Integrating Social Enterprise for Cultural Landscape Conservation:
A Case Study of Koh Plubpla, Ratchaburi Province, Thailand

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Abstract

This study focuses on exploring the dynamics of cultural change resulting from the transformation of agricultural land into commercial use through agritourism development. The concept of social enterprise is utilized as a core mechanism to manage community-centric landscape management and sustainably promote cultural landscape conservation. This qualitative research was conducted in Koh Plub Pla Subdistrict, Ratchaburi Province, with data collected from 60 primary informants and 12 key informants through in-depth interviews and focus group discussions. Additionally, three successful farm stay businesses in Ratchaburi Province were selected for interviews, based on criteria emphasizing compliance with agritourism quality standards established by the Department of Agricultural Extension.

The analysis applied the conceptual framework of "looking back to move forward", integrating perspectives from contemporary vernacular architecture and sustainable development principles. The findings reveal that the social enterprise approach enhances integrated agriculture, generates economic benefits for local communities, and effectively conserves natural resources. However, project development in the study area faces complex challenges arising from local contexts. Adapting to socio-economic conditions and policy frameworks is essential for sustainable project planning. Strengthening collaboration among stakeholders, building community capacity, and addressing environmental factors are key to achieving smooth development aligned with both vertical and horizontal dimensions of the local context.

Furthermore, this study proposes a novel approach emphasizing the integration of social enterprise with cultural landscape management that prioritizes community participation. This integration aims to ensure appropriate land use and foster sustainable economic growth in the future.

Keywords: Social Enterprise, Community-Centric Landscape Management, Sustainable Development, Cultural Landscape Conservation, Community Participation

Introduction

Cultural landscape is defined as an area that reflects the relationship between humans and nature created through the belief systems and values of a community (Hunt, 1992). That serves as a reflection of the identity and essence of the place (Schama, 1995) playing a key role in connecting cultural and natural dimensions. Additionally, it records and transmits social memories and human history. This cultural landscape system is linked to vernacular architecture designed to harmonize with the local environment and lifestyle while focusing on meeting contemporary needs and preserving both cultural and environmental sustainability (Global Tomorrow Coalition, 1990).

However, the socio-cultural revolution is about change and becoming vital and alive every day, which thus influences our lifestyle or what one might term human geography. The same is true for the digital revolution that emerged in the late 20th century, which has changed managements of social structures and cultural landscape in search of technology and innovation (Castells, 2009). Increasingly, economic and social development in Thailand, with cultural landscape management turning into a new economic strategy especially in the 12th National Economic and Social Development Plan (2017-2021) (Office of the National Economic and Social Development Board, Office of the Prime Minister, 2017) emphasizing as its theme: Cult-A Nature Venture, puts emphasis on the

importance of cultural landscape management in generating economic value and enhancing a community's function. But cultural landscape management not only helps conserve cultural heritage and natural resources but also functions as a tool in sustainable development for the benefit of communities.

In Ratchaburi province, Thailand, the study area (Koh Plubpla Subdistrict) is undergoing obstacles to change more than one-sense with land-use rapid transitioning due to tourism promotion for agrotourism sites of special charm such as Khao Ngu Stone Park that truly passes high capacity in driving visitors. The reasons are many with in agricultural sector low crop prices along with increasing input costs and resource degradation or water scarcity conditions etc. that have caused a drift from farming lands leading to land abandonment. These domestic problems are main factors behind massive changes in the transfer of ownership to investors from farmers. This shift has a negative effect because it is at the expense of the local people on many levels especially this is devastating for farmers whose cultural landscape's components become threatened. Ultimately, after a period of non-responsive measures and planning within sustainable development frameworks this potential environmental changes with its social degradation effects followed by the degrading of local cultural heritage.

The concept of Social Enterprises integrates business management with social objectives, adhering to the Triple Bottom Line principle, which emphasizes the balance between economic, social, and environmental dimensions (Slaper & Hall, 2011). This approach focuses on generating positive impacts, such as improving community quality of life and reducing environmental harm, through collaboration between businesses and communities to achieve local sustainability (Mair & Martí, 2004). However, applying this concept within the local community context in Thailand remains constrained, particularly in areas undergoing rapid structural and land-use changes, such as Koh Plub Pla Subdistrict, Ratchaburi Province. This area faces challenges stemming from unbalanced economic development. Research gaps in analyzing the integration of the Social Enterprise concept with Cultural Landscape Management in specific community contexts have hindered the ability to effectively address sustainable development needs at the local level.

This research aims to diligently examine cultural landscape administration in Koh Plub Pla Subdistrict, Ratchaburi Province, by practically applying the notion of Social Enterprise as a key mechanism for advancing sustainable progress. The study emphasizes the parallel integration of agricultural land-use transitions and preservation initiatives to cultivate a developmental prototype that aligns with the community setting, minimizes the impacts of financial and communal shifts, and maintains a balance between advancement and the protection of cultural and natural assets. This integrated approach seeks to avert cultural loss amidst urban expansion trends through strategic planning and public participation at each step, from preparation and execution to evaluation. This technique not only decreases the hazards of progress misaligned with the area's context but also supports cultural rejuvenation while enhancing long-term financial and social advantages.

Research Objectives

To ensure effective cultural landscape management that aligns with the community context, this study has established the following specific objectives:

1. Analyzing the relationship between cultural landscape management and the social enterprise concept.

2. Assessing the social and economic impacts of applying the social enterprise concept to cultural landscape management.

3. Developing strategic approaches for enhancing community participation in cultural landscape management.

4. Formulating academic conclusions on the integration of the social enterprise concept for sustainable cultural landscape management.

Hypotheses of the Study

Hypothesis 1: The application of marketing strategies in social enterprises can enhance community awareness and support from stakeholders for cultural landscape management projects.

Hypothesis 2: Integrating the concept of social enterprises into cultural landscape management in Koh Plub Pla Subdistrict, Ratchaburi Province, can establish a stable mechanism for household and agricultural community consolidation in the long term, supported by government policies and funding. This integration can lead to sustainable development across all dimensions and serve as a model for the development of other communities in the future.

Literature Review

Social enterprises and their role in sustainable development: Case studies of Ban Mae Kampong community-based tourism

Social enterprises play a crucial role in sustainable community and national development by addressing social and environmental issues through socially responsible business practices (corporate social responsibility). These enterprises aim to create positive social impact while considering the shared benefits of the communities they operate in, rather than solely focusing on profit maximization. Research by Sawasdee and Masae (2020) highlights successful social enterprises in Thailand, recognized for their adherence to standards set by various organizations, as illustrated by the following case studies.

The Maekampong Village Tourism Community is a prime example of successful landscape management through the social enterprise concept. Its journey began with challenges such as a lack of infrastructure and public utilities along with the decline of Miang production which was the primary occupation of the community. These issues prompted the community to adapt by seeking new development approaches that could improve residents' livelihoods while preserving natural resources, traditional ways of life, and local arts and culture. Establishing a tourism community became a pivotal tool for balancing development and conservation focusing on sustainable development principles and applying the sufficiency economy philosophy to enhance self-reliance and improve the quality of life for villagers without relying on government support. The management model of the Maekampong community is based on community-based tourism operated through a cooperative system. Revenue generated from tourism is reinvested in activities aligned with natural resources and local arts and culture. For instance, a learning center has been established to provide systematic knowledge on managing tourist attractions to interested individuals along with the development of community products that reflect local identity. The success of the community stems from several factors including visionary leadership capable of fostering collaboration and establishing internal and external networks, abundant natural resources, unique cultural heritage, and the collective efforts of residents with a deep sense of love for their hometown.

This approach has led to financial stability and improved living conditions for community residents while simultaneously achieving sustainable conservation of natural resources, the environment, local arts and culture. However, the community still faces challenges related to land management impacts particularly in accommodating tourist transportation during peak seasons. Additionally, there is a shortage of younger generations willing to take on leadership roles which threatens the continuity and sustainability of project management in the future.

The study of the aforementioned case studies indicates that the factors and contexts examined bear significant similarities to the area and challenges currently being researched by the author. These insights can be effectively

adapted for cultural landscape management in Koh Plub Pla Subdistrict, Ratchaburi Province, which seeks to integrate economic development with the conservation of cultural ecology. Key aspects include addressing social issues in connection with sustainable development, integrating local knowledge and culture, generating income and economic stability including promoting community participation. This approach offers a clear and evidence-based framework for addressing cultural landscape management challenges in a sustainable and effective manner moving forward.

Socioeconomic and Land Use Overview of Koh Plub Pla Subdistrict

Koh Plub Pla Subdistrict, located in Mueang Ratchaburi District, Ratchaburi Province, spans 21,052 rai and is divided into two administrative zones: Khao Ngu Municipal City and Koh Plub Pla Subdistrict Administrative Organization. Of this, 7,761 rai fall under the direct jurisdiction of the Koh Plub Pla Subdistrict Administrative Organization. (Office of Land Development Region 10, 2021)

Socioeconomic Characteristics

Population and Households: The subdistrict has a population of 15,875 with a density of 99.21 people per square kilometer across 4,878 households, of which 14.35% (700 households) are registered agricultural households.

Economic Activities: Agriculture is the predominant occupation, supported by fertile lowland areas with slightly sloping topography. The primary agricultural activities include rice cultivation (6,505 rai, 30.94%), sugarcane farming (199 rai, 0.95%), and fruit orchards (470 rai, 2.24%).

Land Use Distribution

The subdistrict's land use reflects a balance of agricultural and non-agricultural areas:

- Agricultural Areas: 8,131 rai (38.67%) dominate the subdistrict, providing ideal conditions for farming activities.

- Community and Building Areas: 7,378 rai (35.09%).

- Forest Areas: 1,510 rai (7.18%), contributing to ecological balance.

- Water Areas: 865 rai (4.11%), crucial for agricultural irrigation and community needs.

The majority of the land use in Koh Plub Pla Subdistrict is agricultural, reflecting a strong connection to agrarian cultural landscapes. This connection highlights the intertwined relationship between agriculture and the community's way of life, persisting from the past to the present. However, significant changes in land use have occurred recently. Since 2019, when Ratchaburi Province promoted Khao Ngu Stone Park as an archaeological and adventure tourism destination the surrounding area in Koh Plub Pla Subdistrict has experienced rapid transformation. This includes the construction of residential housing projects road expansion from two to six lanes and the conversion of agricultural areas into commercial zones.

These rapid changes in land use have raised concerns about their impact on community cohesion and relationships. Such changes conflict with the principles of sustainable landscape management, which emphasize gradual development to mitigate environmental, social and economic impacts. The current rapid pace of change poses risks to the sustainability of the cultural and ecological landscape in the near future.
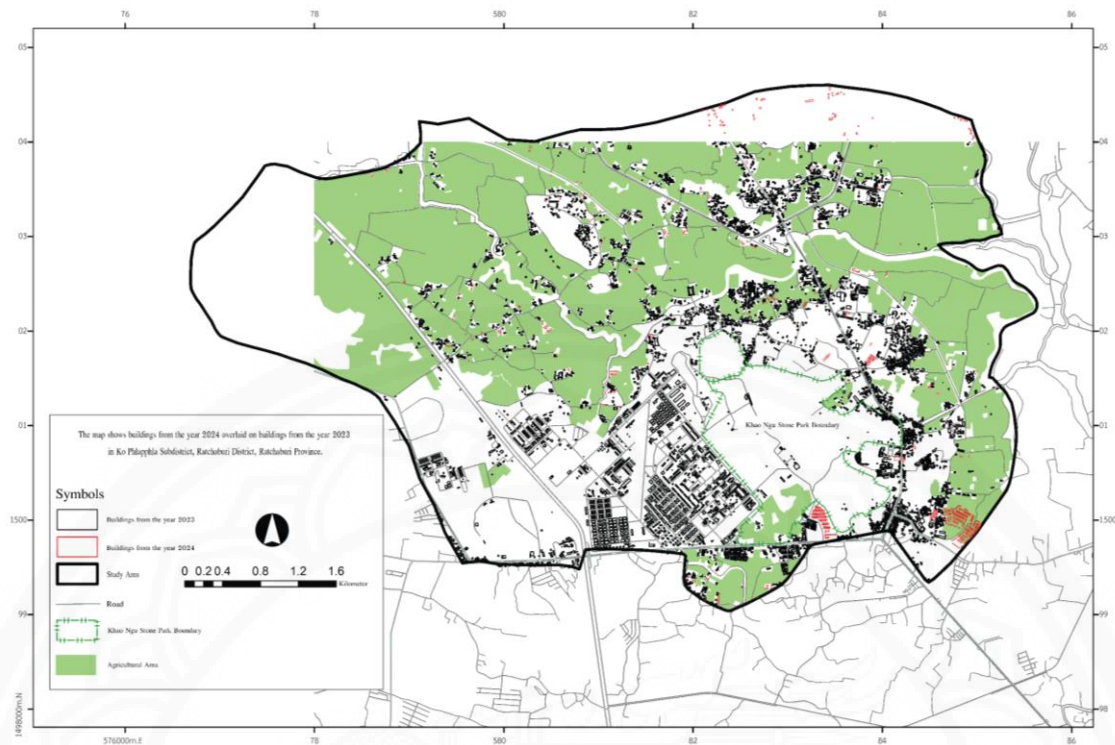
Figure 1 A Map Overlaying Buildings from 2018 with Those from 2013, Illustrating the Increase in Residential

and Commercial Buildings (Red Dots) Currently Spreading into Agricultural Areas

from the Central Point of Khao Ngu Stone Park, Koh Plub Pla Subdistrict, Ratchaburi Province.
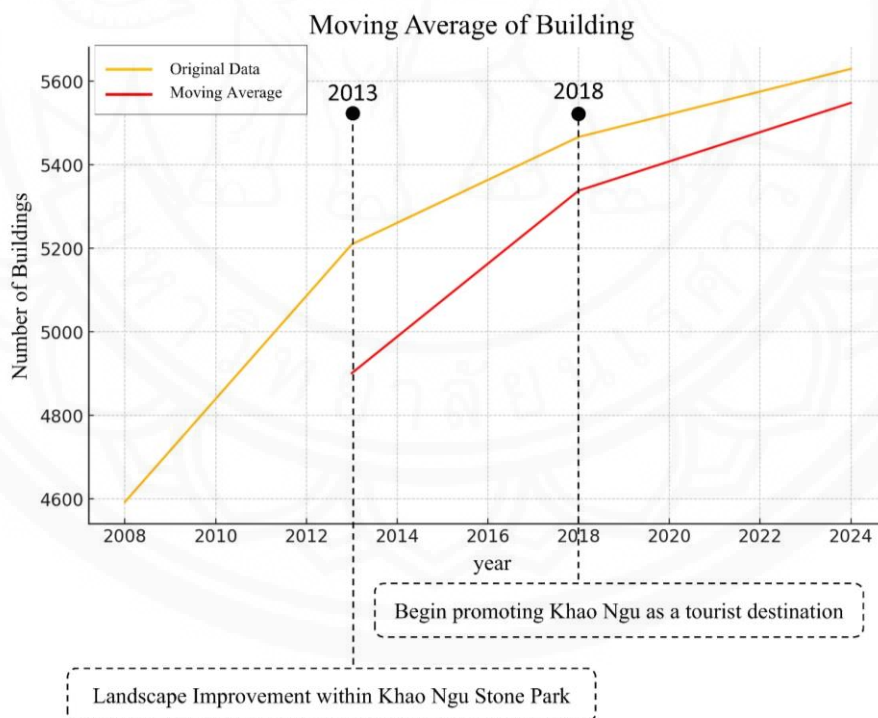
Figure 2 Moving Average of Buildings in Koh Plub Pla Subdistrict, Ratchaburi Province (2008-2024):

A Significant Upward Trend.

From Figures 1 and 2, it is evident that land use in the study area has undergone significant changes due to policies promoting the development of Khao Ngu as a major tourist attraction in Ratchaburi Province. These rapid transformations have directly impacted the agricultural cultural landscape which represents the culture, history and way of life of the local community deeply interconnected with nature and the environment over a long period.

Methods and Materials

This study employs a qualitative research approach following the phenomenological methodology to analyze the dynamics of the area and the community's cultural and social experiences. This serves as a foundation for integrating the social enterprise concept into cultural landscape management with a case study of Koh Plubpla Subdistrict, Ratchaburi Province, Thailand. The research includes in-depth interviews, non-participant observation and a review of secondary data as well as content analysis to systematically categorize and summarize findings.

Research Tools

1. Documentary Research

This involves studying documents, journals, and reports from reliable sources such as government reports, population statistics, and relevant research studies. The aim is to gather theoretical and statistical information to enhance reliability and validity.

2. Interviews

This tool utilizes semi-structured questions and includes:

– **Focus Groups**: Participants share their opinions through open-ended questionnaires, followed by an expansion of their responses through in-depth interviews.

– **Individual Interviews**: Emphasizing in-depth data collection regarding the experiences and perspectives of the informants.

Validation of Research Tools

The research tools undergo pre-testing with a pilot group of 10 participants to evaluate the clarity and comprehensibility of the questions. This process also helps identify potential flaws, enabling necessary adjustments to enhance the tools' suitability and ensure they effectively address the research objectives.

Data Collection

1. Primary Data

Data is collected from 60 participants, divided as follows:

– **Agricultural Entrepreneurs**: 30 individuals.

– **Local Residents**: 20 individuals who own agricultural land and hold property rights.

– **Key Informants**: 10 individuals from Koh Plub Pla Subdistrict, including the Subdistrict Administrative Organization (SAO) President, Vice President, and key figures involved in area development.

2. Case Studies

– **Case Study 1**: Baan Huai Luk Nok Farm Stay – Highlighted as an agricultural learning center with strong community participation, covering an area of 17 rai.

– **Case Study 2**: Kieng Khlong Homestay (Suan Kowin) – Known for its community engagement, established as a community enterprise with a long-standing agricultural business, covering an area of 36 rai.

– **Case Study 3**: Tim & Bill Farm – Notable for its accommodation design and diverse activities, recognized as a large-scale farm stay business with a total area of 330 rai.

3. Secondary Data

Information is gathered from relevant research, government documents, population statistics, and quantitative data from electronic media databases.

Data Verification

This research employs the triangulation method and theoretical triangulation to ensure the accuracy and reliability of the data while considering the contextualization of the study area in interpreting the findings. This approach ensures that the research results comprehensively reflect reality and align with the specific context of the study area.

Data Analysis

1. Categorization: This research employs the Documentary Research method, focusing on the study of documents, academic research journals, and government publications to collect statistical data related to key variables. This approach enhances the research's validity and reliability. Additionally, interviews are conducted using a semi-structured interview questionnaire for in-depth interviews. The research incorporates focus group discussions, during which respondents write their answers in questionnaires. The collected data is analyzed and categorized, emphasizing trends or majority opinions such as percentages. Key responses are subsequently used for further in-depth interviews to ensure comprehensive information. Individual interviews are also conducted to uncover factual details that address the research objectives. The findings are compared with relevant literature to provide a comprehensive explanation of the research outcomes.

2. Logical Reasoning: Logical analysis is used to connect data, uncovering the causes and effects of cultural and developmental phenomena in the study area. This approach focuses on building relationships between the participants' perspectives and cultural or economic changes. The findings aim to clearly illustrate the connections and impacts observed.

3. Cross-case Analysis: The data are compared across the three farm stays to identify similarities and differences in management approaches, land use, and community participation. Best practices from these case studies are applied to establish an appropriate framework for designing landscapes that align with the study area's context.

4. Descriptive Analysis: Descriptive analysis is employed to systematically describe the qualitative findings, focusing on detailed observations from the study area. These observations are linked to the analytical framework, reflecting the relationships and meanings of the data within the context of the study area.

Results

<u>**Analysis Results for Group 1**</u>: **Agricultural Entrepreneurs and Local Residents Holding Agricultural Land with Ownership Rights**

The analysis of 60 respondents holding agricultural land in the study area categorized them into four subgroups:

1. Farmers interested in partnering with investors (Group 1)

2. Farmers not interested in partnering with investors (Group 2)

3. Agricultural landholders interested in partnering with investors (Group 3)

4. Agricultural landholders not interested in partnering with investors (Group 4)

This categorization highlights the differences among groups in terms of general information, awareness and interest in Multifunctional Agriculture, investment conditions, perspectives on Farm Stay, agricultural land conservation and restoration as well as economic and sustainability impacts.

General Information: Group 1 (farmers interested in partnering with investors) and Group 2 (farmers not interested) exhibit significant demographic differences. Group 1 tends to have older respondents and multiple income sources (60.00%), while Group 2 comprises younger individuals primarily relying on a single income source (40.00%).

Awareness and Interest in Multifunctional Agriculture: 46.67% of respondents are familiar with the concept of Multifunctional Agriculture but lack a detailed understanding, while 35.00% are well-informed and interested in the concept. Group 2 (farmers not interested in partnering with investors) shows the highest level of awareness and interest (35.00%), indicating that understanding this concept may influence investment decisions. The most popular activities within Multifunctional Agriculture are crop cultivation and agritourism, each accounting for 23.33%, followed by livestock farming at 20.00%.

Investment Conditions: Group 1 prioritizes preserving local culture and the environment (36.67%), as well as creating jobs and generating income for the community (25.00%). Conversely, Group 2 emphasizes fair returns on investment (30.00%) and active participation in decision-making processes (28.33%).

Farm Stay Development: Group 1 demonstrates a strong interest in participating as providers of accommodation and food services (50.00%), aligning with their existing skills. On the other hand, Group 2 expresses concern about the potential impact of farm stay operations on local lifestyles and culture (40.00%).

Tourism Promotion and Economic Impact: Group 1 believes that farm stay projects can boost the local economy by fostering community collaboration (46.67%). Other groups focus primarily on job creation and income generation (30.00%).

Project Sustainability: Group 1 considers community participation and support to be critical factors for the success of the project (43.33%). Meanwhile, Group 2 expresses uncertainty about the necessity of external support from organizations (26.67%).

The findings reveal the complexity and diversity of perspectives among the groups. These statistical insights can serve as a guideline for planning and implementing Multifunctional Agriculture and Farm Stay projects that align with the needs and conditions of stakeholders in the area.

Analysis Results for Group 2: Farm Stay Businesses in Ratchaburi Province

The study and analysis of three case studies in Ratchaburi Province—Baan Huai Luk Nok Farm Stay, Kiang Klong Homestay (Suan Kowin), and Tim & Bill Farm—revealed that all three businesses exhibit unique strengths and potential, particularly in their integrated operations aimed at creating Positive Impact on the economy, society, and environment. These operations are guided by the concepts of Social Enterprise, Cultural Landscape Management, and Sustainable Development.

Baan Huai Luk Nok Farm Stay: This is an exemplary case of a business emphasizing Organic Farming and sharing agricultural knowledge with the community through workshops and Agro-tourism activities. However, it faces challenges in maintaining income during Off-Peak Seasons and addressing skill limitations in agriculture, which impact its potential for business expansion. These challenges necessitate additional support from the community and relevant agencies.

Kiang Klong Homestay (Suan Kowin): This business focuses on preserving local culture and fostering sustainable community collaboration. It has successfully integrated traditional lifestyles and agriculture with Sufficiency Economy-based Agro-tourism. However, it faces challenges in attracting international tourists and expanding its customer base, highlighting the need for improved Marketing Strategies to enhance its long-term potential.

Tim & Bill Farm: A large-scale farm stay, Tim & Bill Farm emphasizes Smart Farm technology and Efficient Land Management. Despite significant investment in modern technology and infrastructure, it lacks sufficient community involvement, a key factor for long-term sustainability. Strengthening collaboration between the farm and the community is essential to driving development that aligns with the needs of all stakeholders.

| Development Dimensions	Baan Huai Luk Nok Farmstay	Kiang Khlong Homestay (Suan Kowin)	Tim & Bill Farm
Environmental and Resource Management	- 100% Organic Farming - Utilizing Azolla (red algae) and organic fertilizers instead of chemicals - Using renewable energy (Solar Panels	- Solar Drying and Water Pumping System - Development of Biochar from Agricultural Waste Material	- Utilizing 70% of the area for agricultural activities - Planning to increase green space and plant perennial trees for commercial purposes
Local Economic Development	- Generating income through the sale of organic produce - Organizing workshops to create additional income streams	- Processing agricultural products to add value - Establishing a learning center and organizing cultural tourism activities	- Providing RV accommodations and camping grounds - Promoting tourism and consumption of local community products
Community Well-being	- Serving as a learning center for sustainable agriculture - Organizing health-focused activities, such as foot spas and herbal drinks	- Promoting local culture, such as bamboo sticky rice roasting (Khao Lam) - Creating spaces for exercise and community activities	- Creating local employment opportunities, such as construction and farm maintenance work - Developing roads and infrastructure in the area

Figure 3 Comparison of Development Dimensions and Radar Chart Depicting Impacts Among Farmstay Case Studies.

The comparative analysis indicates that balancing economic, social, and environmental development is a priority shared by all three farm stay businesses. They emphasize environmental management approaches aligned with the principles of Sustainable Development Goals (SDGs) and Environmental, Social, and Governance (ESG) criteria, which play a significant role in generating Positive Impact on the Cultural Landscape and community development. Additionally, there is a need for continuous improvement and development of Modern Marketing Strategies that are well-suited to current circumstances to enhance sustainability across all dimensions.

The findings from the area survey and sample analysis lead to several key recommendations for the development of the study area:

- Establish coordinated support from government agencies and private enterprises.
- Implement training programs and skill development initiatives.
- Promote environmental and cultural preservation.
- Ensure sustainable resource management practices.
- Develop comprehensive marketing strategies.
- Integrate cultural landscape management approaches.
- Facilitate equitable income distribution.
- Utilize digital marketing tools and platforms.
- Develop effective risk mitigation and control measures.
- Foster education and continue to share knowledge through collaborative learning initiatives.
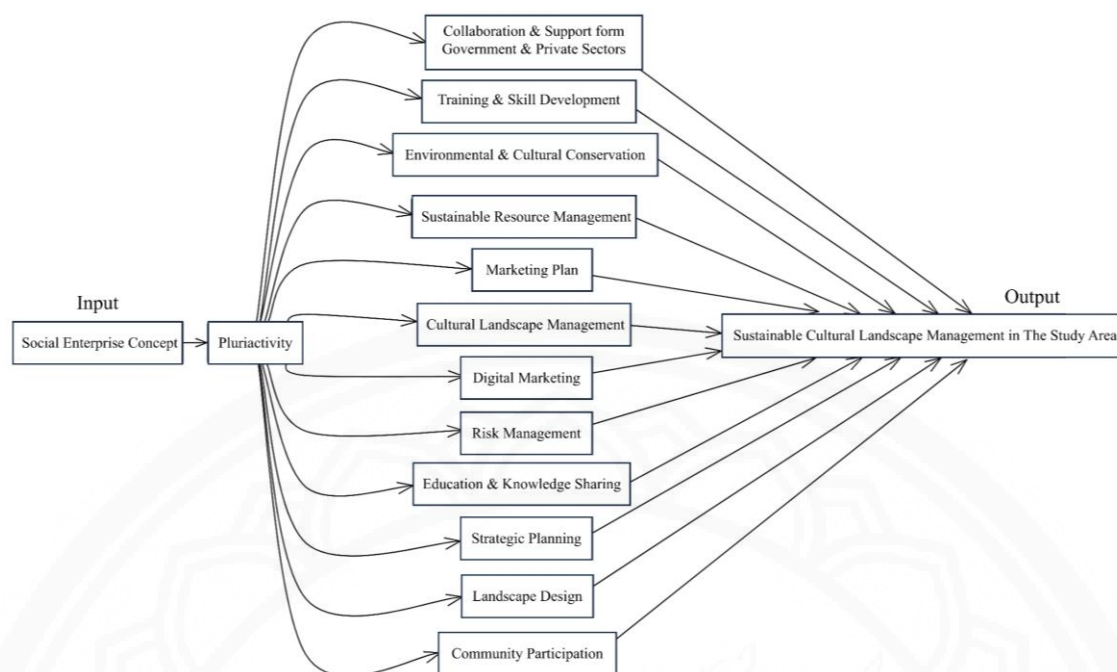
Figure 4 Sustainable Cultural Landscape Management Approach Through the Application of the Social Enterprise Concept.

The Strategic Framework for Sustainable Development integrates social enterprise principles with cultural landscape management, promoting sustainable development through a holistic and inclusive approach. This framework underscores the importance of active community engagement and collaboration, ensuring the protection of cultural identity while fostering long-term stewardship. By involving communities meaningfully in projects, it facilitates co-operation to preserve cultural heritage and establish sustainable caretaking practices for future generations.

This holistic approach is further articulated through the following dimensions:

– **Environmental and Cultural Preservation**: For guidance towards current and future generations the hand of our fellow citizens must never rise against our selfless attempts at consciousness killing.

– **Sustainable Resource Management**: Efficient use of local resources can minimize harm to the environment and maximize benefits for the community.

– **Marketing and Income Distribution**: Employing social marketing techniques to disseminate information and ensure that economic gains are shared fairly among members of society.

– **Skill Development and Knowledge Sharing**: Providing education and training opportunities for local people in order to increase their competence, enhance the quality of life in farming communities.

– **Digital Marketing and Risk Mitigation**: Using modern technology to promote local initiatives, devising strategies for minimizing the problems that might ensue from community-based development projects.

This integrated approach aims to achieve a balanced and holistic outcome across economic, social, and environmental dimensions. In practice, this vision relies on the active collaboration between local stakeholders and external partners, ensuring shared responsibility and sustainable progress.

To make future development research more comprehensive and sustainable in its conclusions, the researcher has combined focal items such as Strategic Planning, Landscape Design, Community Participation. Analyzing the intersection, logical relations and effect of these elements points out both where values intersect and what is unique among them. These intersecting values will be employed in devising an appropriate Business Model Canvas and Landscape Planning suited for the area in question-as illustrated below.

Figure 5 A Strategic Model for Synthesizing Relationships Across Key Dimensions.

The overlapping circle diagram illustrates the connection between three key aspects: Strategic Planning, Landscape Design, and Community Participation, aimed at achieving Sustainable and Efficient Development. The center of the diagram represents their intersection.

The overlaps between these three key aspects demonstrate the integration of Strategic Planning and Landscape Design, Strategic Planning and Community Participation, and Landscape Design and Community Participation, highlighting the following approaches for further implementation:

–   Strategic Landscape Planning

–   Community-based Strategic Planning

–   Community-focused Landscape Design

Strategic Landscape Planning

Strategic Landscape Planning is an approach to join the principles of science, art and sustainability in order to meet human needs while maintaining balance with nature everywhere you want. For example, it is underpinned by scholarship including Landscape Sustainability Science—which considers the synthesis and analysis of relationships between landscape pattern dynamics and ecosystem services to human well-being (Cumming et al., 2013).

There is also the idea of GeoDesign, which involves digital technology and landscape design to create more accurate, comprehensive planning. This approach seeks to promote environmentally responsible land use, emphasizing spatially designed conceptual plans that are grounded in both scientific and aesthetic viewpoints (Huang et al., 2019).

The objectives of Strategic Landscape Planning include:

1. Conservation and restoration of natural resources.

2. Promoting economic and social development for the community.

3. Enhancing the quality of life in society.

4. Disaster and Hazards Mitigation.

5. Promoting local culture and history.

Community-based Strategic Planning

Community-based Strategic Planning emphasizes community involvement at every stage of the planning process—from initiation to implementation and evaluation. This method aims to collect community needs and comments in order that what is planned is in line with local conditions or reflections of it in nature. At the same time, this way of working produces a sense amongst residents that everyone has responsibility and owns everything

around them; This is an increasingly important factor for sustainable development (Bramwell & Sharman, 1999; Selman, 2004).

The major goals of Community-based Strategic as Planning are:

1. Building ownership and accountability. When a sense of ownership for development projects is created, it encourages community members to take responsibility for their environment. It is considered that this will enhance the sustainability of initiatives (OECD, 2006).

2. Promoting community collaboration and participation. At every stage of development, the community is involved in planning and implementation, which makes the process more transparent (Arnstein, 1969; Reed, 2008).

3. Ensuring alignment with community needs and expectations. For the sustainability of initiatives, projects and plans must be tailor-fitted to a community's identified needs/ambitions (OECD, 2006).

4. Increasing transparency and legitimacy. Community stakeholders must be able to trust both the planning and implementation processes if they are to be working together; this can only happen when anthropology experts make an effort themselves (OECD, 2006).

This approach is key to creating sustainable development initiatives that are not only effective but also supported and driven by the local community.

The study found that Community-based Strategic Planning in Koh Plub Pla Subdistrict, Ratchaburi Province, plays a significant role in promoting Sustainable Development (SD) and conserving the agricultural cultural landscape. It emphasizes community participation at every stage, with 43.33% of the target group actively engaged, particularly those interested in agroecology and multifunctional agriculture, which received a 41.67% positive response. The approach also ensures a balance between development and conservation, with 52% of the area maintaining equilibrium between agricultural and cultural uses. Additionally, the potential for collaboration with external investors is as high as 36.67%, supporting local resource value enhancement and economic growth. Establishing transparent cooperation frameworks between communities and agencies has led to a satisfaction level of 44.44% among stakeholders. These processes demonstrate the potential to balance economic development with cultural conservation, aligning with the Sustainable Development Goals (SDGs) and the unique context of the study area.

Community-focused Landscape Design

Community-focused Landscape Design is a design method which actively involves the local community throughout the whole process of landscape planning and management. By making use of opinions and preferences from ordinary people, this method ensures that designed spaces will satisfy the real living needs, functional purposes and cultural expectations of inhabitants, balancing usable space principles with sustainable development ideas (Wates, 2000).

The study found that Community-based Strategic Planning in Koh Plub Pla Subdistrict, Ratchaburi Province, plays a significant role in promoting Sustainable Development and conserving the Agricultural Cultural Landscape by emphasizing community participation throughout every stage of the development process. The target groups demonstrated a participation rate of 43.33%, particularly those interested in Agroecology and Multifunctional Agriculture, with a 41.67% acceptance rate of these concepts. The planning process effectively maintained a balance between development and conservation, preserving 52% of the agricultural and cultural areas in the study site. Additionally, it enhanced opportunities for collaboration with external investors by 36.67%, contributing to the added value of local resources and the economic growth of the community. Furthermore, the establishment of transparent collaboration frameworks between the community and external agencies was crucial for project

monitoring and evaluation, as reflected in the 44.44% satisfaction rate among the target groups. This process demonstrates the potential to balance economic development with cultural conservation in the area.

Objectives of Community-focused Landscape Design

1. Creating Functional Community Spaces: The design process emphasizes creating functional areas for community activities. These spaces are accessible and useful to both local residents as well as visitors. (Thompson, 2014)

2. Enhancing Sense of Ownership and Pride: People who have taken part in creating the design feel proud of what they have achieved, because they have put in their own effort. As a result, this enhances a sense of ownership for both space and its care. (Arnstein, 1969)

3. Healthy Living Environments: Through community participation, spaces designed take account of public health; apart from physical well-being, mental ones are also encouraged. (Marcus & Francis, 1998)

4. Preservation of Local Culture and Traditions: Designs which reflect the local cultural spirit are a guarantee for preserving identity. They should be something passed down to future generations, not merely existing in fragmented written documents. (Duxbury & Jeannotte, 2010)

The study found that community-focused landscape design is a key strategy for development that places the community at the core, resulting in sustainable and meaningful development for local residents. In the case of Koh Plub Pla Subdistrict, Ratchaburi Province, a design approach emphasizing community participation ensures alignment with community needs and the site-specific context. The analysis of objectives and strategies reflects community-driven insights, feasible approaches, and localized contexts, ultimately leading to a landscape that meets community demands and promotes sustainability effectively. This design approach integrates processes ranging from gathering community feedback, assessing needs, collaborative planning, implementation, to continuous evaluation and improvement. It fosters a sense of ownership, enhances relationships among stakeholders, and supports long-term success. Particularly in farm stay projects, this participatory approach strengthens community unity and cohesion while addressing users' needs appropriately. The findings serve as a crucial guideline for developing farm stay projects in Koh Plub Pla Subdistrict by prioritizing community involvement to achieve sustainable and valuable development over the long term.

Landscape Design Guidelines for the Study Area: Farm Stay Business

The landscape design for farm stays in Koh Plub Pla Subdistrict, Ratchaburi Province, plays a significant strategic role as the area represents a cultural landscape that integrates traditional agricultural practices with sustainable agrotourism development. The design should prioritize a balance between cultural conservation, resource efficiency, and the promotion of the local economy. Key aspects include:

Agricultural Waste Management

Managing agricultural waste, such as rice stubble and straw, is critical to reducing community conflicts often caused by open burning and addressing air pollution issues. Waste can be repurposed into compost, construction materials (e.g., double roofs), or biomass materials. These practices reduce environmental impacts, optimize resource use, and align with the Sustainable Development Goals (SDGs), particularly Goal 12 on responsible consumption and waste reduction.

Water Resource Management

Given the seasonal flood risks in the area, water resource management should include structures such as small drainage canals and temporary flood retention areas. These strategies help mitigate flood damage and provide water for agricultural activities during dry seasons, ensuring water resource security and resilience.

Mixed Farming Design

The agricultural areas in Koh Plub Pla Subdistrict have high potential for multifunctional agriculture, such as combining rice cultivation, orchards, and livestock farming. This approach enhances biodiversity and supports food security. Practices like composting plant residues and utilizing livestock manure in organic farming reflect the principles of the circular economy, reducing waste and increasing sustainability.

Vernacular Architecture

Building designs should incorporate local wisdom and modern technology, utilizing materials like bamboo, rice straw, and clay to create environmentally friendly structures. Elevated houses can mitigate flood risks and improve natural ventilation. Additionally, spaces for cultural activities, such as festivals and traditional crafts, help preserve the area's unique identity.
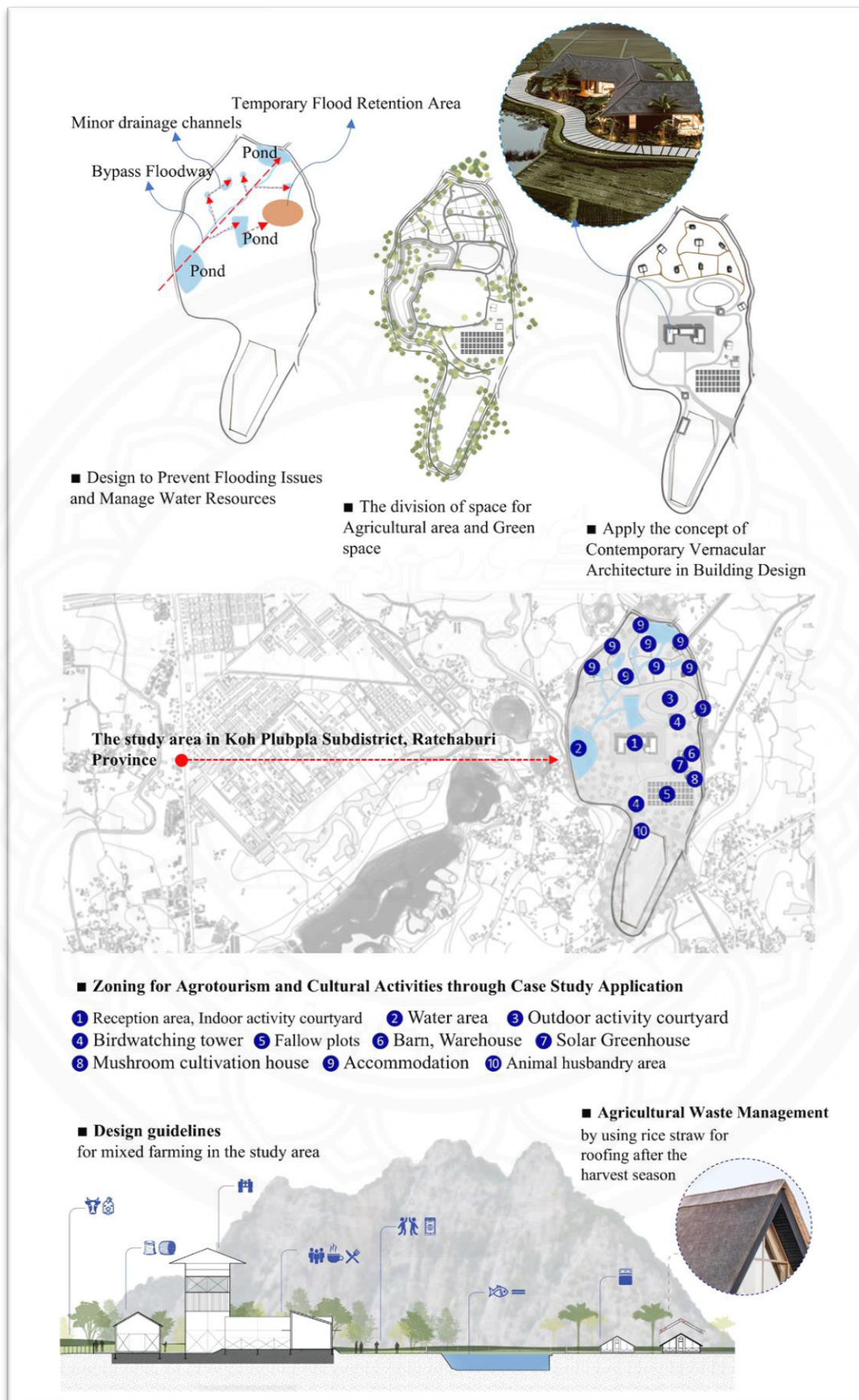
Zoning for Agrotourism

Proper zoning enhances land-use efficiency by dividing the area into agricultural zones for educational activities, recreational zones, and cultural activity zones showcasing traditional lifestyles. Connecting zones with natural pathways or wooden bridges minimizes environmental impact while adding aesthetic and tourism value.

Case Study Application for Landscape Design

Findings from three farm stay case studies—Baan Huai Luk Nok Farm Stay, Kieng Khlong Homestay, and Tim & Bill Farm—illustrate approaches that integrate cultural conservation with sustainable resource use:

- Baan Huai Luk Nok Farm Stay applies organic farming and biodiversity restoration, along with creating learning spaces that can serve as cultural learning centers in the study area.

- Kieng Khlong Homestay emphasizes clean energy, such as solar power, and sustainable resource management, which can be adapted to support natural resource conservation in the study area.

- Tim & Bill Farm focuses on mixed farming practices and the development of green spaces, balancing business operations, natural conservation, and the use of smart farming technology for sustainability.

Interviews and surveys suggest that farm stay accommodations should maintain a density of 1-3 houses per rai, with 10-20% of the total area allocated for residential use and 60-80% for agricultural activities. This approach supports sustainable agriculture and economic value creation alongside tourism activities, balancing land use while minimizing environmental and ecological impacts.

Temporary Flood Retention Area

Minor drainage channels

Bypass Floodway

Pond

Pond

Pond

■ Design to Prevent Flooding Issues and Manage Water Resources

■ The division of space for Agricultural area and Green space

■ Apply the concept of Contemporary Vernacular Architecture in Building Design

The study area in Koh Plubpla Subdistrict, Ratchaburi Province

■ **Zoning for Agrotourism and Cultural Activities through Case Study Application**

① Reception area, Indoor activity courtyard ② Water area ③ Outdoor activity courtyard
④ Birdwatching tower ⑤ Fallow plots ⑥ Barn, Warehouse ⑦ Solar Greenhouse
⑧ Mushroom cultivation house ⑨ Accommodation ⑩ Animal husbandry area

■ **Design guidelines**
for mixed farming in the study area

■ **Agricultural Waste Management**
by using rice straw for roofing after the harvest season

Figure 6 Landscape Design Guidelines in the Study Area: Farm Stay Businesses.

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This research analyzed data to evaluate and address the defined research objectives, focusing on examining the relationship between cultural landscape management and the concept of social enterprise. The analysis encompassed the social and economic impacts arising from the application of this concept, along with the development of strategic approaches to promote community participation in the cultural landscape management process within Koh Plubpla Subdistrict, Ratchaburi Province. The findings revealed consistency in the qualitative data obtained through studies and surveys, which successfully addressed the research objectives as follows:

Objective 1: **Analyzing the Relationship between Cultural Landscape Management and the Social Enterprise Concept**

Findings: Research shows that the culture of Koh Plubpla Subdistrict can be linked to work as a social enterprise in cultural landscape management for sustainable conservation and development. Combining landscape architecture with biofiltration practices, this idea has a prioritization on both economic development and conserving local culture — utilizing contextually-specific design landscapes. This in turn leads to sustainable development which is developed as a whole integrating aspects of economic, social and environmental dimensions.

Objective 2: **Assessing the Social and Economic Impacts of Applying the Social Enterprise Concept to Cultural Landscape Management**

Findings: The study showed that the application of a social enterprise in Koh Plubpla sub-district resulted from a positive impact on both society and economy. Community involvement in cultural activities and area development has increased providing jobs, income generation options and pride within communities. Moreover, the incorporation of multi-farming systems accessible for local traditions; distribution income to state responding sustainable economic evidence autarchical

Objective 3: **Developing Strategic Approaches for Enhancing Community Participation in Cultural Landscape Management**

Findings: Strategic planning based on the development of community participation within Koh Plubpla Subdistrict aims to improve cooperation among communities, government agencies and external investors. This approach aims to ensuring that the community is engaged in every process from planning to implementation and even assessment. These elements that the participation further to implement instill within communities and provides a genuine sense of ownership as the key factors in achieving long-term sustainable development.

Objective 4: **Formulating Academic Conclusions on the Integration of the Social Enterprise Concept for Sustainable Cultural Landscape Management**

Findings: The integration of the social enterprise concept in cultural landscape management in Koh Plubpla Subdistrict presents that the model can be used for sustainable area development according to those goals. A thoughtful landscape design that prioritizes cultural uniqueness, and community involvement is essential to preserving the balance of development and conservation. At the same time, strategic planning supported by both the private and public sectors ensures that the projects are comprehensive and achieve long-term success.

Results of Hypothesis Testing

Hypothesis 1: The use of marketing strategies in social enterprises can enhance community and stakeholder awareness and support for cultural landscape management projects.

Findings: The research findings indicate that employing appropriate marketing strategies in social enterprises significantly increases awareness and support from the community in Koh Plub Pla Subdistrict. Strategies such as digital marketing, online communication, social activities, and comprehensive public relations have effectively

raised community and stakeholder understanding of the project's benefits and objectives in multiple dimensions. Data from interviews and surveys reveal that 65% of respondents felt more supportive of the project after receiving information through marketing activities. Additionally, the establishment of engagement mechanisms fostered stronger relationships between the community and project organizers, building trust and ensuring the sustainability of cultural landscape management.

Hypothesis 2: Integrating the concept of social enterprise in cultural landscape management in Koh Plub Pla Subdistrict, Ratchaburi Province, can create a stable group mechanism for farming households and communities in the long term, supported by state policies and funding, leading to sustainable development across all dimensions and serving as a model for other communities in the future.

Findings: The study demonstrates that integrating social enterprise concepts in Koh Plub Pla Subdistrict has successfully established stable group mechanisms for farming communities. The formation of community entrepreneur groups, supported by both government agencies and private sector funding, has strengthened activities such as establishing farm stays and developing local products. Data from in-depth interviews and observations highlight tangible benefits for the community, including income distribution and job creation. Furthermore, government policies supporting social enterprise development have played a critical role in sustaining these groups. This integration serves as a model for other communities to adopt social enterprise approaches for economic promotion, cultural conservation and comprehensive environmental conservation.

Results of Triangulation

1. Theoretical Triangulation

Data verification through comparison with relevant theories, such as the Triple Bottom Line (TBL) and Strategic Landscape Planning, reveals that the findings from Koh Plub Pla Subdistrict align with the principles indicating that applying the Social Enterprise concept in cultural landscape management can achieve sustainable balance across economic, social, and environmental outcomes. However, the challenge lies in adapting the theories to the unique characteristics of the local context, which sometimes limits their comprehensive applicability to all dimensions.

2. Contextualization

Data analysis, incorporating the specific context of Koh Plub Pla Subdistrict—such as the community's economic structure, agricultural lifestyle, and cultural significance—ensures the findings reflect the area's realities. Interviews and observations indicate community acceptance and support for farm stay development projects under the social enterprise concept. Nonetheless, challenges such as policy changes, economic uncertainty, and delays in project implementation impact long-term sustainability. Additionally, educating parts of the community about new concepts requires time for adaptation.

3. Data Source Triangulation

Data verification using secondary sources, qualitative data collection, and related theories improves the completeness and accuracy of the analysis. In-depth interviews and non-participatory observations were cross-checked with secondary sources, such as academic journals and other documents. However, obstacles include outdated secondary data or its limited relevance to the local context. Moreover, interpreting diverse opinions from qualitative data collection poses challenges, requiring time to synthesize comprehensive and contextually aligned insights.

Discussion

<u>**Issue 1**</u>**: Integration of Social Enterprise in Cultural Landscape Management**

Findings: This study concludes that social enterprise reforms with strong community participation in cultural landscape management Koh Plubpla Subdistrict. The concept fits well in the realm of sustainable development targets upon all dimensions be it economic, social and environmental. This is still true, yet limitations have also been identified: for one thing the absence or mere support of government and market mechanisms. These findings highlight that there is a need to bolster locally contextualized strategies in order for sustainable development goals to be truly realized.

<u>**Issue 2**</u>**: Linking Local Wisdom with Contemporary Concepts Under the "Look Back to Move Forward" Framework**

Findings: The integration of local wisdom into contemporary development within the study area has increased the capacity for cultural maintenance while facilitating adoption of modern innovation, especially in relation to farm stay design. Taking traditional elements and incorporating them in modern methodologies, they intentionally achieve a more sustainable design where conservation meets our ever-growing need for development. The research underscores that's the importance of maintaining this balance to achieve sustainability across all dimensions.

<u>**Issue 3**</u>**: Building on Community Collaboration and Engagement**

Findings: The success of cultural landscape management depends on community real and active participation at each stage. Getting ownership through town hall meetings or listening sessions builds trust and makes any development efforts sustainable. Nevertheless, it's still not easy to bridge communication gaps so that all elements of the community can join in.

<u>**Issue 4**</u>**: Community-focused Landscape Design**

Findings: Community-focused landscape design where locals play a central role in decision-making and the use of local resources strengthens the connection between people and their environment. Such a philosophy is not only fine for the natural environment, but it also implies sustainability in every respect. However, managing a wide range of views is another major difficulty recognizing include balancing development with conservation.

<u>**Issue 5**</u>**: Developing Proactive Strategies and Utilizing the Business Model Canvas in Management**

Findings: In practice, the Business Model Canvas has provided a helpful aid in project planning amid those shorter spans of time. It can be one way to unite communities and investors across commonalities that will allow true progress. However, this has also given rise to some new challenges in the field of business and marketing. This underscore shows that the need for additional support from relevant organizations.

<u>**Issue 6**</u>**: Challenges and Adaptation to Local Contexts**

Findings: Through interviews and surveys that the research found one of principal challenge was how changes in policy or economic conditions had disrupted project implementation. Hence developing partnerships with the government to build capacities of communities is necessary for local adaptation and response in a sustainable way.

Conclusion and Suggestions

This research focused on integrating the concept of Social Enterprise into Cultural Landscape Management in Koh Plub Pla Subdistrict, Ratchaburi Province. The findings highlight the potential of combining local wisdom with contemporary concepts to foster sustainability across economic, social, and environmental dimensions.

The integration of the "Look Back to Move Forward" approach has played a critical role in preserving local identity while addressing modern needs, as evidenced by the design of farm stays that incorporate local materials with modern technologies.

Community engagement emerged as the cornerstone of the development process, emphasizing the creation of a sense of ownership and collaboration at every stage, from planning to maintenance. The study also found that community-focused landscape design effectively strengthens the sense of place, leading to development that comprehensively meets the needs of the local community.

However, the development efforts faced several challenges, such as insufficient government support and inadequate marketing mechanisms. Furthermore, the diversity of opinions within the community and the need to adapt to changes in policies and economic conditions were critical factors requiring attention. Addressing these challenges calls for capacity building among community members and the establishment of collaborative mechanisms involving the community, local authorities, and other stakeholders.

The study underscores that integrating Social Enterprise concepts, local wisdom, and community-focused design can create a sustainable cultural landscape. This approach not only enhances the community's identity but also effectively responds to economic and social challenges in the modern era. It reflects the community's resilience and adaptability, which are essential for achieving long-term sustainability at both the local and regional levels.

Suggestions

1. Policy Adjustment to Support Sustainable Community Development

Policies aimed at community development should be adjusted to align with the traditional lifestyle of Koh Plub Pla Subdistrict. This includes promoting integrated agricultural land use that supports farm stays and cultural tourism. Such measures help balance the conservation of cultural landscapes with economic development while mitigating the impacts of land-use changes that may disrupt community livelihoods.

2. Integration of Government Policies and Farm Stay Development

Policy formulation should prioritize the conservation of agricultural areas and support local economies through measures such as allocating funding and offering tax incentives for projects aligned with sustainable agriculture. This support can encourage investments in farm stay initiatives that are responsive to community contexts and foster long-term sustainability.

3. Encouraging Community Participation in Development Processes

Community participation should be encouraged at all stages, including planning, implementation, and evaluation. Policies that genuinely promote community involvement will foster trust and collaboration in development projects, empowering communities to play a key role in decision-making and share responsibility throughout the development process.

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