



Utilizing Community Capital To Promote Sustainable Development With The Bcg Model

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ABSTRACT

Objective: This research article aimed to assess the state of community capital and utilize it in accordance with the BCG model to advance economic and sustainable development.

Theoretical Framework: After the COVID-19 crisis, the community must rely on self-reliance to apply a more sustainable economy based on social capital.

Method: Data were collected from 30 samples, including community leaders, local philosophers, government officials, and people's representatives in the old community on the edge of the Phu Ho Forest Park in Loei, Thailand. The data collection method involved in-depth interviews and focused group discussions.

Results and Discussion: The findings revealed four types of community capital use: 1) natural capital encompassing rich forests, diverse local flora, soil, water, and a vibrant physical environment; 2) human capital involving agricultural wisdom, commitment to goodness, and a proactive approach to learning and experiencing new things; 3) social capital comprising local traditions, kinship systems, and interest groups; and 4) economic capital featuring mixed farming, agroforestry, fabric processing, wicker production, traditional food preparation, vocational groups, and eco-cultural tourism based on sufficiency economy principles.

Research Implications: The strategy for utilizing community capital aims to promote sustainable development through a bioeconomy, circular economy, and green economy, fostering integrated collaboration across community dimensions, goals, activities, and people of all age groups for the three Ps: people, prosperity, and planet. Consequently, the community can achieve self-reliant sustainability.

Originality/Value: This study significantly contributes to the well-being and stability of both the community and the nation.

Keywords: community capital, sustainable development, BCG Model

1. INTRODUCTION

The local community represents the smallest unit of the country. If communities achieve self-reliance in social and economic aspects, it will contribute to the overall strength of the nation. Thai communities are developed based on the sufficiency economy concept, with goals centered on mutual help and morality, thereby

contributing to economic, social, and environmental development for a more sustainable future (Janmaimool and Denpaiboon, 2016; Feigenblatt, Cooper and Pardo, 2022). Leveraging the potential of individuals within the community aims to enhance the standard of living in a manner that is both comprehensive and equitable. Efforts are directed towards elevating living standards within the community through the strategic utilization of the populace's capabilities. This comprehensive approach not only aims to benefit the community directly but also serves as a driving force for the holistic development of the entire nation. This strategy facilitates the overall development of the country through initiatives such as rural tourism promotion and the advancement of processed agriculture within the community (Bisht, Rana, and Pal Ahlawat, 2020; Ivona, 2021; Chen and Diao, 2022). Consequently, community capital, encompassing natural resources, intellectual capital, cultural and traditional assets, infrastructure, and financial resources, assumes a pivotal role as the foundation for growth. However, it is noteworthy that the promotion of fundamental community development still encounters challenges in terms of consistency and comprehensive implementation (Deeyiam, 2022).

When the COVID-19 crisis emerged, numerous individuals faced health challenges, unemployment, and financial constraints, compelling many from urban areas to return to their villages of origin (Sripoona et al., 2020). Consequently, it becomes imperative to explore avenues for bolstering the community's fundamental economy, fostering self-sufficiency among its residents. The decision to investigate a model community leveraging community capital for sustained local economic development becomes crucial in fortifying the community's economic resilience (Qian, X., et al., 2020; Petrushenko, et al., 2022).

Community capital refers to the accumulated resources, assets, and skills within a community that can be leveraged for economic growth. It encompasses tangible assets like physical infrastructure and natural resources, as well as intangible assets such as social networks, cultural identity, and human capital. A nuanced understanding of the unique resources and needs of the community is imperative for formulating effective sustainable development strategies that harness community capital. In the realm of economic development, providing support to local businesses is crucial, given the integral role small companies play in the economic ecology of a town (Roundy, 2017). Communities can aid local firms in expanding operations and enhancing contributions to the local economy by offering support through initiatives like business coaching, access to funding, or marketing assistance (Dodds, Ali and Galaski, 2018). Investing in the community's human capital, by directing financial resources towards its people, is a significant contributor to overall economic prosperity. Initiatives such as education and training programs that enhance skills and knowledge empower locals to secure higher-paying employment, fostering a more qualified workforce that can attract new firms to the region—benefiting the community as a whole. Strengthening physical infrastructure, including roads, bridges, and public transit networks, is crucial for economic expansion. Communities have the opportunity to invest in these assets to enhance employment accessibility, reduce transportation expenses, and make the region more attractive to companies and residents. Additionally, safeguarding cultural heritage, historic structures, museums, and festivals constitutes valuable cultural assets that can serve as major economic drivers (Ng et al., 2023). By preserving existing assets and positioning themselves as potential tourist destinations, communities can generate revenue and attract tourists.

In essence, the development of community capital is a crucial component of the sustainable development goal. Planners dedicated to sustainable development can fortify both the local economy and social fabric by capitalizing on the unique assets and talents present in a community. The central focus of this research is to explore how community capital can be effectively utilized for sustainable development within the framework of the BCG model. To address this, the Ban Nong Bua Community in Loei was chosen as the research area due to its diverse capital, including the wisdom of weaving, the distinctive tradition of Phaya Chang and the Nang Phom Hom festival, picturesque tourist spots showcasing the beauty of Phu Hor, abundant forests, agricultural activities, and established community groups. Despite these assets, the community faces challenges such as issues of indebtedness and a decline in agricultural prices following the COVID-19 crisis (Chamontri, 2020). The research endeavors to introduce a novel approach to analyzing the community's capital landscape and devising strategies for its effective utilization in promoting sustainable development, grounded in the BCG model. The overarching objective is to uncover innovative tactics that can address current challenges and propel the community towards enduring economic and social development.

2. OBJECTIVES

To analyze the community's capital landscape and devise strategies for its effective utilization in promoting sustainable development, grounded in the BCG model.

3. METHODOLOGY

3.1 RESEARCH AREA

The research was conducted in Ban Nong Bua, situated in Phu Ho Sub-district, Phu Luang District, Loei Province, located in the Northeastern region of Thailand (see Figure 1). The selection of the Ban Nong Bua Community in Loei as the research area was motivated by its multifaceted capital, encompassing the expertise in weaving, the distinctive cultural tradition of Phaya Chang, and the Nang Phom Hom festival. This festival is

related to a legendary story about the King of Elephants called Phaya Chang and the girl with fragrant hair named Nang Phom Hom. Additionally, the community boasts picturesque tourist spots highlighting the beauty of Phu Ho, extensive forests, active agricultural pursuits, and well-established community groups. Despite these inherent strengths, the community confronted challenges, including financial indebtedness and a reduction in agricultural prices exacerbated by the repercussions of the COVID-19 crisis.

3.2 RESEACH PARTICIPATION

The sample group comprised 30 individuals. It included (1) six community leaders, namely the district head, tourism leader, cultural leader, village chief, assistant village chief, and village committee; (2) three local experts focusing on cultural preservation, environmental conservation, and livelihoods; (3) 15 representatives from the public sector, divided into five sectors: food, textile, cultural practices, conservation, and other occupations; and (4) six representatives from the government and private sectors, specializing in tourism, culture, and environmental conservation. The snowball technique was employed to select the representatives who contributed to the study. Initially, a few participants were chosen from the referrals of community leaders, and additional participants with valuable insights were subsequently recruited.

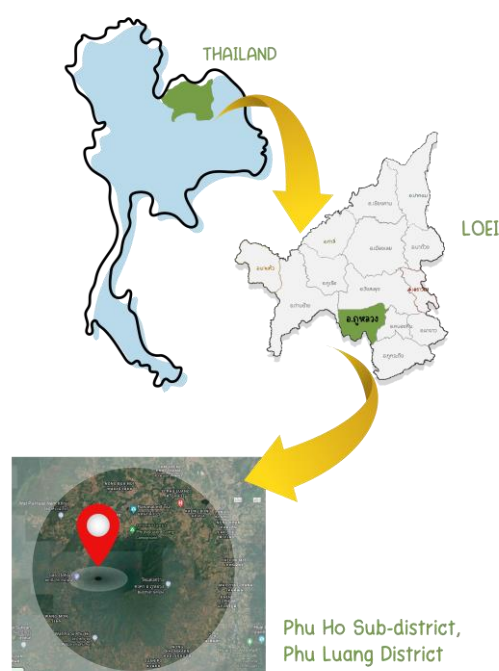


Figure 1- Map showing the research area

3.3 RESEACH METHODOLOGY

The two main investigators were specialist researchers with experience in qualitative data collection and the ability to communicate in the local language, making it easier to build local trust and encourage participants to share information.

Data collection commenced with observations and informal conversations at the research sites. It was followed by in-depth interviews focusing on the content of the four community capitals to promote sustainable development. Four focus groups, with a diverse set of the above-mentioned members, were held to create strategies for utilizing community capital to promote sustainable development through a bioeconomy, circular economy, and green economy. Each focus group composed of 7-8 participants. Participants were verbally consented and had the right to withdraw from the study at any time without providing an explanation. They also assigned pseudonyms to protect their identities, ensuring anonymity and confidentiality during the interviews and focus group.

3.4 DATA ANALYSIS

The gathered data underwent content analysis to derive meaningful insights and patterns from the responses provided by the participants. The triangulation technique was employed to enhance the reliability of the study (Guion, 2002; Lune and Berg, 2017).

4. RESULT AND DISCUSSION

The research reveals four distinct types of community capital crucial for promoting sustainable development, each contributing to specific sustainable activities within the community: 1) Natural Capital: Natural capital encompasses the richness of the soil, water, forests, and woods. The diverse local flora, the majestic Phu Ho Mountain, the strategic positioning of the community, and the overall physical environment collectively constitute the community's natural capital. 2) Human Capital: Human capital is demonstrated through the community's ability to utilize resources in constructing various occupations on an eco-centric ethical foundation. Examples include agricultural wisdom, a commitment to ethical practices, continuous learning for innovative experiences, and the sustainable utilization of local plant species, particularly cotton, for weaving items. These activities represent eco-friendly careers that rely on human capital. 3) Social Capital: Social capital is manifested through local traditions and interest groups. Activities such as building groups and establishing a local identity based on kinship systems, religion, culture, and customs exemplify social capital. These endeavors are holistic and identity-based, contributing to the overall social fabric of the community. 4) Economic Capital: Economic capital comprises a diverse range of activities, including mixed farming and agroforestry, fabric processing, wicker production, folk food production, career groups, folk technology initiatives, community funds, and the management of eco-cultural tourism that prioritizes ecological and cultural preservation. These economic activities align with sufficiency economy principles, reflecting a balanced and sustainable approach to community development.

The findings of this study align with Thongoupragrana et al.'s (2018) identification of key community capitals, including knowledge and wisdom capital, cultural capital, natural capital, and environmental capital. This correlation may result from the development of human capital within the workplace, production processes, and creative endeavors, involving changes in residence and the invested environment (Sodirjonov, 2020). High-performance work systems are associated with collective human capital (Aryee, 2016). David and Lopez (2001), as well as Chansawang and Brahmabutra (2019), emphasize that high-quality human capital encompasses an individual's skills, knowledge, abilities, and experiences, contributing collectively to the high potential of society as a driving force for economic success. Additionally, Chatuthai et al.'s (2021) research underscores the necessity of coupling human capital with natural resource capital. The utilization of technology and innovation capital in production systems not only leads to the creation of quality consumer products but also contributes to increased community income. The positive correlation between human capital, technological innovations, and financial development highlights the importance of promoting technological innovations and human capital development for the effective use and management of natural resources, thereby fostering financial sector development (Khan et al., 2020). Furthermore, social capital plays a crucial role in producing goods to meet essential community needs, fostering friendships and cooperation among community members (Rudito et al., 2022; Keam and Miokovic, 2023). Consequently, the resulting benefits, shared through these relationships, signify social capital as a public asset that gains significance over time. As a result, communities possess the capability to successfully drive sustainable development and attain happiness.

Community capital, in every aspect, contributed to promoting a lifestyle grounded in local sustainable development, with the potential to achieve self-sufficiency. However, seventy percent of the town's residents still grappled with debt, casting a gloomy atmosphere over the neighborhood. There was a readiness to engage in activities aimed at enhancing the socio-economy and environment for people across all age groups within the community, fostering sustainability. This commitment involves leveraging available community capital effectively, as outlined by Nuangchalerm and Chansirisira (2012). Consequently, collaborative efforts have led to the formulation of a set of best practices for utilizing community capital to promote sustainable development in accordance with the BCG model.

The goal should be sustainable development, fostering fair economic growth by integrating social, economic, and environmental aspects. Following the COVID-19 disaster, households are aiding groups and communities in their recovery. Kotsomboon's study (2021), highlighting the promotion and development of basic economic processes at the community level, aligns with these findings. Mettathamrong, et al. (2023) indicated that local economies could achieve self-sufficiency by adhering to the sufficiency economy philosophy. Consequently, there should be a framework in place to redistribute income within the community, stimulate economic growth and turnover through community integration, and ensure the realization of these objectives. Collaborative efforts are necessary to facilitate community development across economic, societal, cultural, environmental, and natural resource dimensions. Achieving a robust and sustainable community economy, driven by community capital and identity, is contingent upon fostering mutual support and kindness among community members.

The objectives should involve collaborative efforts to integrate community resources across four domains: residents, external stakeholders, and both public and private sectors. This aims to enhance the likelihood of entrepreneurs establishing community-based businesses, stores, and financial institutions. Such initiatives can contribute to reducing debt levels and fostering self-sufficiency and self-reliance. A study by Alvarez-Risco et al. (2021) found that embracing a circular economy holds the potential to enhance the environmental sustainability of resource utilization. Companies adopting a circular economy model may qualify for various incentives. However, the specific circumstances influencing the acceptance of the circular economy by companies in Peru remain somewhat unclear, despite the potential benefits to the country.

In the community, there was an all-around economic driving process meant to generate new products. This process involved mechanisms for innovation, adding value to products, networking for funding, and managing the local product market through tourism and an online marketplace. Establishing groups and fostering connections between communities, government agencies, businesses, and other communities can propel the basic economy forward by utilizing these mechanisms. Developing strategies and programs to facilitate the long-term growth of the economy is essential, involving collaboration among various organizations leading to sustainable development (Huibin and Marzuki, 2013). This aligns with the findings of Chang et al. (2021), emphasizing the importance of collaboration and illustrating how crucial it is for manufacturers to diversify their service offerings to meet consumer requirements in diverse marketplaces. Through collaborative efforts, manufacturers can enhance their competitiveness by devising and implementing effective servitization plans. The Belt and Road Initiative (BRI) by China presents opportunities for economic collaboration and regional integration. According to the National Economic and Social Development Board (2017), the initiation of basic economic promotion at the community level involves creating occupations to supplement household income through production and trade, fostering unity among entrepreneurs trading in one place, and developing community members to engage in production and sales.

How to drive sustainable development through the utilization of the BCG model involves engaging individuals in community activities that promote collective learning and action, with an emphasis on ensuring the continuous expansion of these activities. In the context of preventing COVID-19 and leveraging food components and goods for sale to visitors through networking community markets, the bioeconomy should allocate a variety of plants for coloring cotton, native rice, organic vegetables, and herbs. The circular economy should process cotton and vegetables into distinctive products such as food items, shirts, scarves, hats, bags, tissue boxes, placemats, tablecloths, herbal medicine sets, COVID-19 preventive masks, and tourist spots like straw castles. These products should reflect a combination of wisdom and innovation. Personnel involved have enhanced their capacity to process new items, leading to an increase in both the value added to the products and their prices, ultimately resulting in heightened sales and income. Particularly concerning local cuisine, the Ban Nong Bua community demonstrated strong community cohesion in creating indigenous menus for sale to tourists visiting the village. The cornerstone of their cuisine consisted of bamboo shoots and forest vegetables, resulting in a diverse array of dishes such as bamboo shoot curry, pounded bamboo shoot, boiled bamboo shoots with dipping sauce, preserved bamboo shoot curry, and preserved bamboo shoot curry. The majority of traditional dishes prominently featured various vegetables, including *Melientha suavis* Pierr, *Paco Fern*, mushrooms, etc. Noteworthy dishes included pounded vegetables, which combined various steamed vegetables with herbal seasonings such as chili, onions, garlic, and roasted rice/sesame powder for added flavor. Chili dip dishes were another common accompaniment, typically paired with steamed and fresh seasonal vegetables. Importantly, these traditional dishes incorporated plant-based and herbal ingredients, promoting health benefits. They have been adapted into menu offerings for tourists to experience the authentic flavors of local cuisine, thereby enhancing the community's income and fostering sustainable development by utilizing local resources for economic gain (Pruksa et al., 2022).

The green economy should generate revenue through community tourism management, focusing on ecotourism, agriculture, and culture. This involves providing green travel routes, community marketplaces, internet markets, and community business networks. Residents can supplement their income by offering visitors homestays, guiding tours of Phaya Chang and Nang Pom Hom's natural beauty and cultural attractions, and selling ecologically sound items and handcrafted mementos. These findings align with Barska and Wojciechowska-Solis's study (2020), indicating that the increasing consumer awareness of sustainable development extends to food markets. Consumers now possess a greater ability to resist mass-produced and internationally disseminated food, making their choices regarding food intake increasingly significant. Simultaneously, Mfunne et al. (2016) identified a correlation between the green economy and multifunctional agriculture, coinciding with the rise in value for locally produced goods. The research specifically utilizes the Community Markets for Conservation (COMACO) program, an agro-based business promoting a multifunctional agriculture model in Eastern Zambia (Table 1).

Table 1 Activities should be conducted within the framework of the BCG model to facilitate the sustainable development of the community.

| BCG model | Bio-economy | Circular economy | Green economy |
|--------------------------------|---|---|--|
| Activities should be conducted | <ol style="list-style-type: none"> 1. Reserve a variety of plants <ul style="list-style-type: none"> - Dyeing cotton - Native rice - Organic vegetables - Herbs for preventing COVID-19 2. To use <ul style="list-style-type: none"> - Food ingredients - Products for sale | <ol style="list-style-type: none"> 1. Processing a variety of unique products: <ul style="list-style-type: none"> 1. Cotton - Shirts - Scarves - Hats - Bags - Tissue boxes - Placemats - Table cloths - Masks to prevent COVID-19 2. Vegetables <ul style="list-style-type: none"> - Foods - Herbal medicine sets 3. Waste material <ul style="list-style-type: none"> - Straw castle tourist spot | <ol style="list-style-type: none"> 1. Increasing revenue from community tourism management: <ul style="list-style-type: none"> - Ecotourism - Agriculture tourism - Cultural tourism - Providing travel routes 2. Environmentally friendly products and services <ul style="list-style-type: none"> - Handmade souvenirs - Training on local wisdom for outsiders - Touring nature and Phu Ho - Touring the culture of Phaya Chang and Nang Pom Hom - Organizing homestays for tourists |

| BCG model | Bio-economy | Circular economy | Green economy |
|------------------------------------|---|------------------|---------------|
| Consumers and distribution sources | <ul style="list-style-type: none"> - Consumers within and outside the community - Tourists and educational groups from external sources - Community market - Networking community markets - Online market - Community green business networks | | |

The BCG model encourages the use of community capital in economic growth, which necessitates the use of community capital. When taken into consideration combined, human capital, social capital, economic capital, and natural capital are referred to as the "whole," utilizing natural capital as the foundation, human and economic capital as components, and social capital as the primary mechanism for forward movement. As the global society is experiencing a COVID-19 crisis that is generating issues in the community economy and making people impoverished, the method to improve the community economy and alleviate people's poverty is to use the principles of sustainable development. While simultaneously restoring society and the environment so that the community may become self-sufficient while enjoying a high level of satisfaction and support. Those from outside the community who are interested in learning about green living and tourism can benefit from the information and goods the community has to offer (Figure 2).

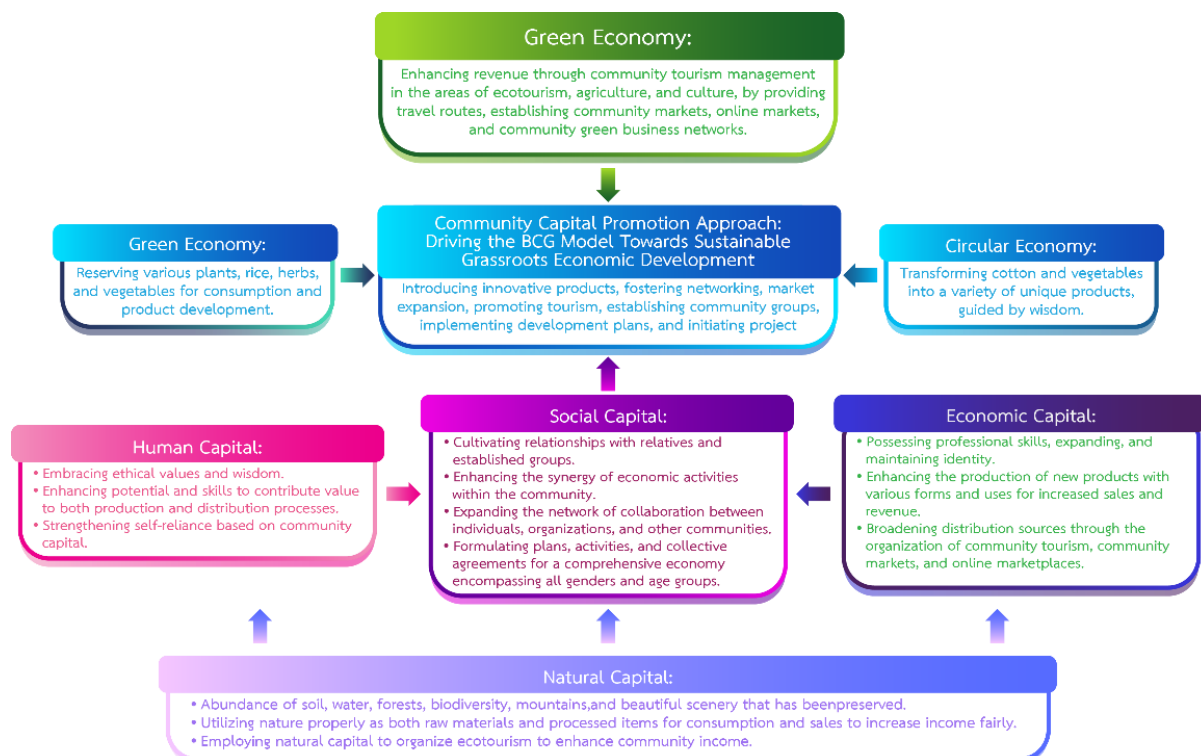


Figure 2 Utilizing community capital to foster sustainable development through the BCG model.

Tactic of using community capital to promote sustainable development with bio economy, circular economy and green economy by integrated collaboration to use community capital together, both dimensions, goals, activities and people of all age groups for 3 P's in community that P1-People: have a good quality of life, P2-Prosperity: have a sustainable and comprehensive economic prosperity and P3-Planet: our planet has abundant natural resources and sustainable environment. As a result, the community can be self-reliant sustainability. The same as Chitlaoarporn et al. (2021) found that the sustainable development concept has been the important for developing countries upon the conservative concept to create the economy, social and politics stability with the development.

To broaden the scope of local knowledge, communities should actively seek and assimilate new information, fostering innovation and the development of novel products for commercialization. This, in turn, has the potential to augment income streams and provide a foundation for economic stability. The orchestration of economic operations can be effectively achieved through the utilization of organizations, networks, and a comprehensive development plan. The establishment of a bioeconomy, deriving revenue from the sustainable utilization of natural capital in the form of raw materials, can be a transformative initiative. Additionally, the development of a product-processing economy, generating income while concurrently enhancing the value of existing goods, represents a viable strategy. A sustainable local economy can be instituted by leveraging the funds generated through the community's initiatives in education and the integrated management of ecotourism, agricultural tourism, and cultural tourism. The potential success of economic growth at the community level holds the promise of contributing to the strengthening and stability of the national economy.

Consequently, there is a need for action research aimed at formulating economic development strategies using the BCG model. Moreover, research into indicators assessing the success of community sustainable development, employing the BCG model, is imperative. This pursuit of knowledge is essential for its subsequent application towards the country's future sustainable development goals.

5. CONCLUSION

In conclusion, the research identifies four crucial types of community capital: Natural, Human, Social, and Economic. Each capital plays a vital role in promoting sustainable development. Natural capital includes the richness of soil, water, forests, and mountains, forming the foundation for the community. Human capital is demonstrated through ethical practices, agricultural and food wisdom, and the sustainable use of local resources. Social capital is manifested in local traditions and interest groups, fostering community cohesion. Economic capital includes diverse activities aligned with sufficiency economy principles. Despite having strengths, encouraging collaborative efforts corresponding to the BCG model to efficiently utilize community capital is important as debt persist. The establishment of community-based businesses, stores, and financial institutions is crucial for reducing debt levels and encouraging self-sufficiency. The BCG model promotes innovation, networking, and market management. Overall, the incorporation of community resources, under the guidance of the BCG model, is crucial for realizing sustainable development across economic, societal, cultural, environmental, and natural resource dimensions. These encourages comprehensive collaboration involving community dimensions aligning with the three Ps: People of all age groups, Prosperity of economic, and Planet of abundant natural resources. This contributes significantly to the well-being and stability of both the community and the nation.

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