

Unpacking Sustainable Tourism Development for Bang Krachao: Opportunities, Challenges and Pathway Forward

Adarsh Batra*

Abstract *This study aims to evaluate Bang Krachao (BK) Island's potential as a destination for nature-based outdoor recreation. Qualitative techniques, including SWOC analysis, were used to propose a strategic plan for managing and sustaining tourism in Bang Krachao. Field observations and face-to-face interviews were conducted to understand that tourism and visitation generate a range of impacts on the environment and local communities. Stakeholders' narratives, reflecting varying values, perceive these effects as both positive and harmful. The results offer insightful guidance on how to regulate tourism to protect Bang Krachao's natural integrity, providing stakeholders and policymakers with a comprehensive understanding of the opportunities and challenges associated with sustainable tourism and biodiversity conservation. This study offers ideas and tactics for managing sustainable tourism in this area and for enhancing the current state of affairs.*

Keywords: *Bang Krachao (BK), Environment, Nature Tourism, Protected Area, Sustainable Tourism, SWOC Analysis, Visitors*

INTRODUCTION

Nature tourism is based on the natural attractions of an area. It occurs mainly in undeveloped natural areas, rather than in the built environment. Examples include camping, hiking, fishing, bird-watching, stargazing, and visiting parks. However, tourism and hospitality operators may suffer large losses if environmental resources are seriously harmed. Unfortunately, the drive for substantial profits from these sectors has frequently destroyed ecosystems and resources, mostly because of human endeavors like crowding, lodging, activities, and deforestation. The ecosystem and humankind have suffered greatly as a result of the excessive and negligent exploitation of these resources. It has to do with managing solid waste, cutting down on pollution, maintaining clean air and water, and leaving as little of an ecological footprint as possible. Any development, and agritourism in particular, can improve the quality of life for local communities while promoting biodiversity conservation, reducing land degradation, and creating and

growing economies without depleting natural resources by incorporating sustainability considerations. On the other hand, Governance provides coordination and collaborative action in implementing destination management planning, and as the UN's Sustainable Development Goals (SDGs) indicate, few destinations have enforced regulations/policies to protect sensitive areas from further negative effects of tourism (Butler, 2018; Sheldon, 2004; Weaver, 2011). Governments and tourism authorities must harness the power of such tools to implement better land management methods and sustainable development policies.

The Study Site Selection

Bang Krachao (BK) is a small portion of an artificial island in Samut Prakan Province's Phra Pradaeng district, located south of Bangkok. The Chao Phraya River's bend and the canal on its western side together formed it. With its large amount of green space relative to the rest of the city, it is frequently referred to as "The Green Lung of Bangkok" and covers 16

* Assistant Professor, Faculty, MBA in Hospitality and Tourism Management Program, Graduate School of Business and Advanced Technology Management, Assumption University of Thailand, Bangkok, Thailand.
Email: abatra@au.edu; adarshbtr@yahoo.co.in

square kilometers (12,000 rai). As illustrated in Fig. 1, BK is essential to the city (<https://www.bangkokpost.com/opinion/opinion/2079435/vital-to-preserve-citys-green-lung>).

Bang Krachao district, north of Phra Pradaeng, has over 5,000 residents and nine villages with 1,500 homes. Urbanization has fostered unique lifestyles, with most residents working their land. Small businesses, agriculture, and a mangrove forest make it a popular tourist destination. BK currently attracts some 100,000 visitors monthly, generating revenue of 8 to 10 million Thai baht. Samut Prakan deputy governor Chaipoj Jaroongpong said 70 percent of visitors are Thai (<https://www.nationthailand.com/thailand/tourism/40019972>).

Tourism Qualifications in the Bang Kachao Region

BK, a 24-square-kilometer area, comprises 30% natural forest, 45% agricultural land, 15% residential, and 45% reservoirs, cleared land, and grassland. Strict land-use regulations are enforced through a municipal planning law that prohibits the construction of large factories and skyscrapers. The Sri Nakhon Khuean Khan Green Area and Ecomanagement Center have served as a model for

biodiversity conservation in BK since 1992 (Ariando et al., 2017). One popular eco-tourism activity in BK is cycling (soft adventure) along its narrow pathways. These bicycle trails wind through local communities, traditional gardens, and along canals and riverbanks. Cycling through the Sri Nakhon Khuean Khan Park and Botanical Garden is among the popular activities offered in the area.

Inventory and Evaluation of Tourist Attractions and Services

The traditions of the Mon, an ancient Myanmar culture, have been meticulously preserved and practiced for centuries in BK. With 12 temples and a vibrant local market, visitors can immerse themselves in local traditions. Residents and visitors alike frequent notable sites, including Lat Pho Museum, Mon Museum at Wat Kan Lat, Song Kanong's Mon Villages, and Bang Krasorb's Cultural Tower. The Bang Nam Pueng Floating Market offers affordable, locally sourced products, which was established in 2004 through the collaborative efforts of local administrative organizations and communities. This market is open only on weekends, and it provides a glimpse into the vibrant local culture and offers a wide array of products, including local foods and sweets, at affordable prices.



Source: https://upload.wikimedia.org/wikipedia/commons/0/03/Bang_Kachao_Landsat.jpg

Fig. 1: Map of the BK Area, Which is Referred to as the ‘Green Lung’ of Bangkok

BK's Sri Nakhon Khuean Khan Park and Botanical Garden, named after King Bhumibol Adulyadej, showcases the

island's original fruit orchards and a variety of ornamental plants, including mango, coconut, and banana. Sri Nakhon

Khuankhan Park, covering 100 acres, is the island's largest and most popular attraction. It features lakes, picnic spots, dining options, pavilions, and four infrastructure zones (Kongsasana & Roopklom, 2013): 1. The visitor center and administration zone; 2. Park service zone; 3. Public park and recreation zone; and 4. Outdoor natural learning zone, which includes natural trails, a bird-watching tower, and the BK urban forest.

BK has adopted eco-friendly tourism as a vital part of its sustainable future, exemplified by the Bangkok Treehouse hotel, which opened five years ago on the eastern bank of BK and features solar-powered rooms. BK offers comprehensive public and municipal infrastructure for residents and visitors. Rental bike shops provide affordable rentals and tourist maps. Street-marked cycling routes improve safety and convenience. New routes pass mango trees, community pavilions, and fishermen's huts. Motorcycles are available for rent upon arrival. Public restrooms are accessible and hygienic.

Agriculture in BK remains a vital source of income for the region, practiced by about 800 families across roughly 400 hectares (Sommechai et al., 2018). Residents of Bang Nam Peung Floating Market rely on farming and fishing but are increasingly adopting sustainable economic activities such as tour excursions, bike rentals, and restaurants. BK's recognition has improved locals' quality of life, supported by increased infrastructure investments that make daily living more convenient. Despite attracting international tourists, residents continue traditional gardening and fruit farming. BK's ecological health is protected through strict regulations, maintaining its reputation as an ecological sanctuary.

Modern-Day-Challenges

Tourists' willingness to engage in environmentally responsible behavior has a significant potential to improve sustainability (Loureiro et al., 2022). Research on reasoned action and planned behavior shows the link between attitude and behavior (Lee & Jan, 2015). The visitor experience, a complex interaction among individuals, activities, and environments, influences attitudes and actions (Borrie & Roggenbuck, 1998, p. 115). Understanding how attitudes influence behavior and how experiences affect these attitudes can help promote sustainability in tourism.

This study is grounded in stakeholder theory, sustainable development theory, and social exchange theory to explain development dynamics in Bang Krachao. Stakeholder theory helps identify and analyze the roles, interests, and interactions of key actors in governance and conservation, and in evaluating governance effectiveness and policy outcomes (Nashihah et al., 2024). Sustainable development

theory provides a framework for assessing the balance among environmental protection, social well-being, and economic benefits in the BK area. Social exchange theory explains BK residents' micro-level social dynamics that underlie community participation and support for development initiatives, based on their perceived costs and benefits. Together, these theories offer a comprehensive lens for understanding sustainable, community-based development in Bang Krachao.

BK is under several stresses. Many of the original residents moved to Bangkok as the agricultural and fishing sectors declined. Presently, the community's remaining residents and newcomers are collaborating to repair deteriorating infrastructure, preserve historic sites, and address the effects of climate change. While a portion of the island is protected by government law, some land is sold by locals to large developers. The majority of protected places are held by governments and range in use from strict protection to public access (Buckley & Sommer, 2001). As the island gradually gains popularity, these developers recognize their opportunity (Sengers, 2017).

In response, the authorities have implemented numerous policies to safeguard the island and encourage travel. The study also examines how rising visitation has affected the environment, drawing on the opinions of locals and law enforcement units. Accordingly, the purpose of this study is to investigate BK and to understand the changes brought about by the adoption of new policies over time. Furthermore, to investigate sustainable development alternatives for BK, this study intends to gather data on varied facets from different stakeholders, comprising locals, visitors, and local tourism industry representatives.

- To monitor environmental changes by understanding shifting trends and visitor activities, and preferences in Bang Krachao.
- To understand the match and mismatch between visitors' on-site use and locals' concerns, as well as the policy and planning initiatives implemented in Bang Krachao.
- To propose environmentally responsible strategies for various tourism stakeholders in Bang Krachao.

METHODS

Between the second week of March 2024, in-depth interviews were conducted with owners, an applicable representative, local residents, and visitors to gather insights into park direction and growing expectations. A qualitative approach was chosen for this study to discern the complexities of operations and the stakeholders involved in sustainable tourism implementation at BK. The interviewees were selected through initial contact

and mutual consent to participate in this research, using the non-probability purposive sampling method. A total of 17 people were interviewed (see Table 2), including a park representative, residents, owners working in tourism-related businesses, and mainly visitors, both Thai and non-Thai. Additionally, this study employs SWOC analysis (Strengths, Weaknesses, Opportunities, Challenges) to identify strengths and weaknesses, as well as opportunities and challenges encountered at BK. This framework helps formulate effective strategies to address weaknesses and challenges, thereby improving BK's ability as a sustainable tourism destination.

The author conducted the interviews in English over three days while off the island, without staying overnight. A Thai assistant accompanied the author for two site visits, enabling communication in Thai with locals on site. These interviews aimed to learn more about the island's recent

changes following tourism-driven development and the daily lives of the interviewees. Each interview lasted between thirty and forty minutes. The author actively sought out locals on days 1 and 2 to gain a comprehensive understanding of BK's development and the role of small business owners, including those renting out bikes, who have been operating on the island. The purpose of the interview checklist questions (see Table 1) was to guide the conversation toward the study's objectives. The author began by asking broad questions tailored to each interviewee's role in BK. For example, on day 3, they asked about the main motivations behind visitors' trips. The author aimed to gather opinions on BK's environment and the visitor experience it seeks to offer. They also explored recent changes, recommendations, and policy adjustments that could influence BK's future, with plans to adapt follow-up questions for more comprehensive insights.

Table 1: Interview Checklist Questions

Visitors	Locals	Administration
1. What is your main motivation to visit BK?	1. What is your opinion about tourism development in BK?	1. What are the present and future situations of BK?
2. What is your opinion about BK as a natural attraction?	2. How does visitors' arrival influence local life?	2. What are the problems and obstacles in the development of BK as a natural attraction?
3. How was your overall experience of visiting BK?	3. Did you feel any adverse change in the natural environment following the advent of visitors in BK?	3. What needs to be done to overcome problems and obstacles?

Source: Own work.

Table 2: Informant Profile

Sr. No.	Fieldwork	Status	Gender	Occupation	Code	Country of Origin
1	Day 1	Resident	M	Restaurant owner	LC1	Thai
2		Resident	M	Boat driver	LC2	Thai
3		Resident	M	Administration	LC3	Thai
4	Day 2	Resident	M	Retired	LC4	Thai
5		Resident	M	Farming	LC5	Thai
6		Resident	F	Housekeeper	LC6	Thai
7		Resident	M	Service provider	LC7	Thai
8		Resident	F	Service provider	LC8	Thai
9	Day 3	Visitor	M	Local expat	LC9	UK
10		Visitor	M	NGO	TR1	Spain
11		Visitor	F	United Nations	TR2	Austria
12		Local	M	Administration	LC10	Thai
13		Local	M	Vendor	LC11	Thai
14		Visitor	F	Undisclosed	TR3	UK
15		Visitor	F	Freelancer	TR4	Scandinavian
16		Visitor	M	Teaching	TR5	Czech
17		Visitor	M	Retired	TR6	USA

Source: Primary data.

Thematic Analysis

For analysis, a thematic qualitative method was used. Boyatzis (1998) described this method as thematic analysis, which involves recognizing, evaluating, and reporting themes in data. This study applied thematic analysis to narratives, face-to-face interviews, and site visits/observations. The checklist questions (Table 1) helped gather data from the informants. To ensure the interview questions were accurate, two pilot interviews were conducted—one with a visitor and one with a resident. Transcripts and field notes served as data sources. Each transcript was carefully read to identify recurring themes from participants' different perspectives and experiences. The data were analyzed using the phases of thematic analysis proposed by Clark et al. (2015). Initially, the data were thoroughly reviewed to identify recurring patterns. Subsequently, initial codes were developed by condensing participants' statements and underlying meanings into meaningful labels (see Fig. 2). These codes were then organized into broader themes that accurately represented the dataset. Several steps were taken to improve the credibility and reliability of the results, including seeking feedback, reviewing the analysis with two other researchers, comparing levels of agreement and disagreement on theme descriptions, and cross-referencing transcripts with field notes.

ANALYZING THE CURRENT ISSUES, OPPORTUNITIES, AND THREATS AT BK

The study findings are based on the following fieldwork to achieve objectives one and two.

Day 1: Fieldwork

The author conducted interviews using English as the only language but encountered challenges in understanding and answering questions due to the lack of native speakers. The aim of semi-structured interviews was not achieved, as stakeholders' perspectives were not fully understood. Later, interviews with restaurant owners, boat drivers, and passersby revealed a decrease in visitors to the Green Lung of Bangkok, despite the language barrier.

Regarding the restaurant owners, one of them owned a place at the edge of the park, next to the small road for bicycles and pedestrians. The author observed that the restaurant was open but empty of customers. The owner was born and raised in BK and had managed the restaurant for 12 years, with a renovation completed 3 years ago. In his opinion,

“Over time, BK has changed, including increased urbanization and road construction, despite the local authorities having conserved certain areas [...] Although

the majority of the population was local fifteen years ago, some property developers now invest in the island's land and construct some homes.” LC1

He also mentioned the polluted waters near his restaurant. Changes in land use were clear, visible in the construction of more buildings in the area. This development led to roads replacing natural footpaths that wind through tropical foliage. The expansion encroached on waterways, causing some canals to become blocked and creating drainage problems. A local farmer criticized,

“We've already noticed that some canals are becoming stagnant ... experiencing water drainage issues”.

It is noteworthy that the alteration of islands due to commercial development and human habitation often results in siltation and pollution of waterways (Newsome et al., 2012, p. 74). Urbanization and industrialization in Bangkok Metropolitan and Samut Prakan provinces have changed land use in the BK Peninsula from green spaces to residential, official, and industrial areas (Chuentako, 2019).

In the second interview with a restaurant owner, the author was informed by the husband and wife, who were born and raised on the island. They had the property of their ancestors.

“We launched energy-saving programs to encourage green practices among foreign tourists [...] leveraging their increased awareness of climate change.” LC2

The final interview took place in Si Nakhon Khun Khan Park. The author interviewed the receptionist, but it was a short interview as she didn't communicate well in English.

Day 2: Fieldwork

On day two, the author introduced himself to some locals and passers-by at BK and shared the objectives of conducting the research. The growing signs of commercialization and urbanization are increasingly felt by the elderly on the island, who expressed their anguish and despair by insisting.

“Limit the number of visitors in protected areas [...] If we do nothing, the traditional way of life, with houses in farmland and mangrove forest surrounding BK, will disappear.” LC4

Another middle-aged native expressed grave concern

“ Since I was a child, BK has undergone a lot of changes. For one thing, it is now much busier than it was [...] There are fewer trees and more dwellings now [...] Insects, birds, and aquatic animals are less common than they formerly were.” LC5

As visitation levels increased, sometimes dramatically, the need for infrastructure rose. Accordingly, at least in parks remote from urban areas, visitors need lodging, roads, convenience, visitor centers, and information. Rising visitation also requires attention to bathrooms, trails,

parking lots, sewage treatment, solid waste management, campgrounds, picnic areas, signs, employee housing, and maintenance facilities (Trzyna, 2014). Another local stepping out of her farmhouse reflected,

“There are many outsiders who want to relocate here and start construction because land prices are lower than in Bangkok [...] They’re not locals, which is the issue. They have no idea what plants, animals, or farming are about, and to be honest, they could not care less [...] BK, in my opinion, requires strong protection.” LC6

To increase income, the island aims to promote ecotourism while preserving its green spaces and environmental activities. However, achieving this goal will be challenging, as the island’s sustainability is seriously threatened by urbanization and globalization.

“The majority of tourists are day trippers [...] there are limited lodging options, with only four-bedroom private residences permitted, and motels not allowed.” LC7

Similar sentiments were echoed by one of the local tourism service providers, citing the post-COVID scenario where bringing back visitors was not a piece of cake because persuasion was quite challenging. He summarized it in a way:

“At first, I had no idea how to attract visitors. I had to acquire the skills necessary to plan events to persuade guests to participate in tourism-related activities.” LC8

Individual efforts by some of the locals to get rid of litter, although commendable to avoid damaging the locale, but inadequate to cover vast areas amidst a rising number of visitors over weekends and long holidays. Eagles and McCool (2002) clarified that littering is when people leave trash on trails, water, or in recreational areas.

“We constantly work to clean up the water bodies [...] remove any pollution of any kind, including empty wrappers, beverage containers, used or unused cigarettes, etc.” LC4

Such Pro-environmental behaviors in everyday life as eco-friendly daily activities directly trigger sustainable consumer decisions and behavior (Han & Hyun, 2018; Laroche et al., 2001), while people’s collective and individual efforts could result in a cleaner neighborhood (Ramkissoon, 2020).

Day 3: Fieldwork

In the pursuit of sustainability in hospitality and tourism, on the third day, interviews were conducted during field observations with three locals, a local administrative staff member (initially hesitant to comment but agreeing to speak anonymously and without photography or recording), and

seven foreign visitors. During a conversation with a local expatriate who has lived in Bangkok for over a decade, he praised BK for its lasting beauty and greenery, which he enjoys weekly for relaxation and rejuvenation. In his words,

“There are no serious issues to be found in BK, [...] natural resources are well-preserved.” LC9

Many visitors discovered new nearby spots ideal for quick trips. A middle-aged visitor states,

“For Thai cyclists, this island is a sanctuary; for tourists, it is a peaceful and picturesque destination. On weekends, [I] typically visit the market, have lunch, and spend a few hours strolling around the neighborhood.” TR1

As a result of the growing environmental movement, visitors are becoming more discerning, sophisticated, and responsible in their travel choices and behavior.

“Destinations lacking sustainable offerings, such as public transportation, innovative hotel concepts, locally sourced food, and local hiring, hinder sustainable tourism practices.” TR2

A new way of living is emerging. In the coming years, the culture of consumption will be shaped by consumers who want to live happy, healthy lives. We are dealing with a new class of elite consumers who base their decisions, purchases, and behavior on sustainability and enjoyment.

“The challenges facing locals are their limited resources, the lack of awareness of technologies and practices, and cost constraints in the implementation of Green Practices.” LC10

“Strategically planting trees and shrubs, encouraging the planting process in BK, and teaching others and oneself the value of a green environment.” LC10

The sentiments expressed by an elderly local administrator highlight the need for environmentally conscious consumer behavior through activities like conserving natural resources (such as water and energy), reducing environmental harm (such as waste), meeting societal demands for green products, and improving residents’ quality of life (Bridges & Wilhelm, 2008; Dong et al., 2020; Han, 2020). Additionally, maintaining biological harmony with the natural environment benefits residents who engage in pro-environmental behaviors (Beery & Jönsson, 2017).

BK heavily relies on tourism, with numerous restaurants and bike rentals available on the island. A challenge for BK is its aging population and shifting attitudes among the younger generation. Traditionally, in rural areas where locals engaged in agriculture, the new generation is becoming more hesitant to pursue farming as a livelihood.

Nowadays, all the young folks from BK head to Bangkok for work,” a local explains. “Not many of them are interested in farming anymore [...]. It’s actually pretty sad to see the situation where the newcomers want to settle here, while the original residents are looking to move away.” LC10

O’Kane (2022, p. 47) highlighted two main reasons for this. First, BK’s rising soil salinity and low economic returns discourage farming, and the younger Thai generation shows little interest in the industry. Second, land values are increasing, and the number and size of residential homes are growing. There is a desire to explore nearby areas of Bangkok as potential places to live. Therefore, BK’s husbandry reached its limits years ago because it lacked control over its farms and fields. If there are no more farmers to care for the land, it could become uncultivated, potentially leading to an exchange of insurance with authorities currently protecting the area.

A local vendor informed that the type of customers continued to change, and it influences the demand for products in the local marketplace. For the impact of visitors in BK, he believed,

“Every weekend, trash accumulates in the garbage cans in this area. We acquire more plastic waste the more tourists we have [...] I hope more visitors to BK are wary about all the trash they leave behind.” LC11

This intention expresses that many locals were deeply astonished by the growing environmental degradation that they observed. Eagles and McCool (2002) maintained that in parks, garbage management is a big problem.

Reasons for Visiting BK

An older traveler from the UK asserts,

“In the BK, [I] found myself surrounded by a bunch of trees. [...] Birds and trees create a lovely atmosphere that really helps me [and my friends] feel calm and relaxed. [...] If you want good health or to change the mood to unwind or have a chill picnic, BK is the perfect spot!” TR3

It demonstrates how locations like BK enhance people’s health and well-being, especially in light of changing disease scenarios and the effects of climate change on metropolitan areas (Rice, 2020). Human health and well-being are enhanced when there is nature around and when humans connect with it (Kellert & Wilson, 1995; Wilson, 2017; Ulrich, 1993). One of the participants (Scandinavian) visualized,

“Before, I thought I could afford the best and that I wanted to be seen enjoying lavish vacations. [...] Later on, I discovered

what truly makes me happy, and that it doesn’t cost as much to achieve this. I like to relax, eat well, and be at ease like nature.” TR4

It shows how nature is often used to highlight the purpose of existence. A person’s life, their community’s life, and the life of a larger society can all be shaped by ideas and actions that support the concept of nature. Passive enjoyment of the natural environment seems to be much more important than active enjoyment (Wearing et al., 2007). A participant from the Czech Republic said,

“My guide and I went riding for our afternoon adventure. It turned out to be a really good trip for your health, as well as being active and fun. Cycling involves the greenery [...] I made several stops at amazing sights to take endless selfies {giggle} and wherever something was interesting”.

That sentiment conveys the idea that adding more vegetation could help lessen the more detrimental consequences of noise pollution, which is frequently linked inadvertently to health problems (Dzhambov & Dimitrova, 2014). The informant, hailing from the US, maintains,

“The air is pleasant, the bush is peaceful, and it is gorgeous. I would rather suggest it to anybody looking for a quick escape from the bustling city, some adrenaline, and a once-in-a-lifetime experience. I will come back! :)” TR6

Travelers are looking for an opportunity to learn about and investigate a new ecosystem and its inhabitants, sometimes known as fauna and flora or wildlife. A few guests are nature lovers for life (Perkins & Grace, 2009), while some foreign visitors go on day outings from a five-star hotel to a wilderness location. While some of these visitors are only interested in being entertained, many of them want to learn and become informed.

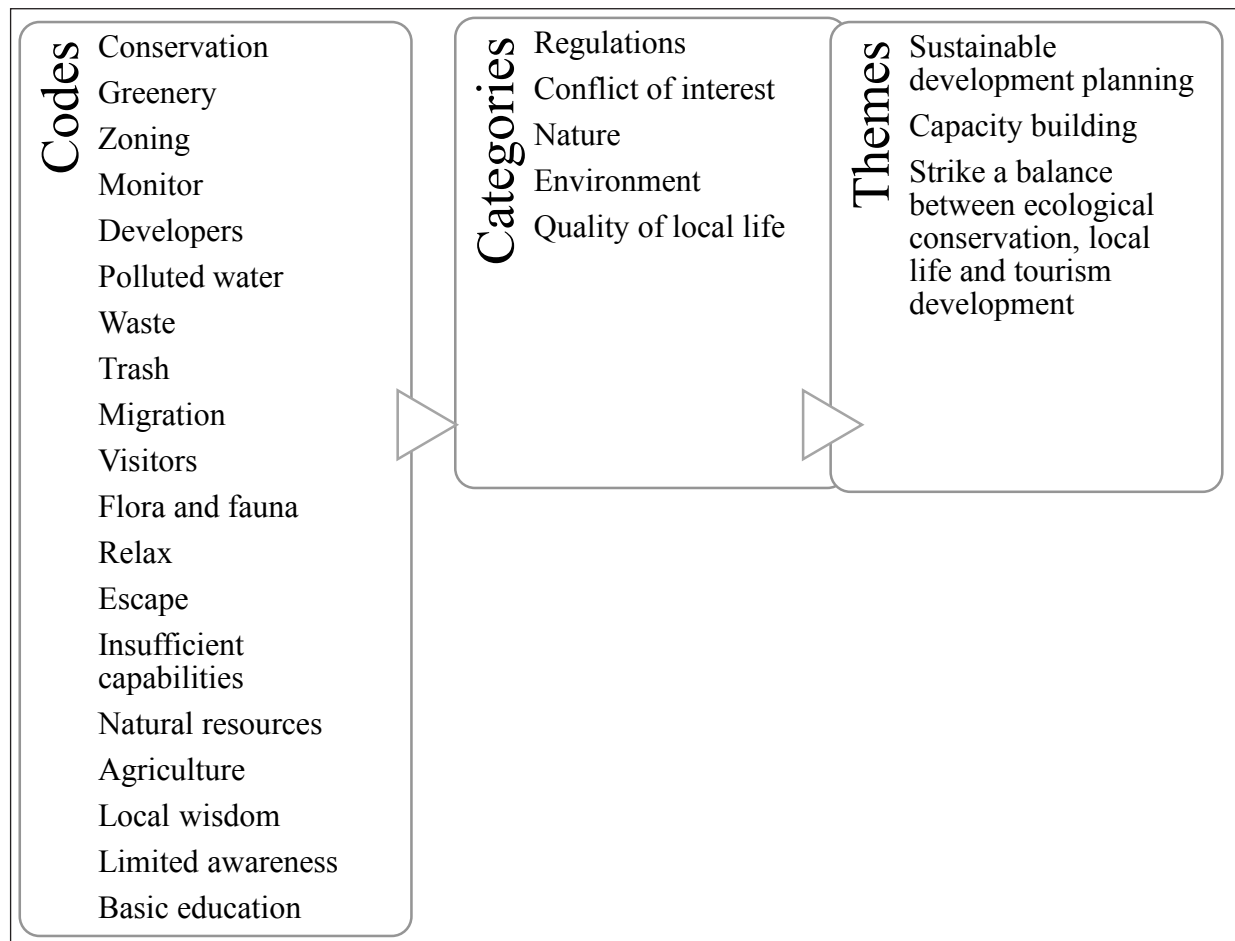
Observation

Qualitative assessment involves visual inspections of activity outcomes, observation of performance and activities, engagement, and the generation of new ideas. There are specific reasons why people visit parks and protected areas to participate in certain events and activities (Izak, Samantha & Uwe, 2025, p. 3). These reasons are vital for understanding the tourist experience because they provide managers with insights into visitor behavior and help them create experiences that meet visitors’ needs (Manfredo, Driver & Tarrant, 1996). In the study, the author used direct observation (Table 3). The physical surroundings of BK are tranquil, harmonious with nature, surrounded by locals, and filled with pristine nature and greenery.

Table 3: Direct Observation

BK Visitors' Key Recreational Visitation Motivations	Also Referred to by Visitors
Enjoy being in a natural environment (greenery/ wilderness landscapes)	TR3 TR5 TR6
Undertake recreational activities (walking/ cycling/ photography/ picnicking)	TR5 TR3
Beautiful scenery and views (sights, bird songs, humming of insects, smells of wildflowers and colorful butterflies)	TR1 TR3
Relaxation (comfort break)	TR3 TR4
Viewing and enjoying the birds (bird watching)	TR3 TR5
Wilderness experience (peace and tranquility)	TR4 TR6

Source: Compiled by the author.



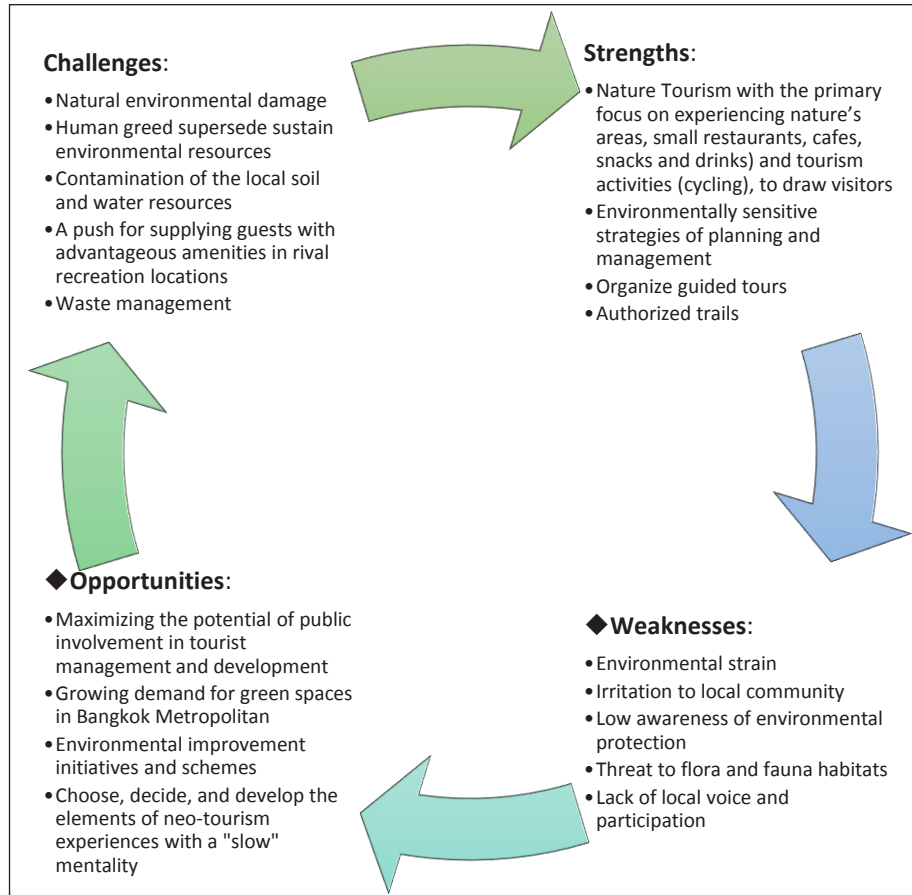
Source: Author's elaboration.

Fig. 2: Data Coding: First-Order Codes, Categories and Aggregated Themes

SWOC Analysis: Sustainable Tourism Development Strategies for BK to Achieve Objective Three

An important step in planning or developing strategies for sustainable tourism operations is conducting a situational

analysis (Newson 2000:23). This analysis supports informed decision-making and policy development for sustainable ecotourism in protected areas, and many research studies use this method (Yilmaz & Ozturk, 2023). The author summarized the existing information, listed the key evaluations of BK, and compiled them into the SWOC analysis model below.



Source: Author's elaboration.

Fig. 3: SWOC for BK

Observations and Summary of Empirical Investigation

A SWOC analysis helps us better understand BK and provides meaningful recommendations for identifying its strengths, weaknesses, opportunities, and threats. While

SWOT and SWOC analyses are related, SWOT analysis considers opportunities, threats, weaknesses, and strengths. SWOC analysis emphasizes challenges more than dangers. Threats and challenges are similar, but challenges can be overcome.

Table 4: SWOC Analysis - Author's Elaboration Based On Site-Visit Observation and Interviews

Strengths	What Has Been Done to Keep the Strengths
Nature Tourism with the primary focus on experiencing nature's areas and tourism activities (cycling) to draw visitors	Since 1977, BK has been a protected area to save its natural state. Coconut palms and mangrove trees protect the riverbanks from floods.
Environmentally sensitive strategies of planning and management	Regulations/policies protect sensitive areas from damage; Walking and cycling encourage eco-friendly exploration of the island.
Organize guided tours	Tours for cyclists, students, and nature lovers under the guidance of an expert.
Authorized trails	Designated bike paths for cyclists. Cycling routes are marked on the streets.
Weaknesses	How to transform the weaknesses into strengths?
Environmental Strain	Save precious flora and fauna. Avoid impact on the fragile and sensitive environment.
Irritation to the local community	Empower locals to create a united front for the community. The abandonment of traditional land use are threat to forests and agriculture.

Low awareness of environmental protection	Hold community workshops and seminars for education and awareness. Raise community awareness about the environmental protection of natural areas.
Threat to the flora and fauna habitats	Establish ethical standards and code of conduct signage; Treat dirty water, proper water drainage, and recycle waste.
Opportunities	Keep an Eye
Maximizing the potential of public involvement in tourist management and development	Implement Community-based tourism (homestay) that encourages local community involvement in tourism in BK.
Growing demand for green spaces in Bangkok Metropolitan area	Wealthy Bangkokians show an increased interest in BK's distinct and serene atmosphere.
Environmental improvement initiatives and schemes	Monitoring and maintenance of a clean environment; Agro-tourism
Choose, decide, and develop the elements of neo-tourism experiences	Fostering a deeper understanding of local flora and fauna; Shift from BK island promotion to destination protection.
Challenges	Expect the Unexpected!!
Natural environmental damage	Without proper monitoring, pollution could turn BK into a dumping ground.
Human greed supersedes the sustainability of environmental resources	The urbanization of Bangkok is a threat to BK. Establish a buffer between conservation priorities and commercial interests.
Contamination of the local soil and water resources	Bangkok's pollution poses a significant threat to the island's vegetation and small streams.
Waste management	Without proper management, the local community and authorities could be overwhelmed by garbage.

Source: Author's elaboration.

Public Policies

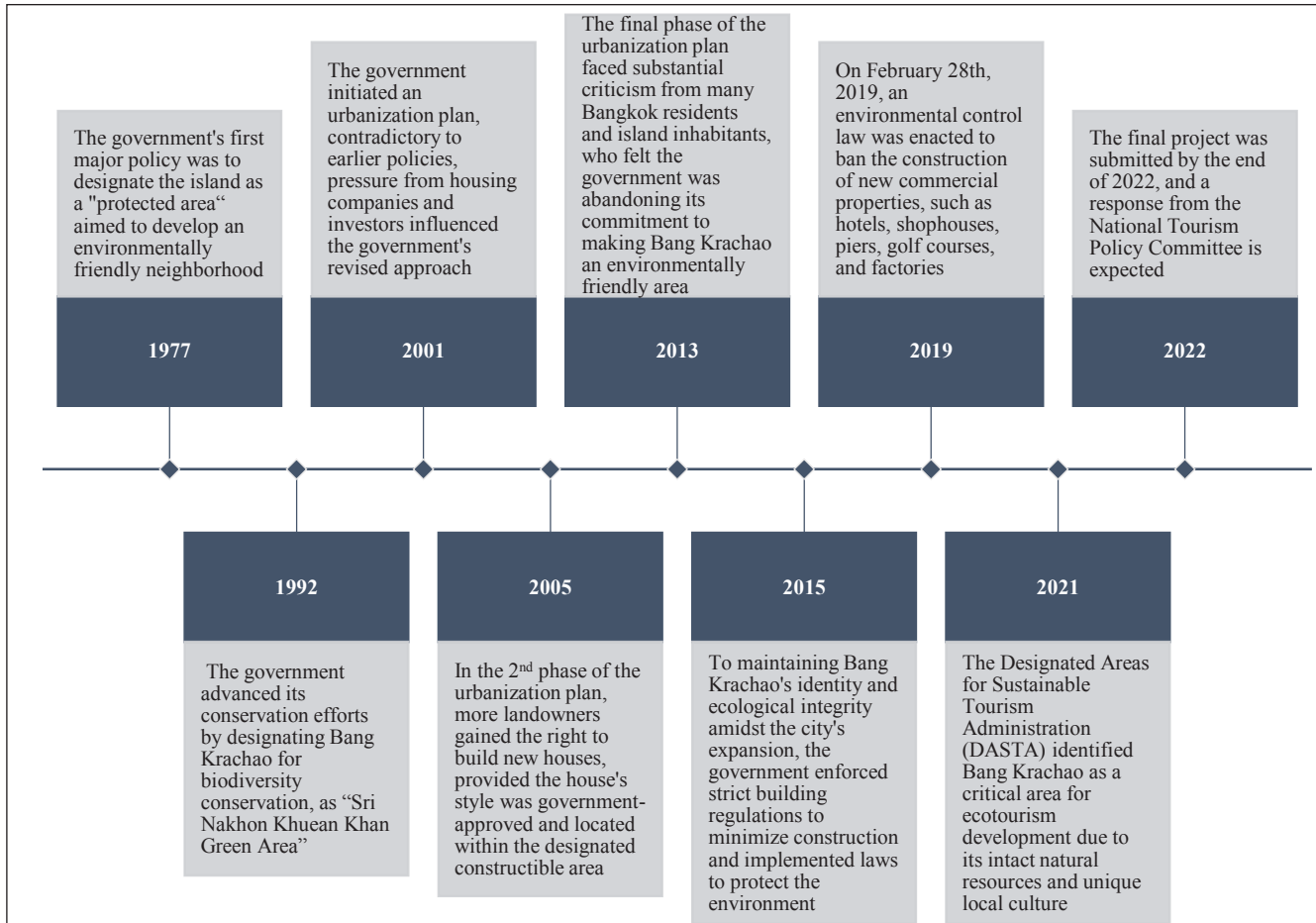
The island of BK has long been crucial to Bangkok and the Phra Padaeng district, serving as one of the few green spaces near the city. Recognizing its uniqueness, authorities have implemented policies (Fig. 4) to protect the island from Bangkok's ongoing urbanization. These efforts aim to preserve BK's rich wildlife diversity and prevent construction encroachment. Currently, the Designated Areas for Sustainable Tourism Administration (DASTA) is finalizing details for the project presentation to the National Tourism Policy Committee (<https://www.nationthailand.com/thailand/tourism/40019972>).

Discussion About Key Policy Issues for Sustainable Tourism in BK

The situation requires careful assessment due to a lack of organization, a waste management policy, and insufficient participation by local communities in the policies of BK

developers and public actors. These policies lack continuity, as shown in Fig. 4. Although each policy must adapt to current circumstances, the urbanization plan initiated in 2001 indicates that policies for BK have not been entirely consistent. The 2019 control law and the 2022 DASTA policies, available at <https://www.dasta.or.th/th/article/3764>, are moving in the right direction to help preserve the island. It is also important to note that governance principles for protected areas should include the requirement that "Providing clear policy directions for the protected area and, in particular, for contentious issues (e.g., conservation priorities, relationships with commercial interests and extractive industries) and ensuring that those are consistent with the management practice" (Borrini-Feyerabend et al., 2008).

Similarly, the situation is further complicated by policy discrepancies (Table 5), which make it difficult to assess the effectiveness of these policies because of their lack of clarity and inconsistency (Smith et al., 2019). As Wheeler (2002) noted, there is a "gaping chasm between the rhetoric and the reality."



Source: Compiled by the author.

Fig. 4: Chronology of Policy and Planning Events Involving BK

Table 5: Conflict Between Policy Direction Pre- and Post-2001

"A Roller Coaster Change"		
Prior to 2001, policies were implemented to protect the island from urbanization and promote eco-friendly activities, including the creation of parks.	The 2001 urbanization plan introduced new structures and land sales, contradicting previous policies crafted a few years.	Private actors' dominance over administration, industrialization, and urbanization pushed for city development, resulting in diverse public entity decisions. Successful policies must adhere to guiding principles.

Source: Compiled by the author.

The island's eco-friendly reputation is questioned by the amount of waste in streets, waterways, and forests, even though trash bins are nearby. Insufficient green practices among visitors and locals contribute to littering and environmental destruction.

The third and final aspect is that the authorities implement directives without consulting the local populace. This resembles a case in which residents perceive planning as the government's responsibility, and the government then informs people of its decisions (Newsome et al., 2012, p.

205). Furthermore, stakeholder engagement is crucial for the sustainable development of tourism initiatives (Waligo et al., 2013).

A Complex Web of Grievances and the Future Implications

Bangkok's Green Lung faces an uncertain future due to threats such as deforestation, erosion, rising sea levels, greed, and corruption. Participants reported even greater motivation

to visit BK and experience its unspoiled beauty, recognizing that it risks being lost if they do not fight to protect this rare gem for future generations. Addressing these challenges (Fig. 2) requires a multifaceted approach that includes policy development, stakeholder engagement, education, and ongoing monitoring of tourism practices (Kurniawan, 2024). Participants described how infrastructure growth and development in the city threaten BK. It has become a popular vacation spot for Bangkok's wealthy, leading to concrete buildings, logging, and environmental exploitation that could destroy the area's value as a vital green space amid the city's chaos. The urgent need is to manage the BK area effectively and implement environmentally friendly policies to preserve and protect it; failing to do so will incur high environmental and social costs. Population growth and urbanization are among the biggest challenges facing BK Island in the future.

CONCLUSION

The results show that, given the area's many natural attractions and nature-based outdoor tourism, sustainable tourist development is one of the most crucial issues. The findings indicate that while some local informants view tourism-led development with skepticism, international visitors to BK place the highest value on the natural environment's attributes, including its pristine state, stunning scenery and views, and unique natural features (Raquel Caro-Carretero & Sandra Monroy-Rodríguez, 2025, p. 14). Visitors are often very appreciative of the park and its unique features (Eagles & McCool, 2002), and the BK visitors in this study are 'environmentally aware,' as suggested by Sharpley (2006). Visitors seeking greener environs and a glimpse into age-old Mon ways of life find BK an appealing destination (Table 3). The growing trend of property tourism reflects a broader consciousness of the importance of protecting undyed resources. Amid Bangkok's grievous air pollution, BK offers a haven for honorable and real rejuvenation, making it a favored *savoir-faire* for fresh air and ethnic tightness to finish interactions between locals and tourists. The study confirms Sangpikul and Batra's (2007) findings, revealing that most respondents value ecotourism activities such as natural park visits, trekking, hiking, camping, and nature photography.

Locals serving as informants in this study expressed deep concerns and fear about the outlook for BK. Because they are unable to cope with external changes in their environment, the people living in BK cannot be considered a resilient community despite their deep respect and understanding of their environment (Alicia, Laura & Nuria, 2024). Maintaining environmental resilience, or a community's ability to sustain ecosystem functions and productivity, is crucial (Jamaliah & Powell, 2019).

In summary, the interaction between private tourism and hospitality businesses and neighborhood activities in BK appears both effective and widespread. While a few individual enterprises operate food stalls on weekends without disturbing local residents, they also support the local economy by purchasing produce and crafts from local residents. However, challenges remain, as some tourists negatively affect the environment through littering and the neglect of sustainable practices (Juvan & Dolnicar, 2014).

Therefore, proper waste management by authorities is crucial, along with encouraging visitors who frequently come to this location to avoid repeating such mistakes. Any planning or management system should include monitoring, defined as the continuous observation of one or more elements or indicators at scheduled times and/or locations (Newsome, Moore & Dowling 2002, 259). It is argued that a waste-free island would attract more visitors, position the city as a leader in waste recycling, and foster a cleaner environment for walking and biking.

Recommendations for Managing Tourism for Sustainable Futures

The island of BK has great potential to expand its tourism industry. However, this growth and its benefits are currently threatened by ecological problems. Unplanned development on BK Island could gradually diminish its viability as a tourism hub. The park's main concerns are managing BK Island's natural resources, visitor activities, and community conflicts in ways that support sustainable tourism, protect existing land use patterns, and prevent additional pollution without compromising the wilderness atmosphere. Planning and management must consider the potential environmental impacts of tourist development as it expands (Jamieson, 1999, p. 102). All stakeholders of BK must take responsibility for protecting the island's natural resources and the rich biodiversity they support. Sustainability must be embraced by everyone involved with BK. It should be a core principle guiding how BK develops its tourism.

The present study used the SWOC technique (Fig. 3) to connect the detailed need analysis with the development priorities, helping stakeholders systematically examine the characteristics of the BK area. This comprehensive analysis (Table 4) can support the creation of a strategic plan aimed at encouraging sustainable tourism growth in BK Island and developing strategies for effective management. Therefore, it is essential to integrate tourism and visitation with conservation and socio-economic goals (as shown in Fig. 2) in protected areas (Leung et al., 2018, p. 28) like BK. A lesson for BK authorities should also be that the deterioration of natural resources—such as water pollution, soil erosion, and trash—should not result from tourism.

Promote BK as a destination for environmentally conscious travelers in Thailand, emphasizing the importance of educating the next generation about the value of protected areas. As a natural destination (Shi, 2005) that conserves flora and wildlife, BK can benefit from programs that encourage pro-environmental behaviors among visitors (Esfandiar et al., 2022). This approach ensures visitors have meaningful nature experiences and improves their understanding of sustainability issues and sustainable tourism practices (Perkins & Grace, 2009). Managing protected areas like BK can also help address how tourism impacts the ecosystem, as discussed by Leung et al. (2018, p. 104). All tourism decisions should involve BK residents, as it has been too long since locals were overlooked. The areas most affected by tourism—such as their backyards, communities, and quality of life—must be part of decision-making. BK residents affected by tourism should participate in capacity-building efforts, since successful management depends on cooperation and consent, as highlighted by Leung et al. (2018, p. 131).

Limitations

To accomplish the study objectives, this study employs only qualitative methods. A mixed-methods approach could provide greater insights into how inhabitants and visitors perceive each other. Moreover, this paper presents a single case study, BK, for examination because of time restrictions and the challenge of completing a significant number of interviews. Additionally, the researcher's subjective assessment could skew the results of purposive sampling. Future research can examine the long-term impacts of tourism activities on the local community in BK, considering the Triple Bottom Line (3BL) social, environmental, and economic dimensions to assess how resilient tourist locations are in and around BK. The environmental aspect was the primary focus of the current investigation.

REFERENCES

- Orea-Giner, A., Fuentes-Moraleda, L., & Molinero, N. M. (2024). Threats and opportunities through the lens of civic and social council stakeholders in Madrid's World Heritage urban cultural landscape. *Journal of Heritage Tourism*, 19(4), 601-622. doi:<https://doi.org/10.1080/1743873X.2024.2332450>
- Ariando, W., Ljubas, K., Muturi, M., & Luther, S. (2017). *Bang Kachao urban forest*. doi:<https://doi.org/10.13140/RG.2.2.18290.58562>; Retrieved June 25, 2024, from https://www.researchgate.net/publication/321071352_Bang_Kachao_Urban_Forest
- Beery, T., & Jönsson, K. I. (2017). Outdoor recreation and place attachment: Exploring the potential of outdoor recreation within a UNESCO Biosphere Reserve. *Journal of Outdoor Recreation and Tourism*, 17, 54-63. doi:<https://doi.org/10.1016/j.jort.2017.01.002>
- Borrie, W. T., & Roggenbuck, J. W. (1998). Describing the wilderness experience at Juniper Prairie Wilderness using experience sampling methods. In: D.L. Kulhavy and M.H. Legg (eds.), *Wilderness and Natural Areas in Eastern North America: Research, Management and Planning* (pp. 165-172). Nacogdoches, TX.
- Borrini-Feyerabend, G. (2008). Governance as key for effective and equitable protected area systems. Briefing Note 8, February. Gland, Switzerland: IUCN. Retrieved from <https://www.iccaconsortium.org/wp-content/uploads/2022/04/briefing-note-08.pdf>
- Boyatzis, R. E. (1998). *Transforming qualitative information: Thematic analysis and code development*. Thousand Oaks, London, & New Delhi: SAGE Publications. Retrieved June 20, 2024, from <http://isites.harvard.edu/icb/icb.do?keyword=qualitative&pageid=icb.page340897>
- Bridges, C. M., & Wilhelm, W. B. (2008). Going beyond green: The "why and how" of Integrating sustainability into the marketing curriculum. *Journal of Marketing Education*, 30(1), 33-46. doi:<https://doi.org/10.1177/0273475307312196>
- Buckley, R., & Sommer, M. (2001). *Tourism and protected areas: Partnerships in principle and practice*. CRC for Sustainable Tourism Pty Ltd. and Tourism Council Australia, Sydney, Australia.
- Butler, R. W. (2018). Sustainable tourism in sensitive environments: A wolf in sheep's clothing? *Sustainability*, 10(6), 1789. doi:<https://doi.org/10.3390/su10061789>
- Caro-Carretero, R., & Monroy-Rodríguez, S. (2025). Residents' perceptions of tourism and sustainable tourism management: Planning to prevent future problems in destination management - The case of Cáceres, Spain. *Cogent Social Sciences*, 11(1), 2447398. doi:<https://doi.org/10.1080/23311886.2024.2447398>
- Chuentako, Y. (2019). Guidelines for the development of community-based tourism activities: A case study of Bang Kachao, Phra Pradaeng, Samut Prakarn, Thailand. In *International Academic Multidisciplinary Research Conference in Vienna 2019 Proceedings*. Retrieved from <http://icbtsproceeding.ssru.ac.th/index.php/ICBTSVIENNA/article/view/94/94>
- Clarke, V., Braun, V., & Hayfield, N. (2015). Qualitative psychology: A practical guide to research methods. *Qual. Psychol.*, 3, 222-248.

- Dong, X., Liu, S., Li, H., Yang, Z., Liang, S., & Deng, N. (2020). Love of nature as a Mediator between connectedness to nature and sustainable consumption behavior. *Journal of Cleaner Production*, 242, 1–12. doi:https://doi.org/10.1016/j.jclepro.2019.118451
- Dzhambov, A. M., & Dimitrova, D. D. (2014). Urban green spaces' effectiveness as a psychological buffer for the negative health impact of noise pollution: A systematic review. *Noise and Health*, 16(70), 157–65. doi:https://doi.org/10.4103/1463-1741.134916
- Eagles, P. F. J., & McCool, S. F. (2002). *Tourism in national parks and protected areas: Planning and management*. Cabi Publishing, doi:https://doi.org/10.1079/9780851995892.0000
- Esfandiari, K., Pearce, J., Dowling, R. K., & Goh, E. (2022). Pro-environmental behaviours in protected areas: A systematic literature review and future research directions. *Tourism Management Perspectives*, 41, 1–13. doi:https://doi.org/10.1016/j.tmp.2022.100943
- Han, H. (2020). Theory of green purchase behavior (TGPB): A new theory for sustainable consumption of green hotel and green restaurant products. *Business Strategy and the Environment*, 29(6), 2815–2828. doi:https://doi.org/10.1002/bse.2545
- Han, H., & Hyun, S. (2018). What influences water conservation and towel reuse practices of Hotel guests? *Tourism Management*, 64, 87–97. doi:https://doi.org/10.1016/j.tourman.2017.08.005
- Jamaliah, M. M., & Powell, R. B. (2019). Integrated vulnerability assessment of ecotourism to climate change in Dana Biosphere Reserve, Jordan. *Current Issues in Tourism*, 22(14), 1705–1722. doi:https://doi.org/10.1080/13683500.2017.1401982
- Juvan, E., & Dolnicar, S. (2014). The attitude-behaviour gap in sustainable tourism. *Annals of Tourism Research*, 48, 76–95. doi:https://doi.org/10.1016/j.annals.2014.05.012
- Jamieson, W. (1999). *Guidelines on Integrated Planning for Sustainable Tourism Development*, Economic and Social Commission for Asia and the Pacific (ESCAP), United Nations.
- Kongsasana, S., & Roopklom, P. (2013). The Park Facilities Management Strategies for Sri Nakhon Khuankhan Park, Environment Management and Sustainable Tourism DOCTOR OF PHILOSOPHY Program of Architectural Heritage Management and Tourism, Graduate School Silpakorn University.
- Kellert, S. R., & Wilson, E. O. (Eds) (1995). *The biophilia hypothesis*. Island Press, Washington, DC.
- Kurniawan, R. (2024). Sustainable tourism development: A systematic literature review of best practices and emerging trends. *International Journal of Multidisciplinary Approach Sciences and Technologies*, 1(2), 97–119. Retrieved from <https://journal.ppipbr.com/index.php/multi/article/download/125/129>
- Laroche, M., Bergeron, J., & Barbaro-Forleo, G. (2001). Targeting consumers who are willing to pay more for environmentally friendly products. *Journal of Consumer Marketing*, 18(6), 503–520. doi:https://doi.org/10.1108/EUM00000000006155
- Lee, T. H., & Jan, F.-H. (2015). The influence of recreation experience and environmental attitude on the environmentally responsible behavior of community-based tourists in Taiwan. *Journal of Sustainable Tourism*, 23(7), 1063–1094. doi:https://doi.org/10.1080/09669582.2015.1032298.
- Leung, Y. F., Spenceley, A., Hvenegaard, G., & Buckley, R. (Eds.) (2018). Tourism and visitor management in protected areas: Guidelines for sustainability. *Best Practice Protected Area Guidelines Series No. 27*, (vol. 12, p. 120). Gland, Switzerland: IUCN.
- Loureiro, S. M. C., Guerreiro, J., & Han, H. (2022). Past, present, and future of pro-environmental behavior in tourism and hospitality: A text-mining approach. *Journal of Sustainable Tourism*, 30(1), 258–278. doi:https://doi.org/10.1080/09669582.2021.1875477
- Manfredo, M. J., Driver, B. L., & Tarrant, M. A. (1996). Measuring leisure motivation: A Meta-analysis of the recreation experience preference scales. *Journal of Leisure Research*, 28(3), 188–213. doi:https://doi.org/10.1080/00222216.1996.11949770
- Middel, I. J., Bouwer, S. C., & Hermann, U. P. (2025). Nature-based urban tourism attractions: Resident perceptions of the benefits of visitation to a botanical garden in South Africa. *International Journal of Tourism Cities*, 500–512. doi:https://doi.org/10.1080/20565607.2025.2517023
- Nashihah, D., Dwinugraha, A. P., Lestari, R. E., & Puspaningrum, F. A. (2024). Fostering collaborative approaches for sustainable tourism development on Bawean Island. *Journal of Research & Tourism Innovation*, 9(2), 172–181. Retrieved from <http://jurnal.iicet.org/index.php/jrti/article/view/5254>
- Newson, M. (2000). *Plan and develop ecologically sustainable tourism operations*. Warrnambool, Vic: Southwest Sydney, Institute of TAFE.
- Newsome, D., Moore, S. A., & Dowling, R. K. (2002). *Natural area tourism: Ecology, impacts and management*. Mona Vale, NSW: Footprint Books.
- Newsome, D., Susan, A., Moore & Ross, K., Dowling. (2012). *Natural area tourism, ecology, impacts and management*, Volume 58 in the series Aspects of Tourism.
- O'Kane, D. (2022). The ecological and social effects of gentrification and urbanisation in Thailand's Lower

- Chao Phraya Delta, Malmö University, Urban Studies. Retrieved June 25, 2024, from <https://www.diva-portal.org/smash/get/diva2:1685019/FULLTEXT01.pdf>
- Perkins, H. E., & Grace, D. (2009). Ecotourism: supply of nature or tourist demand? *Journal of Ecotourism*, 8, 223–236. doi:<https://doi.org/10.1080/14724040802534992>
- Ramkissoon, H. (2020). Perceived social impacts of tourism and quality-of-life: A new conceptual model. *Journal of Sustainable Tourism*, 31(2), 442–459. doi:<https://doi.org/10.1080/09669582.2020.1858091>
- Rice, L. (2020). Nature-based solutions for urban development and tourism. *International Journal of Tourism Cities*, 6(2), 431–448. doi:<https://doi.org/10.1108/IJTC-05-2019-0069>
- Sangpikul, A., & Batra, A. (2007). Ecotourism: A perspective from Thai youths. *Journal of Hospitality Leisure Sport & Tourism Education*, 6, 81–85. doi:<https://doi.org/10.3794/johlste.61.153>
- Sengers, F. (2017). Cycling the city, re-imagining the city: Envisioning urban sustainability transitions in Thailand. *Urban Studies Journal Limited*, 54(12), 2763–2779. Retrieved June 25, 2024, from <https://journals.sagepub.com/doi/10.1177/0042098016652565>
- Sharpley, R. (2006). Ecotourism: A consumptive perspective. *Journal of Ecotourism*, 5(1&2) 7–22. doi:<https://doi.org/10.1080/14724040608668444>
- Sheldon, P. J. (2004). Sustainability in a mature mass-tourism destination: The case of Hawai'i. In *Sustainability and Mass Destinations: Challenges and Possibilities. Business Enterprises for Sustainable Travel Education Network Think Tank IV Conference proceedings*. Esbjerg, Denmark, 30 June—4 July.
- Shi, Q. (2005). *Environmental impact assessments of forest Parks*. Beijing: China Science Press.
- Smith, A., Robbins, D., & Dickinson, J. E. (2019). Defining sustainable transport in rural Tourism: Experiences from the New Forest. *Journal of Sustainable Tourism*, 27, 258275. doi:<https://doi.org/10.1080/09669582.2017.1401633>
- Sommeechai, M., Wachrinrat, C., Dell, B., Thangtam, N., & Srichaichana J. (2018). Ecological structure of a tropical urban forest in the Bang Kachao Peninsula, Bangkok. *Forests*, 9(1), 36. doi:<https://doi.org/10.3390/f9010036>
- Trzyna, T. (2014). *Urban Protected Areas: Profiles and Best Practice Guidelines. Best Practice Protected Area Guideline Series No. 22*. Gland, Switzerland: IUCN.
- Ulrich, R. S. (1993). Biophilia, biophobia, and natural landscapes. In S. R. Kellert and E. O. Wilson (Eds), *The Biophilia Hypothesis* (pp. 73–137). Washington, DC: Island Press.
- Waligo, V., Clarke, J., & Hawkins, R. (2013). Implementing sustainable tourism: A multi-stakeholder involvement management framework. *Tourism Management*, 36, 342–353. doi:<https://doi.org/10.1016/j.tourman.2012.10.008>
- Wearing, S., Archer, D., Beeton, S., & Cooperative Research Centre for Sustainable Tourism. (2007). *The Sustainable Marketing of Tourism in Protected Areas: Moving Forward*. Gold Coast, Qld.: Sustainable Tourism CRC. [Web.] Retrieved from the Library of Congress <https://lcn.loc.gov/2007408460>
- Weaver, D. B. (2011). Can sustainable tourism survive climate change? *Journal of Sustainable Tourism*, 19(1), 5–15. doi:<https://doi.org/10.1080/09669582.2010.536242>
- Wheeler, S. M. (2002). Constructing sustainable development/safeguarding our common future: Rethinking sustainable development. *Journal of the American Planning Association*, 68(1), 110–111.
- Wilson, E. O. (2017). Biophilia and the conservation ethic. In I. Myerud (Ed.), *Evolutionary Perspectives on Environmental Problems* (pp. 263–72). London: Routledge.
- Yilmaz, I. Z., & Ozturk, A. (2023). SWOT analysis of sustainable ecotourism potential management in protected areas: A case study of Artvin. *Journal of Tourism and Hospitality*, 12(2), 517. doi:<https://doi.org/10.35248/2167-0269.23.12.517>