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## Exploring Rural Social Entrepreneurship: Ukkrit Farm Hill's Approach to Sustainable Community Development

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### ABSTRACT

This research explores the role of rural social entrepreneurship in promoting sustainable community development, focusing on Ukkrit Farm Hill as a case study. The study highlights the unique challenges faced by rural enterprises, such as geographical isolation and limited resources, which necessitate distinct strategies for success. Employing a qualitative case study approach, the research integrated in-depth interviews, participant observation, and document analysis to gather rich, contextual data from various stakeholders, including the farm owner, community members, and tourists. The findings reveal that Ukkrit Farm Hill effectively combines agritourism, sustainable agriculture, and community engagement, fostering economic resilience and social cohesion. This integrated approach not only enhances income diversity but also strengthens community ties and ecological stewardship. The study concludes that rural social enterprises can create sustainable solutions by leveraging local resources and fostering community involvement, thereby bridging the gap in existing literature on rural entrepreneurship and contributing to the attainment of sustainable development goals.

### INTRODUCTION

Rural social entrepreneurship plays a pivotal role in sustainable development, especially in under-resourced and ecologically vulnerable areas where traditional agricultural and tourism models often fall short in promoting community well-being (Noruzi et al., 2010; (Diaz-Sarachaga & Ariza-Montes, 2022; Teck, 2023). In rural areas, barriers such as limited infrastructure, seasonal income fluctuations, and environmental challenges restricted community growth potential and fostered dependency on external support (Akkoyunlu, 2015; Stringer et al., 2020). Social enterprises in these settings, however, were uniquely positioned to mitigate these issues by utilizing local resources, fostering community participation, and embedding sustainable practices that aligned economic stability with environmental stewardship (Stuart et al., 2016). Despite these advantages, rural social entrepreneurship was underrepresented in research, with most studies focusing on urban-based or large-scale social enterprises. This created a knowledge gap in understanding how small, rural, family-

driven ventures contributed to sustainable development (Ahmad et al., 2014; Bichler et al., 2022).

Previous research has largely examined the positive impact of social entrepreneurship on sustainable development without delving into localized practices tailored to rural settings, particularly within agritourism-focused enterprises (Li & Barbieri, 2020; Yusuf et al., 2024). The case of Ukkrit Farm Hill presents a unique opportunity to explore a holistic model that combines organic farming, community-centered tourism, and self-sustaining business operations. Unlike large-scale urban social enterprises that benefit from established infrastructure and institutional support, rural enterprises like Ukkrit Farm Hill must adopt distinct approaches to ensure long-term viability and sustainability (Biddulph, 2018; Steinerowski & Steinerowska-Streb, 2012). This study contributes to the literature by identifying the key factors that enable rural social enterprises to thrive despite resource limitations and by highlighting strategies that can be adapted to similar enterprises globally.

This limited perspective overlooked the specific challenges and strengths of rural family enterprises, such as Ukkrit Farm Hill, which required a different set of strategies and success factors to foster lasting local impact (Conz et al., 2024; Yu et al., 2024).

The literature on social entrepreneurship predominantly emphasized urban or regional initiatives, where access to resources, infrastructure, and support networks significantly influenced both the operations and outcomes of these enterprises. Urban social enterprises often benefited from proximity to financial institutions, government incentives, skilled labor, and extensive customer bases, all of which bolstered their social impact and economic viability (Marson et al., 2023). In such environments, enterprises were better positioned to access investment, expertise, and market opportunities, enabling them to scale rapidly and with less operational friction. In contrast, rural social enterprises had to navigate unique challenges associated with geographical isolation, limited financial and technical resources, and a smaller consumer base (Suchek et al., 2022). These constraints necessitated distinct strategies and a strong reliance on community engagement, local partnerships, and self-sufficiency.

Despite the critical need for sustainable solutions in rural areas, studies often overlooked the adaptations and innovations required for social enterprises to succeed in these settings (Bandi et al., 2022; Dana et al., 2021; Jia & Desa, 2020). Unlike urban ventures, rural social enterprises frequently integrate social, environmental, and economic initiatives directly into local life and resources, thereby creating a mutually reinforcing relationship with the community (Van Twuijver et al., 2020). For instance, rural enterprises like Ukkrit Farm Hill developed business models that combined agritourism, sustainable agriculture, and community-focused practices. This integrated approach not only enhanced income diversity and resilience but also promoted social cohesion and ecological stewardship. By analyzing Ukkrit Farm Hill's model of agritourism-based social entrepreneurship, this study aimed to bridge the theoretical gap by shedding light on the unique pathways through which rural enterprises could foster economic resilience and sustainable community development.

Additionally, this study sought to contribute to a broader understanding of how rural enterprises balanced social and economic objectives within the constraints of rural settings. Unlike urban settings, where enterprises could access multiple layers of external support, rural ventures were often compelled to innovate internally or form strategic partnerships within their immediate communities (Raja et al., 2022). Ukkrit Farm Hill, for example, leveraged community engagement by training local residents in sustainable agriculture, creating job opportunities, and promoting skill-sharing within the community. By fostering a sense of ownership and responsibility, such practices not only enhanced the social impact of the enterprise but also contributed to its operational sustainability (Mansour et al., 2024). This collaborative model could serve as a framework for other rural social enterprises, highlighting the potential for resilient, community-driven economic ecosystems that thrive despite resource scarcity (Suriyankietkaew et al., 2022).

In contrast to urban social enterprises with greater access to resources, networks, and infrastructure, rural enterprises often operated with limited external support and relied heavily on community engagement, local knowledge, and self-sufficiency (Dushkova & Ivlieva, 2024; Sumandiyar, 2022). These enterprises were thus instrumental in building local resilience by encouraging community ownership and promoting sustainable practices tailored to their specific rural context (Chu et al., 2023; Zainuddin Rela et al., 2021). As a result, rural social enterprises contributed distinctively to sustainable development in ways that were often underrepresented in the literature.

This study, focusing on Ukkrit Farm Hill's approach to rural social entrepreneurship, addressed this gap by examining how small, family-oriented social enterprises could drive sustainable community development. This case provided a valuable perspective on the practices, challenges, and success factors of rural social enterprises, highlighting how they leveraged local resources, community involvement, and sustainable agricultural methods to foster resilience and economic growth in rural areas.

## **METHODS**

This research employed a qualitative case study approach, integrating in-depth interviews, participant observation, and document analysis to gather rich, contextual data (Candra Susanto et al., 2024; Chowdhury & Shil, 2021). Ukkrit Farm Hill was selected as a case study because of its innovative approach to integrating sustainable agriculture, eco-friendly tourism, and economic self-sufficiency. As a family-owned venture, it serves as an example of community-driven entrepreneurship that fosters local resilience.

Ukkrit Farm Hill also reflects broader trends in agricultural social enterprises that seek to balance environmental sustainability with economic growth. By utilizing local resources and encouraging community participation, the farm demonstrates how rural enterprises can overcome challenges such as limited infrastructure and financial constraints to achieve long-term social and economic benefits.

Another key factor in its selection is the accessibility of data and established relationships with stakeholders. The farm's openness to sharing operational insights and collaborating in research allows for a thorough examination of its model. Furthermore, the findings from this case study can help shape policies and strategies for other rural social enterprises, making it a valuable contribution to both academic research and practical applications.

The interviews were conducted with a carefully selected group of stakeholders to ensure a comprehensive understanding of the farm's operations and its interactions with the community. Participants included the farm owner, a community leader, two family members, four employees, and nine tourists. These individuals were chosen based on their direct involvement with or experience at the farm, representing a range of perspectives from management to visitors. Each interview lasted between 30 minutes and 1.5 hours, and the selection continued until data saturation was achieved, ensuring that the information gathered was rich and fully representative of the farm's dynamics. Additionally, the researcher engaged in participant observation by staying at the farm for two days, which allowed for the examination of group behaviors and the physical environment. This firsthand experience was complemented by a review of relevant documents, including guest logs and

online reviews, which provided further insights into the operational context (Xiang et al., 2017).

The data analysis employed thematic analysis techniques, which included successive approximation, the illustrative method, and domain analysis. Successive approximation allowed for the refinement of theoretical concepts based on empirical data, ensuring the findings were grounded in the participants' experiences (Snodgrass et al., 2020). The illustrative method was used to showcase specific examples from the data, providing tangible evidence of the emerging themes (Belotto, 2018; Nowell et al., 2017). Domain analysis helped to categorize the data into indigenous, theoretical, and mixed concepts, facilitating a deeper understanding of the patterns (Naeem et al., 2023; Xu & Zammit, 2020).

Triangulation, through the use of multiple data sources, enhanced the validity of the findings by cross-checking information from interviews, observations, and documents (Donkoh, 2023; Fusch et al., 2018). In presenting the results, thematic maps and illustrative quotes were used to vividly depict the key themes and offer a clear representation of the findings, providing a comprehensive picture of the experiences at Ukkrit Farm Hill (Phu Chi Fa). Member checking was provided to ensure the trustworthiness of the findings (Birt et al., 2016; Motulsky, 2021).

## **RESULTS AND DISCUSSION**

### **Ukkrit Farm Hill's Approach to Rural Social Entrepreneurship**

#### **1. Integration of sustainable agricultural practices**

Ukkrit Farm Hill employs a variety of sustainable agricultural techniques that are designed to minimize environmental impact while maximizing productivity. One of the key practices is organic farming, which involves the use of natural fertilizers and pest control methods instead of synthetic chemicals. This approach not only preserves the health of the soil but also protects local wildlife and promotes biodiversity. Additionally, the farm cultivates coffee under the shade of large trees, a method that mimics natural ecosystems and provides habitat for various species. This practice not only enhances the quality of the coffee but also contributes to the overall health of the local ecosystem.

“We believe that farming should work in harmony with nature. By using organic methods and growing our coffee under the shade, we are not just producing a product; we are nurturing the environment”. (Farm owner)

“Our approach to agriculture is about more than just yield; it’s about creating a sustainable system that benefits the land and the community”. (Family member)

The sustainable agricultural practices employed at Ukkrit Farm Hill have significant implications for both environmental stewardship and economic resilience. By prioritizing organic farming and biodiversity, the farm helps to maintain the ecological balance of the region. This commitment to sustainability ensures that agricultural production remains viable in the long term, allowing the farm to adapt to changing environmental conditions and market demands.

Moreover, these practices foster a resilient local economy by creating jobs and supporting local suppliers. The emphasis on organic and sustainable products attracts a growing market of eco-conscious consumers, which can lead to increased sales and profitability.

## 2. Eco-friendly tourism

Ukkrit Farm Hill has effectively merged tourism with agricultural practices, creating a unique eco-friendly tourism experience. The resort offers farm-to-table dining, where guests can savor meals made from fresh, locally sourced ingredients that are harvested directly from the farm (see Figure

1). This approach not only enhances the culinary experience but also allows visitors to engage with the farming process, fostering a deeper appreciation for the food they consume. The resort organizes guided tours of the farm, where guests can learn about sustainable farming techniques, the importance of organic practices, and the cultivation of various crops. Visitors are encouraged to participate in hands-on activities, such as picking fruits or harvesting coffee, which enriches their understanding of agriculture and strengthens their connection to the land.

“Our farm-to-table concept is about more than just fresh ingredients; it’s about creating a relationship between our visitors and the land. We want them to understand the effort that goes into sustainable farming”. (Employee)

“I loved the farm-to-table dining experience! The freshness of the ingredients was unmatched, and knowing they were grown right here made the meal even more special”. (Tourist)

The integration of eco-friendly tourism at Ukkrit Farm Hill has profound implications for both the farm and the surrounding community. By attracting eco-conscious tourists, the farm generates a significant source of income that supports its agricultural operations and allows for ongoing investment in sustainable practices. This influx of visitors not only boosts the farm's revenue but also raises awareness about the importance of sustainable agriculture and environmental conservation.



Figure 1 Ukkrit Farm Hill's tourism and agricultural practices for an eco-friendly experience

### 3. Community engagement and collaboration

Ukkrit Farm Hill places a strong emphasis on community engagement and collaboration, recognizing that the success of its eco-friendly tourism model is intertwined with the well-being of the local community. The resort actively collaborates with local farmers, providing them with a platform to showcase their products and practices. This partnership not only helps local farmers gain visibility but also encourages the adoption of sustainable agricultural practices within the community. Ukkrit Farm Hill also works with other resorts in the area to create a network of businesses that share a commitment to sustainability and community development. By fostering these relationships, Ukkrit Farm Hill cultivates a sense of shared purpose and collective growth among local stakeholders.

“We have partnerships with the resorts that allow us to create a more cohesive tourism experience in the region. Together, we can attract more visitors and promote the unique offerings of our local area”. (Community leader)

The engagement and collaboration initiatives at Ukkrit Farm Hill have a significant impact on the local community. By supporting local agricultural practices, the farm helps to enhance the livelihoods of farmers, providing them with a reliable market for their produce. This not only boosts their income but also encourages them to adopt more sustainable farming methods, contributing to the overall health of the local ecosystem.

Furthermore, the sense of community fostered by Ukkrit Farm Hill strengthens social ties among residents, creating a supportive network that values sustainability and collaboration. This engagement also builds a loyal customer base that appreciates the farm's commitment to local development and environmental stewardship.

“We are not just a business; we are part of this community. Our goal is to create a positive impact that resonates beyond our farm and into the lives of our neighbors”. (Farm owner)

Ukkrit Farm Hill's focus on community engagement and collaboration not only enhances the sustainability of its operations but also contributes to the overall well-being of the local community. By fostering strong relationships with local farmers and other businesses, the farm creates a supportive environment that promotes shared growth and

sustainability, ultimately benefiting both the community and the visitors who come to experience it.

### 4. Strong community ties

Ukkrit Farm Hill actively engages with the local community through various partnerships and support initiatives, which play a crucial role in strengthening relationships and building trust among residents. The farm collaborates with local organizations, schools, and community groups to promote agricultural education and sustainable practices. By hosting workshops, farm tours, and community events, Ukkrit Farm Hill fosters a sense of belonging and shared purpose within the community. This engagement not only helps to create a supportive network but also encourages local residents to participate in the farm's activities, further solidifying the bond between the farm and the community.

“Our community ties are essential to our identity. When people know they can rely on us, it creates a positive atmosphere that benefits everyone”. (Community leader)

The strong community ties fostered by Ukkrit Farm Hill enhance the farm's reputation as a socially responsible business. This positive perception not only attracts visitors but also encourages local residents to support the farm, creating a loyal customer base. Additionally, these relationships contribute to the overall development of the region by promoting local culture, supporting local economies, and encouraging sustainable practices among community members.

### 5. Sustainable practices and environmental responsibility

Ukkrit Farm Hill is deeply committed to sustainable agricultural practices and eco-friendly operations, which align with the growing demand for environmentally responsible businesses. The farm employs organic farming methods, utilizes renewable resources, and implements waste reduction strategies to minimize its environmental footprint. This commitment to sustainability is evident in their farming techniques, such as crop rotation, organic pest control, and water conservation practices. By prioritizing environmental responsibility, Ukkrit Farm Hill not only enhances its operational efficiency but also sets a standard for other businesses in the region.

“Sustainability is at the core of what we do. We want to show our guests that it’s possible to run a successful business while being kind to the planet”. (Farm owner)

“Our eco-friendly practices resonate with our customers. They appreciate knowing that their choices support a business that cares about the environment”. (Family member)

The farm's commitment to sustainable practices attracts environmentally conscious customers who are increasingly seeking out businesses that prioritize eco-friendliness. This not only enhances the farm's long-term viability but also contributes to the broader movement towards sustainability in the tourism and agriculture sectors. By demonstrating that sustainable practices can be both profitable and beneficial for the environment, Ukkrit Farm Hill positions itself as a leader in responsible tourism and agriculture.

Ukkrit Farm Hill's organic farming and biodiversity practices align with the Triple Bottom Line (TBL) framework, balancing environmental, social, and economic goals. Its focus on ecological balance reflects the environmental sustainability aspect of TBL, while its adaptability demonstrates resilience, a key principle of Social Entrepreneurship Theory (Zanin et al., 2020). These practices support the Sustainable Development Goals (SDGs), particularly SDG 15 and SDG 12, promoting both profitability and environmental conservation.

The farm’s eco-friendly tourism model highlights social entrepreneurship, with its farm-to-table dining and immersive experiences benefiting the economy and environment (Arora et al., 2023). The farm addresses the needs of various stakeholders, creating social value and strengthening relationships with customers and local farmers.

Ukkrit Farm Hill also exemplifies Social Capital Theory through community engagement and collaboration with local businesses and farmers. These partnerships create a network of trust and cooperation, fostering mutual benefit and collective growth (Christensen, 2017). The farm’s efforts to strengthen community ties align with social entrepreneurship, showing that entrepreneurs can create both social and economic value. By supporting local farmers and hosting events, the farm fosters community development and sustainability.

Lastly, the farm’s sustainable practices, such as organic farming and waste reduction, align with the TBL framework. These practices benefit both the environment and the economy, setting an example for eco-friendly businesses in the industry (Deshmukh & Tare, 2023).

**Key Success Factors of Ukkrit Farm Hill's Rural Social Entrepreneurship**

Key success factors of Ukkrit Farm Hill's rural social entrepreneurship as shown in Figure 2.

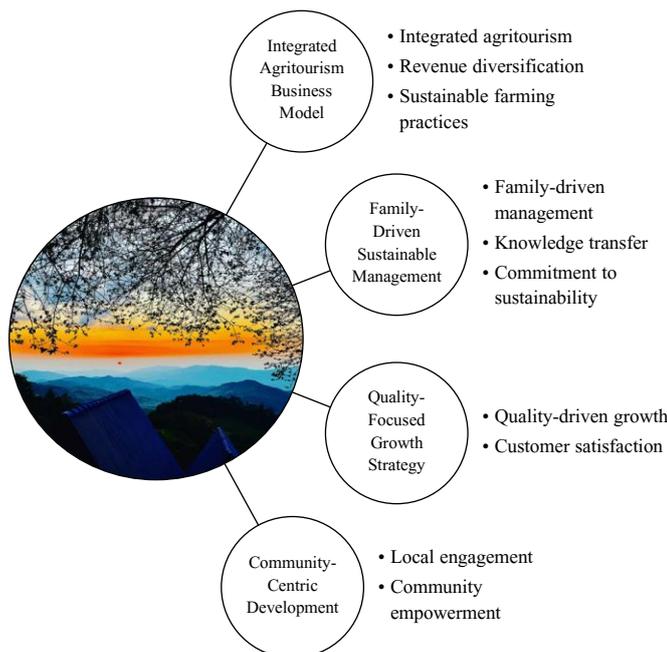


Figure 2 Key success factors of Ukkrit Farm Hill's rural social entrepreneurship

### 1. Integrated agritourism business model

Ukkrit Farm Hill has successfully developed an integrated agritourism business model that combines agricultural production with tourism services. This innovative model not only enhances the visitor experience but also generates diverse revenue streams, contributing significantly to the farm's economic sustainability. Ukkrit Farm Hill effectively merges its agricultural activities with tourism offerings, enabling visitors to engage directly with the farming process. This integration offers guests a unique opportunity to learn about farming practices while enjoying the natural beauty of the farm.

“We want our guests to feel connected to the land. When they come here, they can see where their food comes from and even participate in the farming activities”. (Farm owner)

“Our farm tours are designed to educate and entertain. Visitors can walk through the fields, pick fruits, and learn about sustainable practices firsthand”. (employee)

“I never imagined how much I could learn about farming while enjoying such beautiful surroundings. Being able to see the crops being grown and even participate in the process made the visit so much more meaningful”. (Tourist)

The farm cultivates a variety of crops, including coffee, grapes, and vegetables, creating multiple revenue streams. This diversity not only mitigates risks associated with crop failure but also attracts different customer segments interested in various products. Ukkrit Farm Hill employs a seasonal rotation strategy that ensures continuous income generation. By planning crop cycles and tourism activities around seasonal changes, the farm maximizes productivity and profitability throughout the year.

“We carefully plan our planting and harvesting schedules to ensure that there’s always something available for our guests, no matter the season”. (Farm owner)

“This approach not only helps us manage our resources better but also keeps our visitors coming back for different experiences throughout the year”. (Family member)

“Seeing the farm's different crops in action was eye-opening. It’s clear they’ve put a lot of effort into planning so that there’s always

something fresh to offer, both in terms of produce and activities”. (Tourist)

Ukkrit Farm Hill enhances its revenue by engaging in value-added processing of its agricultural products, such as creating pickled fruits, jams, and coffee blends, which are sold directly to customers. This strategy not only increases profit margins but also strengthens the farm's brand.

“Direct sales at our farm shop have become a popular attraction. Visitors love to buy fresh produce and our homemade products, knowing they are supporting local agriculture”. (employee)

Ukkrit Farm Hill's integrated agritourism business model exemplifies how combining agriculture with tourism can create a sustainable and profitable venture. By focusing on the seamless integration of farming and tourism, diversifying revenue streams, implementing seasonal rotations, and engaging in value-added processing, the farm not only enhances its economic viability but also enriches the visitor experience. This model serves as a blueprint for other agritourism ventures aiming to achieve similar success.

### 2. Family-driven sustainable management

Ukkrit Farm Hill exemplifies a family-driven approach to sustainable management, where the involvement of multiple generations fosters a collaborative environment that prioritizes both agricultural success and environmental stewardship. This management style not only enhances operational efficiency but also ensures the preservation of traditional practices while embracing modern innovations.

The farm is managed by three generations of the same family, which brings a wealth of experience and diverse perspectives to the business. This multi-generational involvement ensures continuity and a deep-rooted commitment to the farm's values and mission.

“Having three generations working together means we have a rich tapestry of knowledge and experience. Each generation brings something unique to the table”. (Family member)

“We learn from each other every day. The younger generation is eager to innovate, while the older generation provides invaluable insights from years of experience”. (Farm owner)

Decisions at Ukkrit Farm Hill are made collaboratively, with input from all family members. This inclusive approach fosters a sense of

ownership and accountability, ensuring that everyone is invested in the farm's success. Ukkrit Farm Hill operates without strict hierarchies, allowing family members to take on various roles as needed. This flexibility enables the farm to adapt quickly to changing circumstances and ensures that all hands are on deck during busy periods.

“We don't have defined roles; we all pitch in wherever we are needed. This fluidity helps us manage the farm more effectively”. (Farm owner)

“Whether it's working in the café, tending to the crops, or welcoming guests, we all contribute to the farm's success”. (employee)

The farm emphasizes the importance of knowledge transfer between generations, ensuring that traditional agricultural practices are preserved while integrating modern techniques. This blend of old and new enhances the farm's resilience and adaptability.

Ukkrit Farm Hill is committed to organic farming, utilizing practices that promote soil health and biodiversity. This commitment not only aligns with consumer demand for organic products but also contributes to the overall health of the ecosystem. The farm actively engages in conservation efforts, ensuring that natural resources are used sustainably. This includes water conservation techniques and soil management practices that protect the environment.

Ukkrit Farm Hill successfully combines traditional agricultural wisdom with modern farming techniques. This hybrid approach allows the farm to remain competitive while honoring its roots.

“We respect our ancestors' knowledge, but we also embrace innovation. It's about finding the right balance”. (Farm owner)

The management at Ukkrit Farm Hill prioritizes long-term sustainability over immediate profits. This forward-thinking approach ensures that the farm can thrive for generations to come. Ukkrit Farm Hill's family-driven sustainable management approach highlights the importance of collaboration, knowledge transfer, and a commitment to sustainability. By integrating traditional practices with modern techniques and prioritizing long-term planning, the farm not only ensures its own success but also contributes positively to the environment and the community. This model serves as an inspiring example for other agritourism ventures

aiming to achieve sustainable growth while honoring their heritage.

### 3. Quality-focused growth strategy

Ukkrit Farm Hill adopts a quality-focused growth strategy that prioritizes excellence in both products and services. This approach not only enhances customer satisfaction but also positions the farm as a premium destination in the agritourism market. By emphasizing quality over quantity, Ukkrit Farm Hill aims to build a sustainable business model that can thrive in a competitive landscape.

“I've visited many agritourism spots, but Ukkrit Farm Hill stands out for its attention to detail. The quality of the food, the tours, and the overall experience made it feel like a premium destination”. (Tourist)

Ukkrit Farm Hill places a strong emphasis on delivering high-quality products and services. This commitment is evident in their organic produce, freshly brewed coffee, and the overall customer experience at the resort. The farm is dedicated to continuous improvement, regularly assessing and refining their operations to enhance efficiency and quality. This proactive approach ensures that they remain competitive and responsive to customer needs.

“We are always looking for ways to improve. Whether it's our farming techniques or customer service, there's always room for growth”. (Farm owner)

“Feedback from our customers is invaluable. It helps us identify areas for improvement and innovate our offerings”. (employee)

Ukkrit Farm Hill aims to position itself as a premium brand in the agritourism sector. By focusing on quality, they attract discerning customers who appreciate the value of locally sourced, organic products and exceptional service. Customer satisfaction is a key metric for Ukkrit Farm Hill's success. They actively seek feedback and use it to gauge their performance, ensuring that they meet and exceed customer expectations.

“We take pride in the positive reviews we receive. They are a testament to our hard work and dedication to quality”. (Family member)

“We believe in growing at a pace that is sustainable for us. Expanding too quickly can lead to challenges, so we take it step by step”. (Farm owner)

The farm prioritizes investments that enhance quality rather than simply increasing output. This focus ensures that every product and service offered meets their high standards. Ukkrit Farm Hill carefully assesses its capacity before pursuing growth opportunities. This measured approach ensures that they can maintain quality while expanding their offerings.

The farm concentrates on its core competencies, such as organic farming and customer service, to differentiate itself in the market. This focus allows them to excel in areas where they have the most expertise.

“We know what we do best, and we stick to it. Our expertise in organic farming sets us apart from others”. (Family member)

Ukkrit Farm Hill's quality-focused growth strategy underscores its commitment to excellence in every aspect of the business. By prioritizing product and service quality, adopting a measured approach to expansion, and focusing on core competencies, the farm not only enhances customer satisfaction but also solidifies its position as a leader in the agritourism market. This strategy serves as a model for other businesses aiming to achieve sustainable growth while maintaining high standards.

#### 4. Community-centric development

Ukkrit Farm Hill exemplifies a community-centric development model that integrates local engagement, economic impact, and interconnections between various factors to foster sustainable growth. This approach not only benefits the farm but also uplifts the surrounding community, creating a symbiotic relationship that enhances both agricultural practices and tourism experiences.

Ukkrit Farm Hill actively creates job opportunities for local residents, providing them with stable employment and a chance to contribute to the farm's operations. This engagement helps to strengthen the local economy and fosters a sense of community.

“We believe in hiring locally. It not only supports the community but also brings in people who are passionate about what we do”. (Farm owner)

“Ukkrit Farm Hill has truly been a game-changer for our community. Not only does it provide stable jobs for locals, but it also brings

people together, helping to strengthen the fabric of our town”. (Community leader)

By sourcing products from local farmers, Ukkrit Farm Hill creates a market for their goods, ensuring that local agricultural practices are supported and sustained. This collaboration helps to stabilize local farming economies. Ukkrit Farm Hill is committed to sharing knowledge about sustainable farming practices with local farmers. This initiative not only enhances agricultural techniques but also empowers the community with valuable skills.

“Education is key. We host workshops and training sessions to help local farmers adopt sustainable practices”. (Family member)

The farm advocates for sustainable agriculture, encouraging local farmers to adopt eco-friendly practices that benefit both the environment and their livelihoods. The farm's operations contribute to income generation for local families, providing them with financial stability and improving their quality of life. Ukkrit Farm Hill invests in skills development for local farmers, equipping them with the knowledge and tools needed to succeed in sustainable agriculture.

“We want to empower our community with skills that will last a lifetime. Knowledge is a powerful tool”. (Farm owner)

By integrating local farmers into their supply chain, Ukkrit Farm Hill helps to create value chains that benefit all stakeholders, from producers to consumers. The farm's commitment to sustainable practices contributes to long-term economic sustainability, ensuring that both the farm and the community can thrive for years to come.

Ukkrit Farm Hill's community-centric development model illustrates the powerful interconnections between local engagement, economic impact, and sustainable practices. By prioritizing community involvement and fostering a culture of quality, the farm not only enhances its operations but also contributes to the overall well-being of the local community. This holistic approach serves as a blueprint for sustainable agritourism, demonstrating that the success of a business can be intricately linked to the prosperity of its surrounding community. Ukkrit Farm Hill's integrated agritourism model thrives by leveraging unique resources, such as sustainable farming practices and a strong community network, as

outlined in the Resource-Based View (RBV) (Purnomo & Purwandari, 2025). By combining agriculture with tourism, the farm creates a profitable and sustainable niche, setting itself apart from competitors. This approach demonstrates how utilizing distinctive resources can give businesses a competitive edge, making it a key element of Ukkrit Farm Hill's success.

## **CONCLUSION**

The research findings underscore the successful integration of sustainable agricultural practices, eco-friendly tourism, and community engagement at Ukkrit Farm Hill, positioning it as a pioneering example of rural social entrepreneurship. Through its sustainable farming methods, including organic practices and biodiversity preservation, Ukkrit Farm Hill not only contributes to environmental stewardship but also strengthens its long-term economic resilience. By cultivating a variety of crops, engaging in eco-tourism, and prioritizing quality over quantity, the farm has created a sustainable business model that fosters both ecological balance and profitability (George & M. J., 2023; Kumar et al., 2023). Furthermore, the farm's farm-to-table dining experience and guided tours allow visitors to directly engage with agriculture, deepening their connection to the land and supporting the farm's sustainable operations (Bruce, 2019; Gajic et al., 2024; Grillini et al., 2025).

The farm's commitment to community engagement is equally vital. By providing employment opportunities, partnering with local farmers, and supporting regional tourism initiatives, Ukkrit Farm Hill creates a symbiotic relationship with the surrounding community. This not only enhances the local economy but also promotes a shared sense of purpose and collective growth (Boley & Green, 2016). The farm's emphasis on building strong social ties and fostering collaboration strengthens its role as a community anchor, further enhancing its reputation as a socially responsible business. Ukkrit Farm Hill has successfully created a model that balances environmental sustainability, economic growth, and social responsibility. The farm's holistic approach to integrating farming and tourism, while prioritizing community welfare, serves as a benchmark for future rural social entrepreneurship

initiatives (Khazami & Lakner, 2021; Rado et al., 2021).

Based on the findings of this research, Ukkrit Farm Hill's success can be attributed to several key factors that align with principles of sustainable business practices and community engagement. The integrated agritourism business model proves to be the cornerstone of the farm's economic viability, as it successfully merges agricultural production with tourism services, creating diverse revenue streams and enriching visitor experiences (Mucuncka & Gjorgievski, 2023). This model not only enhances profitability through seasonally rotated crops and value-added products but also educates the public on sustainable farming practices.

The family's multi-generational involvement in management strengthens the farm's resilience, fostering a collaborative environment that blends traditional farming wisdom with modern innovations (Zulu et al., 2023). The focus on quality-driven growth ensures that Ukkrit Farm Hill maintains high standards in both products and services, positioning itself as a premium destination in the agritourism sector (Andéhn & L'Espoir Decosta, 2021; Liu et al., 2022). Furthermore, its community-centric development model contributes to local economic growth by creating jobs, supporting local farmers, and promoting sustainable agricultural practices (Barman, 2024; Tay et al., 2024). From these findings, it is clear that Ukkrit Farm Hill has created a business model that not only supports the farm's growth but also has a broader positive impact on the surrounding community.

Future research could explore how other agritourism ventures can replicate these success factors in different regions, particularly in areas where local agricultural economies face challenges. Additionally, there is potential for further investigation into the integration of technology and digital marketing in agritourism, particularly in enhancing customer engagement and expanding market reach. Practically, other agritourism ventures could adopt similar sustainable practices, such as seasonal crop rotations and community engagement strategies, to increase their long-term profitability and strengthen their ties with local communities.

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