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Nature-Nested Community Drives Innovation to Foster Sustainable Tourism

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Abstract: The pandemic has impacted tourism globally. This paper highlights the interconnectedness of tourism with other related segments and presents the need for innovation inspired by nature-nested communities to foster sustainable tourism. The novelty of this research is that leading community-driven innovation in sustainable tourism is an emerging field of research and there is a research gap that needs further conceptual development. Therefore, the aim of this paper is to extend the current body of knowledge on leadership's premier role in channeling nature encased economic and societal resilience. The methodology adopted in the paper is qualitative synthesis of literature in the domain of Community-Based Tourism (CBT). Concepts on sustainable leadership for driving innovation are explored with the intended outcome of enhancing the ability to implement relevant sustainable development goals (SDGs). A systematic review of literature was used to identify relevant articles from the Scopus index for data extraction and analysis. The key findings highlighted five strategic practices which act as driving factors for innovation in sustainable CBT with emphasis on nature encasing. The five strategic practices include long term orientation, community participation, social innovation, sharing benefits, and stakeholder engagement. The discussion section critically evaluates the nature-nested practices that results in sustainable innovation. They are manifested as community-driven social innovation, boundary object, community-based quadruple-helix, living labs, and integrative environmental, social responsibility and corporate governance (ESG). Implications for future research directions provide the impetus for dynamics of community-based tourism.

Keywords: community-based tourism, sustainable innovation opportunities, environmental, social responsibility and corporate governance, Living Lab approach to sustainable leadership.

自然嵌套社区推动创新以促进可持续旅游

摘要：

大流行已经影响了全球旅游业。本文强调了旅游业与其他相关部门的相互联系，并提出了受自然嵌套社区启发的创新需求，以促进可持续旅游业。这项研究的新颖之处在于，在可持续旅游中引领社区驱动的创新是一个新兴的研究领域，并且存在需要进一步概念发展的研究空白。因此，本文的目的是扩展当前关于领导力在引导自然包裹的经济和社会弹性方面的首要作用的知识体系。本文采用的方法是对社区旅游（CBT）领域的文献进行定性综合。探索推动创新的可持续领导力概念，旨在提高实施相关可持续发展目标(可持续发展目标)的能力。系统性文献综述用于从斯科普斯索引中识别相关文章，以进行数据提取和分析。主要发现强调了五个战略实践，它们是可持续CBT创新的驱动因素，重点是自然包围。五项战略实践包括长期导向、社区参与、社会创新、利益共享和利益相关者参与。讨论部分批判性地评估了导致可持续创新的自然嵌套实践。它们表现为社区驱动的社会创新、边界对象、基于社区的四螺旋、生活实验室以及综合环境、社会责任和公司治理（环境、社会及管治）。对未来研究方向的影响为社区旅游的动态提供了动力。

关键词：以社区为基础的旅游、可持续创新机会、环境、社会责任和公司治理、可持续领导力的生活实验室方法。

1. Introduction

Innovation driven by nature-nested communities has the potential to alleviate the severe impacts of the global pandemic on tourism. An ecosystem of tourism-driven micro, small, and medium-size enterprises have suffered significant losses [10]. Tourism retains the core part of business interests and may be categorized as a part of the broader service industry [11]. In Thailand, for instance, domestic tourism is one of the three largest drivers of the economy, along with agriculture and medium and heavy industry [12]. Research from a reputable financial conglomerate in Thailand indicated 10 to 12 percent of GDP contribution during 2015 to 2018 was attributed to tourism [13].

When deliberated at the recent World Economic Forum, the global tourism differentiator was deemed significant [14] and it was stated that the pandemic highlighted the importance of the inter-relatedness of the tourism segment with other relevant sectors. The pandemic alone has already impacted 121.1 million tourism-related jobs worldwide and a potential loss of more than \$3.4 trillion in GDP globally.

This backdrop provides relevance to this paper on the key role that sustainable tourism could play in rejuvenation. Prior to the pandemic, it was commonplace to witness that when the price of travel became cheaper, tourism destinations were easier to access [15]. Nature-nesting needs prime focus as more and more people are partaking in the limited available natural resources [16]. Nature-nesting could be the way forward to combat overuse, resource depletion, and negative impacts on the social and environmental ecosystems of local communities [15]. Instances are abundant, such as the one from Thailand. Diving tours led to the destruction of coral reefs in popular tourist destinations, such as Maya Bay, Krabi [17]. Similar abuse is observed in popular ASEAN tourist destinations spanning the Philippines, Cambodia, Malaysia, and Indonesia [18]. These issues are specific to a particular tourist location. Research on destination management is pertinent and is dealt with in the following section.

2. Destination Management

According to The World Tourism Organization [19], Destination management (DM) is a coordinated process where most aspects within a specific destination or segment are managed. The aspects could cover appropriate destination marketing, local resources, accommodation, activities, events, local natural environment, tourist attractions, or transportation [20]. According to the literature, there should be a defined institutional structure, such as a Destination

Management Company (DMC) or Destination Management Organization (DMO) [21]. The positive impact of destination management allows the destination to be more robust, which, in turn, offers the potential to attract more customers and thus gain higher financial income [19]. Destination management also serves as a control that assesses the damage that could potentially happen.

The definition and structure of destination management has been described differently through different authors and contexts [22]. The growth of tourism setups derives from competitiveness and the deployment of destination management [23]. Seen from the viewpoint of a nation, there is a critical need to distribute wealth through tourism rather than centralization since this approach enables more alternatives than a limited number of destinations [24]. At this juncture, it is evident that a shared commitment between destinations is required for a nation's success. The next section focuses on community-based tourism that emanates from destination management.

2.1. Community-Based Tourism

The subset of the concept of destination management is the tenet of community-based tourism [25, 26]. Drawn from the system theory, Murphy [25, 26] proposed successful community-based tourism strategies depend on the link between the environmental, economic, social, and management components of tourism. Following this, the concept of community-based tourism has been widely used in both the public and private sector strategization on nature-nested sustainable tourism. The particular appeal of CBT is the bottom-up approach and defines an alternative way to lead to sustainable development [6]. Community-based tourism is also increasingly being used to preserve natural resources and improve grassroots economic development.

Various definitions of CBT have been articulated by academics, government, and international organizations. The following four attributes emerge; namely, (i) community-based tourism is owned and operated by the community itself; (ii) CBT requires community participation during the planning and management processes; (iii) the benefits should be fairly distributed within the community; and (iv) interaction and an exchange of experiences should take place between the host community and visitors, as well as canopied by the nature nest. The COVID-19 pandemic has set barriers as well as opened opportunities on post-pandemic pathways to sustainable leadership in tourism.

2.2. The Post-Pandemic Pathway is Sustainable Leadership in Tourism

One major dissonance with respect to tourism is the increase in the numbers of tourist arrivals rather than a focus on sustaining the destination [17]. Each tourist community is closeted to care for its own current interest more than the long-term sustainable pathways. This is the result of a disjointed commitment from each tourist community. No matter what the characteristics of each tourist community are, the main priority ought to be to sustain the tourism community for as long as possible. Sustainability leadership requires a collective working approach from stakeholders within the tourism community, that is aligned to a committed goal. This sets the context for the Living Lab approach. The Living Lab format is a collective way of working that pivots on Environment Social Governance (ESG) metrics. They serve as a primary paradigm for community-based tourism (CBT). Living Labs encourage adaptable transfer of knowledge. A key takeaway from this research is the inclusion of knowledge management that enhances the validity of this study.

The knowledge management emanated from Living Labs serves as a key differentiator and repurposes this study with nature-nesting to foster more meaningful sustainable leadership to incorporate sustainable practices and innovations. The following sections elaborate on the systematic literature review trajectories on seven sustainable practices that emanate from Community-based Tourism (CBT).

3. Systematic Literature Review

This study uses systematic literature review methodology. Systematic reviews methodically collect available evidence and then offer an evaluation of the evidence against predetermined criteria [27]. Systematic literature involves (1) research questions, (2) guiding conceptual framework, (3) identification and selection of sources, (4) analysis of sources and synthesis, and (5) results, limitations, and implications of the review [28].

The Scopus index was chosen as the primary database to search documents related to sustainable innovations in community-based tourism. An initial search on the Scopus with the search term TITLE-ABS-KEY ("community-based tourism") AND TITLE-ABS-KEY ("sustainability") yielded a total of 145 documents. The titles and abstracts of the articles were used to screen out studies based on eligibility criteria such as relevance to sustainable innovations in community-based tourism, published in English language, and availability of full document. The list was further filtered and screened by excluding 26 conference papers, book chapters, and editorials to make a total of 119 documents, published between 2002 and 2021.

3.1. Examples of Articles Selected for Systematic Review of Literature

Next, the articles specifically addressing sustainable innovation in the CBT context were selected for data extraction and synthesis to address the research questions (Table 1). The full articles were read and highlighted for coding. Examples of codes used to extract data include social innovation, engagement, community participation, and ESG.

Table 1 Examples of articles selected for systematic review of literature

Keywords	Citation	Ideation for Sustainable Tourism
Prudent decision-making, perseverance, long term impact	Suriyankietkaew [1]	Long-term orientation
Equitable benefit sharing, social exchange theory, full participation	Nunkoo [2]	Community participation
Social innovation theory, cultural exchange, new ways to attract travellers	Ayob, Teasdale, & Fagan [3], Mosedale & Voll [4]	Achieving social innovation
Equitable economic benefit, fair distribution of monetary, products, services and knowledge	Kantabutra [5]	Co-creating and sharing benefit
External support such as skill training, partnership with business sector and community	Stone & Nyaupane [6]	Stakeholder engagement
Open innovation space, experimentation, stakeholder collaboration	Jernsand [7]	Living labs approach
Sustainability reporting, environment, social and governance	Liang et al. [8], Smith [9]	ESG integration

4. Results

The key findings highlighted five strategic practices that act as driving factors for innovation in sustainable CBT with an emphasis on nature encasing. The following five subsections describe the key CBT practices identified as the predictor factors for sustainable CBT. These results include long-term orientation, community participation, social innovation, sharing benefits, and enabling stakeholder engagement.

4.1. Long-Term Orientation

One of the key factors ensuring CBT sustainability is a long-term orientation. Community leaders and members who have long-term orientation tend to emphasize the future instead of the short-term goals. They are willing to forgo short-term satisfaction or

emotional indulgence to have long-term provision. Perseverance, value persistence, and moderation are related and strongly associated with the long-term orientation. Perseverance is defined as determination toward goals regardless of adversity [29]. Perseverance is fundamental in any type of organization or community setting.

In the CBT context, community leaders and their members hold accountability for their decisions and actions that affect related stakeholders both in the short and long term [5]. Every decision made takes a long-term impact into consideration. The moderation and long-term orientation can improve the CBT sustainability by ensuring all stakeholders are satisfied and compromise between short- and long-term goals in prudent decision-making [1].

4.2. Community Participation

Community participation interlaces with tourism development, and full participation contributes to the sustainable CBT [30, 75]. Community participation befits CBT's definition, given that such tourism activities are owned and operated by the community. As a result, host communities play an important role and are the center in planning and implementing the plan.

Community participation requires empowerment. The level of community participation in CBT depends on community empowerment, such as their right and responsibility to solve their problem. The empowerment also means how locals have full control of their lives and are accountable for all decisions they made [31]. Good collaboration among members and equitable benefits sharing tend to lessen the residences' opposition toward CBT development [30]. Systematic literature indicated full community participation from respective stakeholders within the CBT expected better CBT performance and likely to achieve sustainability [31].

The different levels of community participation and involvement can be explained by social exchange theory [2]. According to the social exchange theory, understanding the exchange of resources between individuals and groups in an interaction situation is given [32]. When the perceived benefits exceed the perceived costs, there will be exchange and engagement among community members [32]. Interactions are likely to stop only if both parties feel that they are losing from the exchange than if they are participating. The findings of many studies show that the perception toward CBT and the level of CBT acceptance among community members depend on perceived values over the perceived costs [2].

4.3. Achieving Social Innovation

The communities which are likely to succeed in CBT development must exhibit their originality on their authentic culture and heritage. Strong images and

identity depend on the level of originality and uniqueness of culture and natural resources. Many tourists tend to be more individualistic and seek alternative forms of meaningful and participatory tourism, such as gaining direct experiences from the cultural exchange between guests and the host community [31]. Tourists with high satisfaction are likely to spend more on tourism activities such as participating in many activities, increase the length of stay, revisit the places, and create positive word of mouth in recommending others to visit a destination. When a community continues to have its authenticity and distinction, this will lead to long-term growth and sustainable results [33].

Change is constant. Communities are also faced with various changes to improve their tourism. Many studies found that community members are likely to make decisions on initiatives and solutions that are best for them on their own if they have ownership rights of their culture and natural resources [33]. Local community members tend to participate and have strong emotional attachments in the CBT when they can exercise their own decision on what they want and need [31]. According to the social innovation theory, when community members have collaborated in solving a particular issue or problem, innovative and positive solutions are expected to happen through their collective group innovation process [3].

Leadbeater [34] stated that "social innovation lies on the product and the process of collaborative innovation to develop creative and imaginative communities". Community-led social innovation projects can benefit from local experience, knowledge, and, most importantly, local values [4]. Social innovation stimulates the imagination of new possibilities by drawing a network of social capital. Emphasizing networks improves communication and understanding between the community, community members, and related stakeholders in CBT. There should be an open innovation process to allow extensive community input such as knowledge, ideas, thoughts, and designs to be collected from a large pool of stakeholders. This social innovation can be a new competitive advantage for CBT to enhance resilience and self-immunity.

4.4. Co-Creating and Sharing Benefits

In the traditional mass tourism development, there is disproportionate tourism revenue distribution; the majority of revenue went back to only a few individuals or small groups of investors such as airlines, hotels, and big travel agencies, while residents of community destinations are suffered the actual cost of tourism development by having low paid job and poor living conditions [35].

Sustainable CBT aims to encourage equitable economic benefits sharing among community members. Community members are not willing to

participate if there are unfair benefits from tourism shared [6]. The success of CBT relies on equitable benefits sharing among members [35]. Therefore, benefits earned from CBT should be shared and fairly distributed in the community. This fair distribution of benefits can lead to positive residents' attitudes toward CBT and achieve sustainable CBT output [6].

Sharing is not only an exchange in terms of monetary benefits, products, and services but also knowledge. In the CBT context, sharing can go beyond benefit sharing in the conventional view, but the community should focus on knowledge sharing both internally and externally. According to Del Giudice and Maggioni [36], innovation occurs through knowledge sharing with external stakeholders. Knowledge sharing is a prerequisite in the sustainable organization literature, leading to organizational innovation [5].

Due to the nature and characteristics of CBT, often located in remote areas, there are not many developed tourist attraction sites worth tourists' preference. To attract a larger group of visitors, communities in remote areas should cooperate with nearby communities and form tourist cluster routes to make the travel worthwhile in the eyes of current tourists' demands and behaviors.

The community can integrate knowledge-sharing practice with the cooperation concept. This cooperation concept defines competitors who cooperate with each other to create mutual benefits [37]. Porter and Kramer [38] argued that cooperation activities could reduce threats and improve overall market opportunities. There are many types of cooperation, such as strategic partnership, networking, or tourism clusters in a CBT setting [37]. Cooperation can reduce costs, mitigate risk from uncertainties, and lessen the impact of threats. Improving production efficiency, quality, and innovation could also be viewed as benefits gained from cooperation [39].

4.5. CBT Enables Stakeholder Engagement

The far distance of remote communities can lead to a lack of participation from the formal economy. As a result, there might be insufficient knowledge, resources, and market access. Therefore, the role of external support is important to enable success and sustainable CBT. The external supporters or enablers include government agencies, academic, financial institutions, private and media sectors. Enablers can be in the form of marketing know-how, funding, and skill training [40].

From various literature, CBT is often behind in financial sustainability. Due to low education background and poor financial literacy in most rural community members, it is difficult to find business and financial experts among community members in most communities [40]. In general, most CBT ventures offer a small return on investment because of their overdependence on community means.

Accommodation and homestay are the main CBT experiences but often remain at high vacancy throughout the year or cannot achieve a sound return on investment. Tourism products or services development also lack behind due to low skills set among locals.

For many communities, marketing capabilities and market access are usually an issue because of the lack of resources and know-how [41]. Most tourists do not have much awareness and information about CBT [42]. Most CBT development mainly focuses on the supply side, such as products and services to offer without the insight and information of visitors' demands. Therefore, tourism demand should be analyzed before the development, such as the CBT site's unique selling points, target customers, consumer behavior, motivation, and trends [41].

There is much evidence of CBT projects showing their CBT performance can be sustained in the long run due to the close partnership between the business sector and community [43]. To avoid relying on too much support from funding agencies, community members should actively learn and improve their marketing knowledge on how to work with travel agencies and improve their operation skills to maintain their quality standards. There is always another new set of challenges such as reaching the capacity limit of visitors, community member skill development, business technical issues which community leaders and their members should learn how to tackle and handle those challenges by themselves. It is unlikely that they can receive support and assistance from external enablers all the time. Therefore, communities should limit their dependence on others' external assistance to be more self-reliant and achieve sustainable CBT. The community members should be active in their learning, uplift their financial and marketing literacy, and be prepared if the external side ceases the support and funding.

5. Discussion

The seven practices in CBT should lead to a group of sustainable predictions, namely, community-driven social innovation, boundary object, community-based quadruple-helix, living labs, and environmental, social, and governance (ESG).

5.1. Community-Driven Innovation

Social Innovation (SI) is defined as “changes of attitudes, behavior or perceptions of a group of people joined in a network of aligned interests that, in relation to the group’s horizon of experiences, lead to new and important ways of collaborative action within the group and beyond” [44]. In other words, it refers to changes in the structure of social capital, namely, stakeholders’ relationships, which provide an alternative way to deal with social imbalance [45].

SI in community-based tourism is different from business innovation as it aims for the creation of social values and the promotion of social inclusiveness [74], while the main goal of business innovation is the improvement of firm performance [46]. For instance, social innovation can take the form of locals-driven creative towns, community entrepreneurship, or knowledge-based tourism, which reshape relationships among relevant stakeholders [45]. Aligning with ESG criteria, particularly social and governance dimensions, community-driven social innovation aims for the happiness and life satisfaction of stakeholders and customers [46]. It is perceived as an implementing process of new ideas for better quality of life, including social welfare, education, and social cohesion [45].

Within the social innovation process, one important aspect that encourages sharing in community-based tourism is social capital. It refers to a social construct according to belief, values, trust, and social interaction that result in knowledge sharing and the generation of collective actions in the community [45]. Social capital has three dimensions: 1) relational; 2) cognitive; and 3) structural dimensions [45], [47].

The relational dimension holds a critical aspect because it is based on trust among actors. The norms, beliefs, attitudes, and values are the cognitive dimensions of social capital that generate opportunities or hindrances to collaboration and knowledge sharing among community members. The structural dimension refers to hierarchical and non-hierarchical relations among the stakeholders. It facilitates the occurrence of inter-organizational and interpersonal interactions, which enable collaboration and shared collective action among community members [45].

5.2. Boundary Object

The richness of contextual knowledge, which is perceived as a public good leading to innovation, provides opportunities at many levels, including network, sectoral, and spatial levels [48]. As interactive learning in the condition of spatial concentration and proximity, the process of innovation generation and dissemination is driven by transversal networks that occur from the conjoint impacts between the local and sectoral levels [45]. However, emotional tensions and the power relationship need to be better acknowledged, according to the common critical perspectives toward participatory and collaborative approaches [49].

Tolkach and King [50] pointed out that sufficient flexibility in community-based tourism is necessary in the empowerment of community members, and sufficient integration is needed in collaboration processes to achieve a common goal. The concept of a “boundary object” is used as a conceptual tool to analyze multi-stakeholder cooperation. Star [51] defined the concept of boundary objects as “a sort of arrangement that allows different groups to work together without a consensus.”

It is linked with the social approach of knowledge and learning. In other words, boundary objects support innovativeness and collective learning among different knowledge communities. Boundary objects refer to any objects with the capacity to adapt to the constraints and local needs of the diverse stakeholders by which a common sense of identity is maintained across spatial locations [52]. Nevertheless, one significant point that needs to be addressed in community-based tourism is local-specific innovation, which is unique and is not easy to transfer across places. This condition for its defensible competitive advantages is considered the unique consequence of the local innovation process [52].

Moreover, it tends to result in failure if the boundary objects are ignored in any stakeholder groups with many knowledge communities represented [53]. White et al. [54] found that if the boundary objects are not “credible, salient and legitimate enough,” the stakeholders will not be sufficiently engaged, and their needs will not be properly addressed in the decision-making process.

Credibility is perceived when the information is valid, accurate, and of high quality. Salience refers to the relevant level of knowledge and information that should meet the needs or interests of decision makers, which in this case are stakeholders in community-based tourism. Lastly, legitimacy is the extent to which the knowledge and innovation generation are respectful of divergent beliefs and of stakeholders’ values and unbiased in the treatment of opposing interests and views [53]. Therefore, participatory and consensus approaches are important in the process of innovation generation and dissemination in community-based tourism.

5.3. Community-Based Quadruple-Helix

An important aspect of CBT practice is engagement enablers, which refers to external support in terms of knowledge, resources, and market access provided by government agencies, academic, and financial institutions as well as private and media sectors. Community is considered a form of cross-cutting coordination among various boundaries. Community-based tourism based on local innovation networks can alternatively deploy or have access to Quadruple Helix (QH) via connections with rural communities, public organizations, expert communities in universities, and business communities. Similar to the living lab approach, the QH approach is found useful in understanding innovativeness and knowledge-based development, particularly in rural development contexts [55].

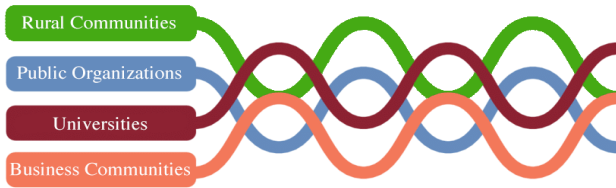


Fig. 1 Community-based Quadruple Helix

As a fundamental basis for the QH approach, the Triple Helix (TH) model explains the role of universities in the development of the knowledge economy and is valuable in explaining the dynamic interaction among public institutions, private companies, and universities [56]. However, there is a challenge when the TH model is used in rural development contexts because only scientific and technological knowledge is being emphasized [57]. The QH model provides a conceptual tool to assess the determining factors for the participation and interaction of various actors in rural communities. It enhances understanding of how social innovation triggers social development or fails in rural areas. Different types of social innovations in community-based tourism can be classified as university-centered, citizen-driven, firm- and public sector-centered types, using the QH model [46]. The ideal type of social innovation in community-based tourism is community-centered innovation which aims to empower community members.

Although the necessity of external support in the community-based tourism practice and the generation of community-based social innovation is acknowledged by many relevant stakeholders, knowledge transfer (KT) is still an emerging concern among practitioners and academics. In general, universities are perceived as "ivory towers", which provide knowledge irrelevant to business and everyday practices [58]. In response to this concern, cooperation to encourage bidirectional knowledge sharing is embraced by practitioners in the industry and academic researchers [46]. According to Tang, Ma, Xiao, and Xiao [59], KT is regarded as a process and outcome of academic research. The ultimate goal of knowledge dissemination is the application of knowledge.

In tourism, KT is considered a process of knowledge and idea sharing among groups of people, resulting in innovative tourism services and products [46]. Therefore, apart from having a role as engagement enablers in CBT practices, external actors who contribute to community-based tourism, namely public institutions, private companies, and universities, need to have competencies in facilitating knowledge and innovation transfer when necessary. Their knowledge should be translated into a language that is palatable and easy to take up for the tourism sector [60].

5.4. Living Labs

A living lab is defined as a user-centric, open-innovation, data-driven, experimental ecosystem bounded in a territorial environment such as a region, a city, or a community [61]. It means that a living lab is a real-life research environment where technological and societal innovations are co-created by stakeholders.

Living labs are highly applicable to the tourism industry because they provide an open space for designing and testing social and technological innovations to support sustainable CBT [7]. The open innovation can be for diverse fields of interest and sustainability issues in CBT, such as building, infrastructure, renewable energy, carbon emission, waste management, social equity, and economic development [62].

Additionally, living labs can also support collaboration among different parts of society through open and experimentative processes in the real-world context of CBT [63]. This multi-stakeholder engagement involves local businesses, communities, citizens, industries, environmental consultants, researchers, and policymakers who rigorously co-create and test out sustainable innovations in CBT [64]. For instance, tourism living labs at the University of Gothenburg were used to drive co-creation and test cutting-edge solutions with private, public, and civil society partners in the tourism industry [7]. Therefore, a living lab is a promising approach to foster social and technological innovations in CBT for multiple stakeholders to generate collective knowledge.

5.5. Environmental, Societal Responsibility and Corporate Governance (ESG)

Corporate social responsibility (CSR) is increasingly implemented in tourism as a new business model, emphasizing environmental protection, improvement of quality of life, employee welfare, safeguarding, etc. [9]. The literature on corporate green behavior of rural tourism increasingly engages corporate-community involvement theory, particularly corporate-community cooperation in rural tourism destinations, which provides a useful concept for exploring contingency impacts of corporate green behavior in rural tourism from the corporate social responsibility perspective. Being a corporate social responsibility activity, corporate community involvement in community-based tourism is a strategic tool to improve social, economic, and ecological capital, enhance social development, and solve social problems [65].

ESG stands for environmental, societal responsibility, and corporate governance [9]. It entails a set of criteria that investors use to screen potential investments because businesses with better ESG profiles can manage risk and perform better in the long run [8].

Environmental factor refers to how organizations operate in the physical, natural environment [66]. For

example, CBT uses natural resources and impacts the environment through its processes and operations (e.g., carbon emissions). Businesses are now expected to disclose this information to investors and stakeholders [67].

Societal factors deal with how CBT impacts stakeholders such as employees, visitors, consumers, and communities [68]. Societal factors involve issues such as gender equality and nondiscrimination in the workplace, monitoring the suppliers with regard to paying a living wage to their workers, and the health and safety of their employees.

Governance includes how CBT governs itself through policies and processes and business integrity (e.g., how CBT resolves issues) [66]. Good governance is an important aspect of CBT where stakeholders are expected to have a long-term sustainability interest in the community rather than in a short-term generation of wealth.

ESG investment became popular before the COVID-19 pandemic. According to the Wall Street Journal [76], investors considered increasing their holdings of companies with good social and environmental performances. Due to the extensive disruption caused by the pandemic on societies and economies worldwide, even more attention was given by the companies and the investors to the ESG's social impact and governance measures [69]. The pandemic has increased the awareness of risks from existing threats to the financial system's stability, such as climate change [70].

A financial metrics-based approach and materiality approach of sustainability standards have been criticized. According to Taliento et al. [71], the ESG framework offers an interactive assessment of non-financial attributes with financial aspects, which is used for measuring corporate performance. However, it is perceived as a hindrance to the sustainability of capital markets and the progress of sustainability reporting development. This approach instead provides instruments to perceive the sustainable development impact as marginal, and public interest is then not in the focus [70]. As found by Banerjee et al. [72] in the case of corporate social responsibility strategies, a qualitative approach to analyze business performance is as instrumental as having more access to financing change.

The materiality approach toward sustainability standards is, however, perceived by Cai et al. [73] and other scholars as an approach designed to improve information transparency and business strategies and to reduce risk. In addition, Banerjee et al. [72] claimed that, when a corporation improves its reputation in regard to environmental and community-engagement projects, its profitability increases in turn, and thus, there is an increase in revenue and demand that can balance the environmental costs incurred. Likewise, environmental damage caused made by a corporation

can result in negative financial impacts, and ESG responsibilities help to prevent these impacts.

6. Conclusion, Future Research Agenda, and Limitations

The concept of social innovation implies the uniqueness of community-based tourism, which can be perceived as its defensible competitive advantages among other kinds of tourism. In the community context, social capital based on norms, beliefs, values, and social identity is shared among interacting members. This enhances trust and a willingness to share and exchange their ideas and knowledge with others, which consequently results in community-based innovation. Therefore, in the context of a community-based tourism industry, the ownership and identity of locals in the community are highly significant and should be prioritized.

It is normal for tensions regarding social interaction to occur when many stakeholders are cooperating with each other, as in the community-based tourism context. As demonstrated in the concept of boundary object, multiple knowledge communities exist in any spatial area because different groups of people have interests in different things. Two important points that should be addressed in any kind of cooperative endeavor are a shared vision among stakeholders and the inclusiveness of diverse ideas and knowledge. That is because sometimes consensus cannot be expected.

In community-based tourism (CBT), knowledge transfer is one of the critical issues because the stakeholders involved, namely private corporations, government agencies, experts from universities, and the locals in the communities, are from a wide range of fields. As it is perceived as a component of the CBT practices, external support, in the forms of financial investment, social welfare, and knowledge, is necessary. It enables the engagement of the locals with other relevant stakeholders. In any particular situation of knowledge transfer among different groups of people, the ultimate goal should be a practical application of the knowledge.

Although tourism is an important industry to the world, it is still relatively fragile. The industry itself is a compilation of small and medium enterprises. It is important for this industry is to be fundamentally strong, which is possible through CBT because the essence of CBT is not only to promote tourism from the roots but also to strengthen the community so that the industry is more resilient to both predictable and unpredictable obstacles. Therefore, successful CBT requires a clear mutual commitment, such as ESG goals, and a collective approach to working, such as living labs.

Despite a growing interest in CBT over the past two decades, the knowledge base on sustainable CBT is considered relatively new and still at an early growth stage. As for the critical literature review, there is no

literature that proposes a clear and complete framework for sustainable CBT. Most research only provides a partial conceptual model for sustainable CBT. Due to the varied nature and characteristics of CBT, as it is a multi-disciplinary subject, most studies applied only one or two subject domains of CBT.

Many studies have been conducted by identifying success factors in CBT. However, there is no research attempt to provide the complete and holistic framework for sustainable CBT by explaining community-driven innovation and knowledge co-creation and transfer. Therefore, this study aims to extend the current body of knowledge by providing a fresh perspective on the nature-nested community-driven innovation of sustainable CBT.

There are two main limitations of this study. Firstly, there is limited literature on ESG in community-based tourism. Another limitation is the lack of empirical data collection in this study. ESG is one of the practical ways to measure sustainability; hence, it is more applicable to the business level. Therefore, it is important to further study how well ESG is used at the industry level. This study emphasizes applying ESG to CBT. Also, for future research, it recommends emphasizing how CBT could be applied on a bigger scale, such as district or regional level, instead of applying in small communities.

Future research should proceed on the remaining stages of the integrated theory building by validating results and generalization by conducting an empirical study to test and validate the theoretical perspectives. Moreover, the case study method could be applied in order to generalize the study by validating the findings and enhancing external validity. Findings from future research will help to refine the proposed concept of sustainable CBT.

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