be of two network varieties (Predakorn & Lailitirat, 2018):

- (1) *Horizontal* or performing the same business level, such as in the same type of business or responding to an identical target group for mutual benefit. The network leader may motivate work success by relying on existing social capital such as family, friends, and cooperative relations.
- (2) *Vertical* with support mechanisms pertaining to the relationship between heads and subordinates or business networks operating in the same supply chain for shared beneficial relationships and connections. The community network management model has a hierarchical power relation mechanism and structure to mobilise network masses to participate in diverse activities.

Hollingshead & Poole (2012) defined five social network patterns considering formal group member and individual communication:

- *Wheel pattern, with bipartite communication, a communication centre and interpersonal connections; for example, A is the coordination centre for B and C. But B and C share no contact or coordination.*

- Chain pattern with interpersonal connection insofar as A and B; B and C; and C and D are sociable and may mutually communicate, but A is unaware of/ not in communication with C or D.
- Y network resembles the chain network model, with A being aware of B and A of C and D. But B, C, and D are probably not mutually cognizant. (see Figure 2).
- A cycle network offers two ways for members to know one another, but not all are known; for example, A is cognizant of B and C but not of D.
- All channels and all network members know each other and communicate with each person and group.

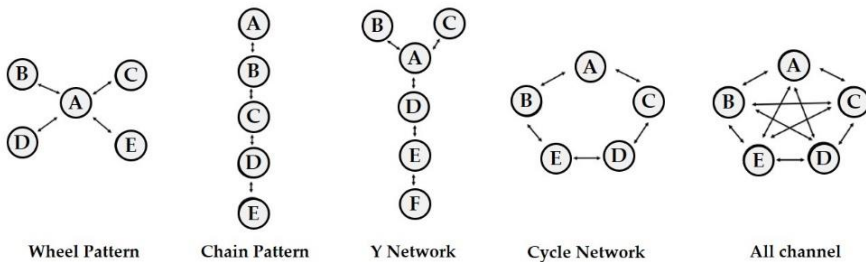


Figure 2: Social network patterns developed by Hollingshead and Poole (2012)

From the nature of network connections or continuous paths in the study area, there will be a connection between geographical features and the past urban structure of Sukhothai as a historic and satellite city. It has been named a UNESCO World Heritage site, including Si-satchanalai, Sukhothai, and Kamphaeng Phet. In 2019, Sukhothai was certified by the UNESCO Creative Cities Network (UCCN) as among the world's 66 crafts and folk art cities characterised by diverse cultural activities integrated into the socioeconomic urban identity rooted in society and culture. The dense concentration of creative workers, local residents, and diverse cultures contributes to the urban expression of creativity and fosters social integration through art and cultural activities. This creates a local creative economic value chain that drives sustainable urban development, creates new jobs, and promotes a socially diverse culture. Auttarat, Sangkakorn & Krajangchom (2021) suggested that public and private sectors should collaborate to create a community tourism network comprising cultural tourism entrepreneurs and agencies as a mechanism for exchanging ideas and offering operational support.

Methodology

This predominantly qualitative research study is supported by quantitative analysis of survey data. The goal was to formulate guidelines and implementation plans through participatory action research (PAR) of World Heritage city conservation organisation and community network development surrounding the area corridor in four steps (see Figure 2):

- (1) A literature review is needed to ascertain community tourism approaches and documents for creating research instruments, including variables of dimensions and indicators used.
- (2) A field data survey will be conducted to collect spatial knowledge on community tourism horizontal networks and vertical network support mechanisms through in-depth interviews. Quota sampling comprised in-depth interviews with ten community residents and purposive sampling with two community leaders, amounting to 180 samples. The aim was to describe the spatially varying relationship among social networks in 15 potential community tourism cases along the World Heritage corridor: Si-satchanalai, Sukhothai and Kamphaeng Phet.
- (3) data analysis classification and synthesis from focus groups with high potential community and support mechanisms. Develop planning guidelines for social network interactions on diverse issues, including structure, composition, factors and power relationships between network groups and mutual support mechanisms, by the social network analysis (SNA) process with Gephi software (Bastian, Heymann, & Jacomy (2009)). Results were described to understand the structural transition of network interactions participating in community tourism development.
- (4) implementation and conclusion to evaluate the relationship from initial processes to factors and development potential of community tourism networks following the creative city concept. The goal is to unify the community network and support mechanisms for system implementation, especially local government and DASTA4.

Conceptual framework

Based on area characteristics, relevant concepts and theories, and developing community tourism network interactions, this approach may help community-based tourism development in the World Heritage corridor of Si Satchanalai, Sukhothai, and Kamphaeng Phet as sustainable creative cities. Tourism development and increased economic system development capacity are goals that involve area identity, customs, traditions, art, and culture. Social network

relationships were created among community tourism groups, and support mechanisms were created to fulfil basic interaction organisations. Figure 3 shows the conceptual framework study based on common objectives by interaction of horizontal and vertical networks.

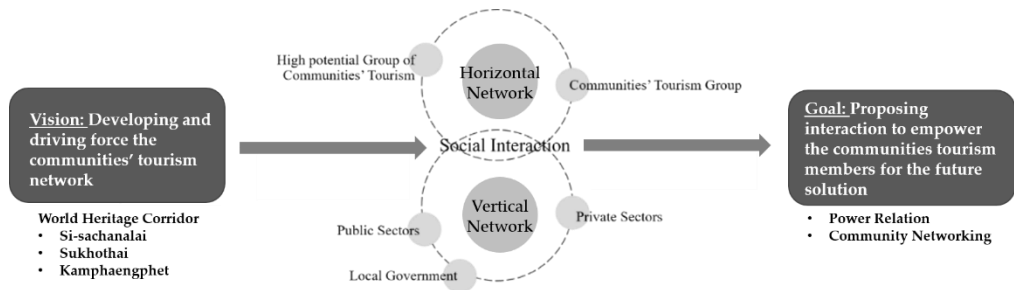


Figure 3: Research framework

Governmentally, a community-based tourism network is described as a social process resulting from interpersonal relationships with institutional, organisational groups sharing a common goal and mutual activities. Individual self-determination capacity is empowered by providing sufficient information, improving data analysis, and developing decision-making solutions. In addition, the power and relationship between government sectors as well as local governments and people are reflected (Susskind & Carson, 2008). Different school, community, organisational, and national participation levels are meaningful in this paradigm, helping participants to develop a sense of ownership and voluntary commitment. This increases urban sustainability in the quality of public participation, environmental decision-making, and acceptability.

Results also suggest that fostering interaction among community tourism members may enable them to benefit from or bear the costs and risks associated with subsequent interventions. This interaction promotes consensus on multicultural societal diversity, integrating different ideas and respecting human rights through decision-making processes. Mechanisms are essential to instil a sense of ownership in the work to support these efforts. Local leaders should also cultivate strong relationships with community members and implement training programs to develop expertise and enhance social capital. The research prepared local community members' ability to deal with support mechanisms. To enhance community resilience, horizontal and vertical power relations were used through visible direction and hidden detours to significantly influence social outcomes and intervention ecology.

Results and discussions

Social interactions and community tourism network potential

Tripartite interactions are categorised in the horizontal network: 1) neighbourly, 2) community tourism, and 3) other community diversity in the same district and province. Results indicated:

- *Si-satchanalai* has strong individual community relationships, with high levels of horizontal network relationship in the neighbourhood, community tourism, and other community diversity levels in the same administrative area. For example, the Na Ton Chan, Had Siao, Baankook Phatthana, and Koh Noi communities have coexisted in kinship ($\bar{x} = (1.82-2.91)$, S.D. = $(0.19-0.85)$). However, the Tha Chai community has a moderate horizontal network relationship.

These findings cohered with local network aggregation potential at a moderate-high level. Further comments suggest that arts and crafts product development still lacks distinction and efficacy. Therefore, many younger inhabitants face obstacles to participating in community arts and crafts tourism development groups.

- *In Sukhothai*, coexistence was based on kinship, with community members historically acquainted. Arts and crafts groups were launched in the community with unique product identities tied to the locality. For instance, in Si Chum and Li Thai communities, krathong and other products are made of palm leaves, with horizontal network relationship, neighbourliness, community model and diversity in the same administrative area, mostly at a high level in Baanmai Traphang Thong, Taphang Thong Luang, Si Chum, Na Choeng Khiri, and Bang Klang communities ($\bar{x} = (2.02-2.92)$, S.D. = $(0.22-0.90)$). However, Li Thai and Thung Luang communities have a moderate horizontal network relationship.

There was moderate-high consistency with local network aggregation potential. Further comments implied that the area group foundation was weakened by the absence of participation by young personnel, otherwise engaged in private occupations, precluding full commitment to community arts and crafts. To enhance work cooperation, a community tourism club might be established to send representatives to join the DASTA 4 committee regularly.

- *As a semi-rural society, Kamphaeng Phet* had a close community relations pattern. Combining occupations created a horizontal network relationship, whereas neighbours, community tourism, and other community diversity levels in the same administrative area were mostly moderate, as in Phran Kratai and Nakhon Chum. However, Tri Trueng horizontal network relationships were more elevated than neighbouring communities ($\bar{x} = (1.60-2.54)$, S.D. = $(0.37-0.72)$), consistent with low-moderate network aggregation potential.

In comparing social interactions and horizontal tourism network community potential through in-depth interviews, four communities emerged with high interactive potential, mainly located in Sukhothai, near the local government centre and World Heritage corridor. Figure 4 and Table 1 summarise the SNA results, indicating that high-potential communities 1, 6, 13, and 15 may contribute structurally to social connectivity overall. This relational approach facilitates the creation of a set of tourism networks, bridging gaps and attracting other communities to participate in tourism management. This signifies, in turn, local and global public participation in environmental matters.

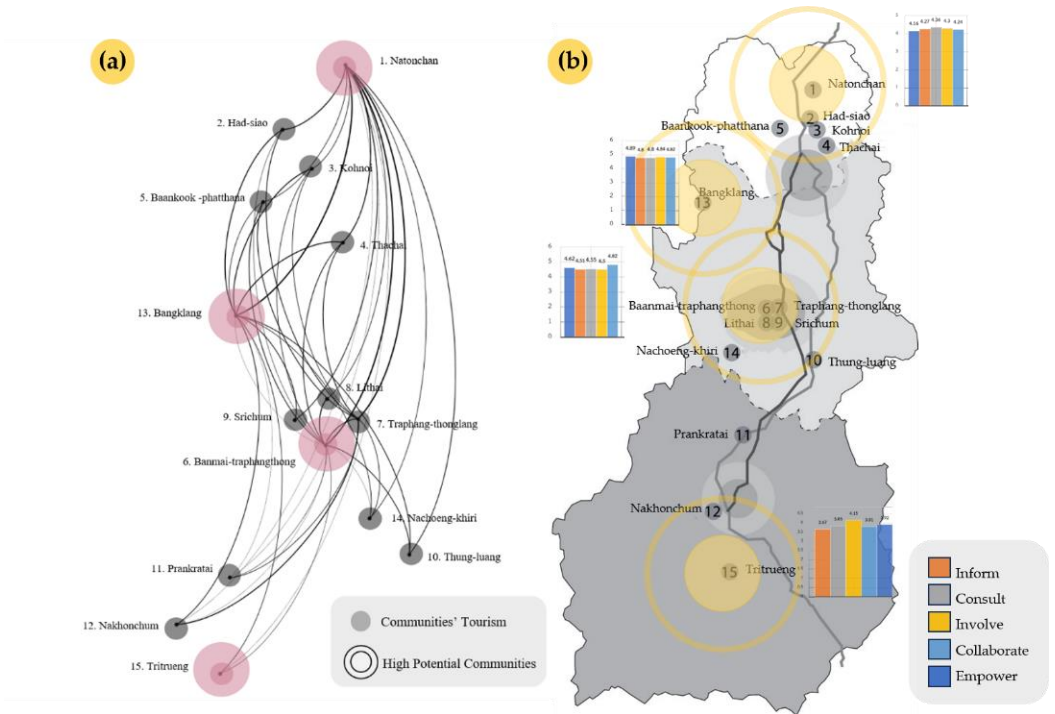


Figure 4: The social network structure using (a) focus groups between four high-potential relationships and other tourism communities (Horizontal Network) to compare (b) mapping between five social interaction elements.

Table 1: SNA matrix between four high potential relationships and other tourism communities

Communities No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	0	5	3	5	3	3	3	3	3	4	1	4	3	3	1
6	4	2	3	4	4	0	5	5	1	4	2	0	1	1	2
13	4	5	5	5	3	0	0	0	4	4	1	4	0	3	3
15	4	4	3	4	4	0	0	0	5	0	3	0	0	3	0

Note: Interaction level: 5=very high, 4=high, 3=moderate, 2=low, 1=very low, 0=none;

Communities no.1=Na ton chan, no.2=Had siao, no.3=Koh noi, no.4=Tha chai, no.5=Baankook phatthana, no.6=Baanmai traphang thong, no.7= Taphang thong luang, no.8=Li thai, no.9=Si chum, no.10= Thung luang, no.11= Phran kratai, no.12=Nakhon chum, no.13=Bang klang, no.14=Na choeng khiri, no.15= Tri trueng

Community relation levels with support mechanisms

Interactions are divided into two vertical network levels: supportive mechanisms of 1) government and local agencies and 2) the private sector, including tourism operators, tourist associations, and local merchandise stores. Results:

- Si Satchanalai consistently receives governmental support from the Tourism Authority of Thailand (TAT), Village Health Volunteers (VHV), Federation of Thai Industries (FTI), and DASTA4; local agencies such as Si Satchanalai Municipality and research institutions such as Rajabhat University. Interviews identified a mostly moderate governmental, local authority, and private sector vertical network relationship and support mechanisms. However, Na Ton Chan and Koh Noi currently receive more governmental support due to community roles and participation in their respective areas. Fields still require additional governmental support, including arts and crafts product development. There is moderate cross-community private sector and entrepreneurial support in and beyond the Si Satchanalai area (\bar{x} = (1.90-2.45), S.D.= (0.50-0.96)).

- Sukhothai is governmentally supported by the Community Development Department (CDD), TAT, VHV, FTI, Ministry of Tourism and Sports (MOTS), DASTA4, and local authorities and research universities visiting to study, exchange knowledge, and support arts and crafts products as well as civil society and arts groups joining the community-drive. The Sukhothai area is the most supported along the World Heritage corridor. Interviews indicated mostly high governmental, local authority, and private sector vertical network relationships and support mechanisms, except for a moderate level in the Li Thai community (\bar{x} = (1.91-2.86), S.D.= (0.22-0.95)).

- Kamphaeng Phet remained the only local authority in the DASTA4 sector. Interviews showed a moderate level of government, local authority, and private sector vertical network relationship or support mechanisms, except for Tri Trueng, which has received private sector attention and support. Further comments implied that support mechanisms focused on planning and budgeting more than community product development, which lacks identity and profile (\bar{x} = (1.45-2.13), S.D.= (0.55-0.79)).

In comparing tourism community social network potential with regional support mechanisms (vertical networks), two groups were examined by the government and local agencies and offered by the private sector, including tourism operators, tourist associations, and local merchandise stores. Communities had potential positive interactions with support groups whose mechanisms generally supported the Sukhothai region, close to communities with tourism potential in the central area. Therefore, the Sukhothai area may be considered a critical network hub for establishing more support for creative tourism mechanisms than other regions. In addition, it can attract other communities to integrate with these support mechanisms seamlessly.

Assessing high potential community tourism level and support mechanisms

This study expands interaction patterns between support mechanisms and community tourism in fifteen communities based on social network analysis. Gephi was used to manage and visualise data, providing insights into the collaborative process for developing creative tourism. The summary serves as a guide for advancing social network relationships in diverse contexts by proposing five key aspects (see Figure 5):

- *Familiarity/familiar interactions with* area support mechanisms (vertical network) with community tourism cases (horizontal network). DASTA4 was found to be the most significant, well-connected mechanism likely to interact with the community network, except for Baanmai, Traphang Thong, Traphang, Thong Lang, and Li Thai, with moderate interactions, followed by Sawankhalok, provincial tourism association, and Tha Chai to Si Satchanalai tourism club.

- *Traditional activity cooperation interactions* of regional support mechanisms (vertical network) with community tourism cases of DASTA4 municipalities (horizontal network) include most of the main mechanisms, connected to the community network and likely interacting with the network of municipalities, except for moderately interacting Traphang-Thong Lang and Li Thai, followed by public and private sectors such as nong (subdistrict) administrative organisation and Na Choeng Khiri subdistrict administrative

organisation, provincial tourism association, Tha Chai to Si Satchanalai tourism club and Sawankhalok.

- *Arts and crafts cooperate interactively* in regional support mechanisms (vertical network) with community tourism cases (horizontal network). DASTA 4 remains the most important connected mechanism with the community network, likely interacting with the fifteen model community networks. It is followed by public and private sectors such as Tha Chai to Si Satchanalai community-based tourism promotion club, nong administrative organisation, Nachoeng Khiri subdistrict administrative organization, provincial tourism association, and Sawankhalok.

- *Collaborative interaction* produced knowledge exchange of regional support mechanisms (vertical network) with community tourism cases (horizontal network). DASTA 4 is the main connected mechanism likely to interact with the fifteen model community network, followed by public and private sectors such as Tha Chai to Si Satchanalai community-based tourism promotion club, nong administrative organisation, Nachoeng Khiri subdistrict administrative organisation, provincial tourism association, and Sawankhalok.

- *Community tourism cooperation interacted* with territorial support mechanisms (vertical network) with community tourism cases (horizontal network). DASTA4 was the main connected mechanism with the community network, likely interacting with fifteen model communities, followed by the provincial tourism club, Tha Chai to Si Satchanalai community-based tourism promotion club, nong administrative organisation, Nachoeng Khiri subdistrict administrative organisation, provincial tourism association, and Sawankhalok.

This study examines patterns and characteristics of social interactions and the potential of community networks occurring today. These may be used to analyse relational levels and suggest improvements for data, consultations, and establishing inter-community cooperative roles. The aim is to motivate efficient social interactions now and in the future. Community level (horizontal network) and government or private sector intercommunity support mechanisms (vertical networks) from fifteen potential communities following the creative city concept significantly impact community tourism networks and promote tourism network mechanisms in the World Heritage corridor region. Highly correlated groups are identified, with related rapports, contributing to the larger societal framework of community relations. These findings empower engagement in public participation and active citizenship in community tourism approaches.

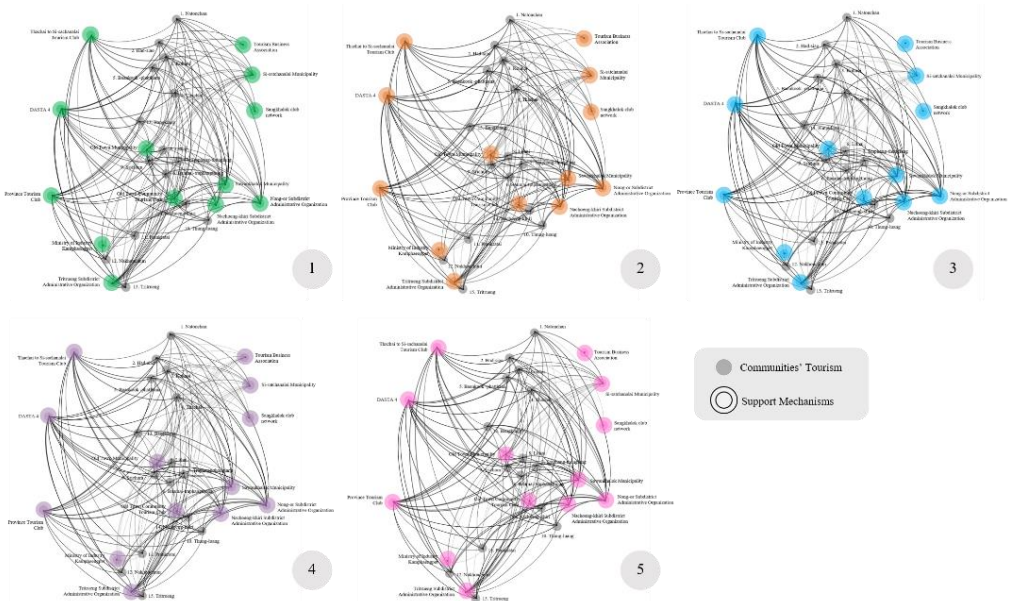


Figure 5: Social network analysis between support mechanisms and community tourism (vertical network): 1) familiarity/familiar interactions; 2) traditional activity cooperation interaction; 3) arts and crafts cooperation interaction (support/push/help); 4) collaborative interaction in knowledge exchange (meeting/conversation); and 5) community tourism cooperative interaction (joint meeting/support/push/help)

Conclusion and recommendations

Social network representations indicated that community tourism network potential and intercommunity relationships (horizontal network) were generally high for better network improvement, except for some communities, such as Li Thai and Tha Chai, remote from the main group. Thus, the relationship with diverse community groups tended to be moderate to low. This finding corresponds to the developed community relationship between vertical or supporting mechanisms and horizontal networks, indicating a dynamic social network with moderate to low correlation and interaction. In addition, network potential for public participation was considered, reflecting some cooperation and individual empowerment in decision-making. The primary focus was on providing activities and increased community support, with planning determination based on each site and relying on the voluntary participation of residents. This approach was influenced by conviction and acquaintance resulting

from linking social networks and participation in joint activities, which vary according to community area.

To understand communities and their structure, a model community network and other related community groups were organizationally formed by new knowledge management and public and private sector development mechanisms. These findings may help government agencies responsible for policy-making and driving local practice. For example, DASTA4, a subdistrict administrative organisation, and different municipalities collaborated with local organisations, community associations, tourism clubs, and associated private sector agencies.

DASTA4's experience emphasises the importance of adapting to the COVID-19 pandemic legacy. CBT should be developed in diverse forms, such as following standards set by the Amazing Thailand Safety & Health Administration (SHA), encouraging communities to innovate with products, and enhancing community activity and creative spaces, especially in Sukhothai. This requires community networking interaction and supporting mechanisms that might originate in organisational history.

In addition, pertinent potential revealed by interviews expands the informal relationship between community and support mechanisms in professional, personal, and community relationships (see Figure 6).

- Personal relationships predominate regionally from friends and relatives, past and present relationships. However, related projects do not seek financial support or reflect a business approach to cultural events.
- Professional relationships are mainly work-related, facilitating perception of events or urban contexts and development policies to motivate gradually evolving tourism.
- Community relationships mostly occurred through neighbours campaigning for habitable towns during public participation issues.



Figure 6: Opportunities and limitations of networking in the study area

However, this is characterised by mutual reliance, emphasising friendly relations, which leads to disrupted horizontal and vertical networks systematically supporting each other. Depending on urban events or contexts, broken relationships may occur at any time, with no process to empower communities to sustain network connections.

By mediating positive power relations, SNA may expand and strengthen complex social network systems. Investigating and adapting dynamic social network models and surveys and using qualitative and quantitative relational approaches to describe the specific structure of the community tourism network may improve future connectivity based on the shared economy.

A future direction for promoting the social networking potential of community tourism may be in support mechanisms, especially during pandemic lockdowns or other municipal restrictions. This coincided with Ledingham and Bruning (1998), who referred to a relationship as a condition occurring between organisations and target groups. Economic, social, political, and cultural benefits may be factored in for all stakeholders, with friendly mutual feelings as localised community power for enhancement strategy to prioritise tourism (Eunjung, Kim, Pennington-Gray, & Ash, 2021).

A new approach might be the tripartite exploration of community relations: first, extracting potential from positive horizontal and vertical network power relations (support mechanisms), adding options and correlating social relations (see Figure 7). This positively correlates with operational engagement in and beyond the area. The results concretely network to increase community income and assess returns for higher-level needs. For example, high-potential communities and effective support mechanisms contribute to building tourism networks in diverse relationships.

Second, promoting physical environmental management, fostering community interaction and participation, and including folk art and craft professionals. This aimed to enhance and develop tourism by creating uniqueness through more network interactions, proper environmental management, and promoting a holistic, innovative city. Third, realising the potential of positive power relationships among community leaders with diverse support mechanisms. This section provides growth options, correlates independent social arrangements positively correlated with operational engagement in and beyond the area, and evaluates compensation by responding to higher demand.

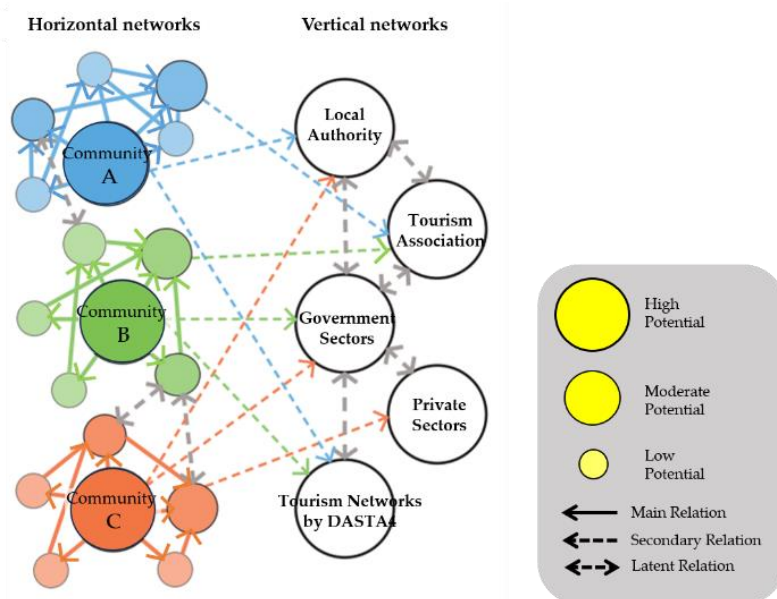


Figure 7: A concept map of social interaction networks to empower future local community tourism

However, SNA investigation results are incomplete and not fully investigated. In future, SNA might be combined with cultural mapping to relate actors with significant places for exchanging ideas and empowering each community by the goal of empowerment itself, to benefit from the tourism industry and make community-based tourism more sustainable.

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