



The influence of social innovation, value perception and leadership on tourism destinations in China's in UNESCO creative cities.

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Abstract

This study explores team leadership, value perception, and social innovation in China's UNESCO-designated creative cities. The research uses a mixed research design, including questionnaires, descriptive statistics, multiple regression analysis, and SEM, with a target population of travelers and community leaders in rural areas. The study reveals significant differences in self-management, decision-making, and relationship skills among team leaders, as well as social awareness and innovative collaboration among team members. The study emphasizes the importance of service innovation and creative service concepts in fostering innovation. The study also evaluates the structural validity of a questionnaire using Pearson correlation coefficients and validated factor analyses. The principal component analysis method was used to identify shared factors and classify 12 question options into one common factor. Construct validity was tested using exploratory factor analysis, confirmatory factor analysis, and convergent validity. The study concluded that the structural model of the teamwork synergy toughness scale converges well, with significant relationships between organizational toughness and measurement index variables. The findings have implications for tourism destination growth and policies in rural villages in Anhui, China. Primary contributors to a community's status as a creative tourism destination include team leadership skills, social innovation, value perception, creative tourism destinations, local destination management, responsible tourism practices, and collaboration with local businesses and stakeholders. Effective team leadership fosters collaboration and creativity, leading to unique tourism experiences. Policymakers should consider incorporating social innovation initiatives into their development plans to attract more tourists and promote economic growth in rural villages.

Keywords: Social innovation, Value perception, Leadership on tourism destination , China's UNESCO creative cities

Introductions

COVID-19 has impacted businesses, particularly small and medium-sized enterprises (SMEs), by causing cultural and lifestyle transformations. Value remains the primary driver for exploring new brands, while availability and convenience are also top drivers. The government's support or execution of public policy is crucial for SMEs' resilience. Sustainable innovation is essential for businesses to differentiate themselves from competitors and attract environmentally friendly customers(Sperber, S. & Linder, C. 2018).

In 2020, China's GDP topped one trillion yuan, its R&D spending ranked second globally, and it was the world's largest patent applicant. Effective leadership drives an organization forward by conceiving, inspiring, organizing, managing, and guiding personnel to increased performance. Ecosystems determine SMEs' resilience, and policy helps them grow



sustainably and resiliently Albaz, A. , et .al.(2020); Mizen, R. 2020; Madanchian, M. & Taherdoost., H. (2017).; (Ratten, V.(2020a).

The OECD Oslo Manual (2020) identified firm-level innovations, including product, process, marketing, and organizational innovations. Technology affects product and process innovation, enabling the development of new products and processes that improve efficiency and competitiveness(Milosevic N, et.al. (2018). Managerial incentives should consider team leadership and inventiveness, and corporate executives must serve all stakeholders, including shareholders.

CSR requires organizational and social factors, and employees are major participants in CSR efforts that contribute to the firm's performance. Social innovations improve sales and service, customer spending, brand image, and referrals, and enhance a company's reputation and relationships with stakeholders (Greenwood, C. & Voegtlin, M., 2016)

UNCTAD supports "creative economy" growth, which can generate income, exports, and social inclusion. Governments and local authorities must provide creative content, educate residents, create local narratives, and promote networking. Social innovation addresses educational, employment, community, and healthcare issues, improving society

This study focuses on the potential of creative tourism as an alternative to cultural tourism, examining both aesthetic and social factors that contribute to its success. It examines well-established factors that encourage creative tourism growth and critical emerging factors that underpin its success. The findings can help experts plan for future needs of rural communities and create innovative tourist products. The study's findings improve both theoretical and applied aspects of cities as creative tourist destinations, benefiting national and local stakeholders. However, the implementation of creative tourism in urban settings has been less studied, leaving success indicators open for debate. The research aims to identify primary factors that will aid in the growth of a creative tourist city, focusing on team leadership, innovation, and social innovation. The findings can inform policymakers and government agencies in formulating strategies to attract more tourists interested in arts and culture, as well as serve as valuable resources for educational institutions and organizations involved in training and capacity building for the arts and culture tourism sector.

Research Objective

- 1) To explore the views of characteristics of team leadership, value perception, and social innovation on the development of China's creative tourism destinations.
- 2) To Examine the influence of team leadership, value perception, and social innovation on the development of China's creative tourism destinations.
- 3) To examine the social innovation positively mediates among the links of the team leadership, value perception on the development of China's creative tourism destinations.

Research Hypothesis

- 1) The team leadership has significant positive effects on the development of China's creative tourism destinations.



2) The value perception has significant positive effects on the development of China's creative tourism destinations.

3) The social innovation has significant positive effects on the development of China's creative tourism destinations.

4) The social innovation positively mediates among the links of the team leadership, the value perception and developing tourism in rural villages in Anhui, China.

Literature review

Expectations of Research

This research enhances creative tourism practices by encouraging local community participation in planning and decision-making processes. It benefits stakeholders at both national and local levels, including academic experts and practitioners, and helps refine existing theories and develop new ones. The findings can be applied to enhance strategies and approaches, leading to the more effective and sustainable development of creative tourism experiences.

Theory and Review

This article synthesizes the research on innovative tourism destinations. All kinds of tourism, including creative tourism, must incorporate sustainable development. Cultural tourism, the cornerstone of creative tourism, is covered in the second portion. The conclusion evaluates prior research on creative tourism's origins, data collection, measurement, and analytic methodologies. The final section discusses the creative tourism destination in a city and its essential elements. This section examines innovative tourist city challenges. This study utilizes China's Old Town due to its small size and lower external factor complexity, allowing for a more precise conclusion for future research and practitioner application.

The Concept of the Development of Creative tourism

Cultural tourism is a significant aspect of travel that incorporates culture and has evolved over time. It has been a focus since the romantic era, with high culture attracting people to sophisticated regions and rural districts gaining popularity. However, cultural tourism has also faced negative outcomes, such as overcrowding, degrading resources, and reducing tourist expenditure. As a result, cities have been forced to rapidly increase their cultural attractions, leading to culturalization (McKinsey & Company (2020)). Creative tourism, on the other hand, is a new style of tourism that showcases innovation and expands visitor experiences. This type of tourism enhances economic, social, and environmental tourism by enriching visitors' experiences and boosting a destination's value. Tourists need remarkable experiences, and creative tourism attracts tourists and leisure. The success of creative tourism management depends on factors such as local participation, collaboration with tourism business groups, and a variety of interesting tourist activities (Smith, M.K.& Richards, G. 2013). Sustainable development must first focus on building a network within the community by allowing people in the community to participate in problem formulation, set policies, and develop tourist attractions. Local identity and cultural identity should be used with products and services with high aesthetic value and be able to communicate symbolic content very well. For the development of creative tourism to be successful and sustainable, several steps must be taken:



1) discovering one's identity, developing distinctiveness and differentiation, and finding the needs of tourists;

2) creating value for products; and 5) marketing modifications that emphasize the value of the product and the use of social media (Smith, M.K.& Richards, G. (2013). For the development of creative tourism to be successful and sustainable, DASTA has determined guidelines for developing creative tourism activities and assessing the potential of creative tourism experiences. These steps include discovering one's identity, developing distinctiveness and differentiation, and finding the needs of tourists; 3) creating value for products; and 5) marketing modifications that emphasize the value of the product and the use of social media (Smith, M.K.& Richards, G. (2013). Creative tourism potential suggests that prospective evaluation should include: 1) unique or interesting tourism attractions; 2) planning tourist-friendly events; 3) the owner or transmitter is knowledgeable; 4) properly managing the site, equipment, duration, and cost; and 5) tourist-friendly situations exist (Smith, M.K.& Richards, G. (2013). Fundamentally, the goal of creative tourism development is to meet personalized tourism needs and experience tourism demand. Tourism consumers want to be able to participate in tourism activities such as learning skills, participating in artistic creation, attending creative classes, and more. Creative tourism will put creative elements into the whole process of tourism to promote the integration of the creative industry, inject new vitality into the tourism industry, and strengthen linkages with other industries (Smith, M.K.& Richards, G. (2013)

Concepts of Team Leadership

In today's competitive business environment, leaders must inspire, find opportunities, and manage resources to boost output and success. They are crucial for SMEs, corporate leadership, and overall success. Team leadership involves task-specific organization, decision-making, problem-solving, cooperation, trust, and deescalation. Effective teams know their roles, resolve difficulties, collaborate, and trust each other (Madanchian, M. & Taherdoost., H. (2017). Furthermore, team leadership also plays a vital role in fostering innovation and creativity within the organization. By encouraging open communication and valuing diverse perspectives, leaders can create an environment where new ideas thrive and breakthrough solutions are developed. This not only enhances the team's performance but also drives overall success for the business in today's rapidly evolving market. Team leadership models must go beyond applying leadership styles to team growth stages. Each level demands focus, and leaders must meet team members' requirements to achieve goals. Hill's Team Model is popular as it provides a mental road map to diagnose and fix team issues. A team leadership paradigm that incorporates four types for each stage of team development: steering, supporting, stimulating, and synergizing, is essential for team growth. Leaders' decisions affect their teams' effectiveness in both direct and indirect ways, via their internal and external actions. Team leadership theory, which destroys authoritarian leadership and followership, emphasizes the importance of teamwork and the need for a solid team with task understanding, chemistry, and support (Madanchian, M. & Taherdoost., H. (2017).. Effective team leadership involves not only providing guidance and direction but also fostering a supportive and collaborative environment. By steering the team towards common goals, supporting individual team members, stimulating creativity and innovation, and synergizing their efforts, leaders can contribute to the growth and success of the team. This theory challenges traditional authoritarian leadership styles and emphasizes the value of teamwork, emphasizing the importance of building a cohesive team that understands their tasks, works well together, and receives adequate support from their leader. Effective team leadership involves not only providing guidance and direction but also fostering a supportive and collaborative



environment. By steering the team towards common goals, supporting individual members, stimulating creativity and innovation, and promoting synergy among team members, leaders can contribute to the growth and success of the team. This theory challenges traditional authoritarian leadership styles and highlights the significance of teamwork, emphasizing the importance of task understanding, interpersonal chemistry, and mutual support within a cohesive team (Northouse, G. 2007, Kogler-Hill, S. E. 2007).

Concept of Value perception

Value perception is a crucial factor in customer satisfaction and happiness, as it influences service quality, satisfaction, and willingness to act. Studies have shown that value perception is related to service quality, satisfaction, and willingness to act in various service circumstances (Panda, 2019). A study by Panda assessed students' perceptions of their school's history, service, and reliability, examining university reputation mediation. However, value perception is often confused with "values," "utility," "price," and "quality." It is a "trade-off" between positives and disadvantages, and a person's decision-making values are unspoken (McDougall and Levesque, 2000). Two main approaches to understanding value perception are oversimplifying it and seeing it as a multifaceted phenomenon reflecting life's complexities. This literature review shows that more research needs to be done, but more clarity is needed on the multidimensional nature of value perception, its formative interaction with constituent aspects, its dynamic nature, the creation of a comprehensive and effective measurement scale, and its relationship to other criteria like satisfaction, comparative value, commitment, and loyalty (Panda, 2019). Understanding value perception requires a comprehensive examination of its various dimensions, such as functional, emotional, social, and symbolic value. Additionally, future research should explore how these dimensions interact and influence each other over time to provide a more nuanced understanding of value perception in different contexts.

Concepts of Social Innovation

Social innovation is an old idea that has been the subject of research by numerous academics and practitioners over the years (Howaldt, J. et al. (2015)). Societal needs and challenges can be the driving force behind it, which involves promoting cooperation and production. It is a multi-disciplinary and multi-stakeholder approach that involves the local population, consumers, and users. Social entrepreneurs and enterprises operate outside the for-profit and public sectors, and their success is often driven by strategic linkages and equity. Social innovation involves scholarly creativity and agility, and it is essential for societal change (Kaletka, H. & Zirngiebl, H. (2018)). Examples of social innovations include open-source, activism, virtual volunteering, microcredit, and remote learning (Klievink, B., & Janssen, M., 2014; Cutsem, 2015). Social entrepreneurs and enterprises play a crucial role in addressing social and environmental challenges by developing innovative solutions that benefit communities, consumers, and users. These actors often operate outside the traditional for-profit and public sectors, allowing them to focus on creating social impact rather than solely generating profit. Their success is often driven by strategic partnerships and collaborations that leverage resources, expertise, and networks to achieve their goals. Social innovation, which encompasses a range of approaches such as open-source initiatives, activism, virtual volunteering, and microcredit, These innovations aim to increase employment, learning, community well-being, and health, and improve civic society. Social innovation is influenced by factors such as actor interaction, social aims, and social repercussions (Egaa Hernandez, 2018; Blanca, 2018; Malek, A. & Carlos Costa. (2015)) It is also influenced by the concept of



social revolution, which alters problem-causing institutions and promotes social change. Systemic entrepreneurship is another idea that has an impact on it (Luca, C. et.al.(2020); Milosevic N, et.al. (2018) ; Egaa Hernandez, 2018; Blanca, 2018; Malek, A.& Carlos Costa. (2015) Systemic entrepreneurship emphasizes system-level actors to sustain innovations. Additionally, the need to address urgent societal challenges and enhance the wellbeing of people and communities frequently serves as a driving force behind social innovation. It involves the creation and implementation of new ideas, strategies, and solutions that have a positive impact on society as a whole.

Social entrepreneurship and Entrepreneurs' Role in Tourism Development

Social entrepreneurship involves individuals, groups, startups, and investors, benefiting firms of all sizes, missions, and beliefs. Success for for-profit entrepreneurs is defined by profit, revenue, and stock price gains. Social entrepreneurs often support social, cultural, and environmental goals through volunteering. Identifying social entrepreneurs can be challenging due to various factors, such as founders, social work, community development, and environmental research (Banerjee, S.,& Shabam, A. (2019) Entrepreneurs play a crucial role in tourism development, creating new items to attract visitors and supporting destination growth through networks (Mottiar, Z. 2015; Zhao, W. (2016), They also shape destinations by setting long-term goals, encouraging innovation, and identifying untapped opportunities. Local social factors and contexts may affect business approaches, and entrepreneurs are typically strongly linked in rural economies and communities.

Tourists and nonprofit founders create jobs and boost a nation's economy, making entrepreneurship increasingly important worldwide. Social entrepreneurs drive change and promote social sustainability, benefiting many individuals and communities. Tourism-related social entrepreneurs seek economic, social, and environmental advantages, enhancing the destination's environment, society, and economy. Creative activity, community, and networks lead to eco-friendly cultural travel, and social responsibility affects consumer behavior more when it involves environmental protection and energy conservation. Monitoring and defending rights and associating with other social groups in the wake of low-carbon tourism are directly related (Mottiar, Z. 2015). The UNWTO (2010) presents a theoretical model for developing a city as a creative tourism destination that combines all the important factors for developing such a city into a single model. These key success factors cannot be addressed in isolation and must be combined to create a comprehensive picture of what it means to develop a creative city (Mottiar, Z. 2015; Zhao, W. (2016),

These key success factors include a supportive policy environment, investment in cultural infrastructure, fostering creativity and innovation, and the active participation of local communities (UNWTO, 2018). By integrating these factors, cities can create a vibrant and sustainable tourism industry that not only benefits the economy but also enhances the quality of life for residents (Mottiar, Z.,2015; Zhao, W. (2016),

Creative tourism in a city can thrive when the private and public sectors work together, tourism policies are supported, infrastructure and finances are adequate, and collaboration between government agencies and private businesses is strong. The success of a city's creative tourism destination depends on the level of participation from all relevant parties. Involving city planners and tourism stakeholders in the development of creative tourism initiatives can create a more integrated and sustainable approach, considering the local community's needs and interests. This can attract a broader range of tourists, boost the local economy, and foster cultural exchange. This study uses both quantitative and qualitative research methods to provide a comprehensive analysis and deeper understanding of the phenomenon under study.



Quantitative research methods involve collecting and analyzing numerical data, such as surveys or statistical analysis, to identify patterns and trends. On the other hand, qualitative research methods involve gathering subjective information through interviews or observations to gain insights into individuals' experiences and perspectives. By combining these two approaches, this study can offer a more holistic view of the phenomenon and generate valuable recommendations for policymakers and stakeholders in the tourism industry.

Table 1 Consistent research with studies

1	The importance of social entrepreneurs in the development of rural destinations, a tool for rural revitalization.														
2	Rural revitalization- rural tourism														
3	Social value														
4	Social Entrepreneurship and Tourism														
5	Social transformation														
6	Creative tourism development policies, and the creative tourism industry.														
7	The tourism industry, the importance of thinking about sustainability														
8	The Influence of Creative Tourism on Sustainable Development														
9	Impact of tourists’ perceived value and sense of social responsibility														
10	The idea of social responsibility and the idea of sustainability to life in the tourism industry														
11	Social innovation can be viewed as a driving factor in the effort to address social concerns. In China, the development of social organizations has made good progress.														
12	Social innovations in Tourism: Social practices that contribute to social development discovered that the notion of social innovation														
13	Leadership significantly influences creativity and innovation, influencing organizational competitiveness. Understanding leader behaviors can help develop strategies for fostering a culture of innovation.														
List	Researchers	1	2	3	4	5	6	7	8	9	10	11	12	13	
1	Z. Mottiar and K. Boluk & C. Kline (2018)	√													
2	Jaafar and Rasoolimanesh (2015),		√												
3	Alegre & Berbegal-Mirabent, 2016; Boluk, 2011). Sigala (2016)			√											
4	Sheldon & Daniele, 2017				√										
5	Kimbu and Ngoasong (2016)					√			√						
6	Tourism Marketing Strategy Division, 2016						√								
7	Boluk, Cavaliere & Higgins-Desbiolles, 2017							√							
8	Srbuhi Musikyan (2016)					√			√						
9	Li Hongjing, Peiyu Qu and Fen Luo,(2022)									√					
10	Paskova, M. and Zelenka, J. (2019)										√				
11	Weilin Zhao's (2016)											√	√		
12	Jan Mosedale and Frieder Voll (2017)								√			√	√		
13	David J. Hughes, Allan Lee , Amy Wei Tian , Alex Newman , Alison Legood (2018)													√	

Figure 1 Conceptual Framework

Research Methodology

Research Design

The research uses theoretical and empirical methods to explore related theories. Data was collected through questionnaires and tested using descriptive statistics, multiple regression analysis, and SEM. The conclusion is drawn, and an improved method is proposed. This research uses a mixed research method, combining quantitative and qualitative data to provide a deeper understanding of research problems.

Population and Sample

The study focuses on creative tourism in China's UNESCO-designated creative cities, focusing on creative spaces, architecture, arts, crafts, industrial design, cinema, cuisine, literature, media art, and performing arts. The target populations are travelers to the local community and community leaders in rural areas. The sample size is selected through



probability sampling, ensuring representativeness and a margin of error. The researchers used a sample size of 400 people, chosen based on their level of knowledge and convenience. The study aimed to examine travel blogs pertaining to all 14 UNESCO-designated creative cities between November 2022 and January 2023. The mixed-methods approach allows for a more objective and comprehensive explanation of the problems under study. This study uses a mixed-methods approach and model-building tactics to investigate the impact of creative tourism destinations on rural communities in China. Data is collected through surveys, in-depth interviews, and questionnaires. The sample size was 400 individuals, and the data was analyzed using SMART-PLS, measurement models, and structural equation modeling approaches.

Research Collection and Research Analysis

The questionnaires were used to collect data on creative leadership, organizational resilience, and cultural change in developing tourism in rural communities. The questionnaires were evaluated by five experts for content validity, with the results indicating that the questionnaires were consistent with operational definitions. The study also employed descriptive statistics to assess personal characteristics and conduct a quantitative data examination. The findings were analyzed using ANOVAs, demographic characteristics, and structural equation modeling to understand the connections between various parameters and a city destination for creative tourism.

The study used quantitative research methods to analyze data from 420 individuals in 14 UNESCO-designated creative cities in China. It used statistical software to examine the data and determine the significance of differences between variables. Correlation coefficients, structural equation modeling (SEM), and path analysis were used to investigate structural relationships and orientations among variables. The study also employed qualitative data analysis, including content analysis, narrative analysis, discourse analysis, thematic analysis, coding, and grounded theory. Validity strategies included triangulation and member checking. Triangulation involved the use of multiple data sources, such as interviews, surveys, and observations, to ensure the reliability and validity of the findings. Member checking was conducted by involving participants in the research process to verify the accuracy and interpretation of the collected data.

Research Results.

Quantitative Research

The study analyzed data from 400 designated creative cities in China, focusing on gender, age, educational background, enrollment status, and class cadre experience. Results showed that men outnumbered women 52.5% to 47.5%, and the age distribution was 34.25% to 33.7%. The study also revealed significant differences in self-management, decision-making, and relationship skills among team leaders. The study also highlighted the importance of service innovation and creative service concepts in fostering innovation. The study also examined the characteristics of a creative tourism destination, including heritage dimension, facilities attribute, supporting attribute, local destination management, and an engaged and authentic experience. The value perception and scope of service innovation are critical factors driving innovation. The study highlights the importance of effective destination management and unique experiences in fostering innovation in creative tourism destinations. It evaluates the structural validity of a questionnaire using exploratory and validation factor analyses. The



study found a significant KMO value of 0.879 for the creative tourism destination scale, indicating suitability for joint factor analysis. The principal component analysis method found a single common factor with eigenvalues greater than one. This led to the separation of factors with a cumulative sum of squares of rotation of more than 60%. The orthogonal rotation method classified 12 question options into one common factor. The chi-squared to degrees of freedom ratio (X^2/df) was 2.582, indicating a well-fit model. The goodness of fit index (GFI) and adjusted goodness of fit index (AGFI) were 0.942, 0.925, 0.947, and 0.926, indicating high adaptation. The comparative fit index (CFI) was 0.968, significantly higher than the general standard. The study concludes that effective team leadership fosters innovation and collaboration, enhancing the value perception of creative tourism destinations.

Table 1 Mediation test results.

Parameter	Estimate	Lower	Upper	P
TL \rightarrow SI \rightarrow PV	.031	.027	.308	.002
SI \rightarrow CTD \rightarrow PV	.049	.034	.269	.000

Source: Data and information from this research

Qualitative Research

This study explores the relationship between team leadership, value perception, and creative tourism destinations in China through qualitative data analysis. Data was collected from travel blogs in 14 UNESCO-designated creative cities, focusing on creative spaces, architecture, crafts, folk art, design, film, gastronomy, literature, media art, and music. The study found that team leadership skills, social innovation, value perception, creative tourism destinations, local destination management, responsible tourism practices, and collaboration with local businesses and stakeholders are key contributors to the growth of a community as a creative tourism destination. Social innovation positively mediates the link between team leadership, value perception, and creative tourism destinations, suggesting that investing in leadership training programs can contribute to the success and sustainability of creative tourism destinations in rural villages. Effective leadership fosters collaboration and creativity, affecting organizational competitiveness and attracting tourists to China's creative tourism destinations.



Research / Theory/Concept	Research Results (Hypothesis)	Research Results (Key Informants)
David J. Hughes, Allan Lee, Amy Wei Tian, Alex Newman, Alison Le good (2018), Leadership significantly influences creativity and innovation, influencing organizational competitiveness. Understanding leader behaviors can help develop strategies for fostering a culture of innovation.	H 1) The team leadership has significant positive effects on the development of China's creative tourism destinations.	Team leadership is crucial for fostering social innovation and improving tourist experience. Investment in leadership training programs can boost the success and sustainability of creative tourism destinations in rural villages. Social innovation enhances visitor attraction, satisfaction and loyalty. Policymakers should incorporate social innovation initiatives into development plans to attract tourists and promote economic growth.
Li Hongjing, Peiyu Qu and Fen Luo,(2022): Impact of tourists' perceived value and sense of social responsibility	H 2) The perceived value has significant positive effects on the development of China's creative tourism destinations.	The perceived value of a destination boosts visitor satisfaction and loyalty. Social innovation mediates the relationship between team leadership, perceived value, and creative tourism destination in China.
Weilin Zhao's (2016): Social innovation can be viewed as a driving factor in the effort to address social concerns in China	H 3) The social innovation has significant positive effects on the development of China's creative tourism destinations.	It suggests that effective leadership training programs can boost the success and sustainability of creative tourism destinations.

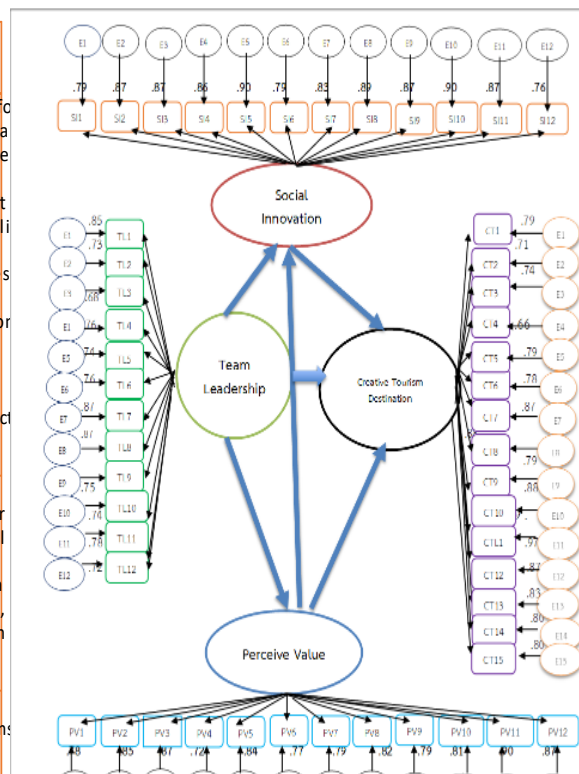


Figure 2 The relationship between qualitative, quantitative

Discussion

In This study highlights the importance of both quantitative and qualitative research in understanding creative cities. It highlights the role of team leadership in fostering innovation and collaboration and suggests that policymakers should invest in leadership training programs to improve creative tourism destinations. The research also highlights the need for continuous learning and leadership skills to adapt to the evolving needs of the tourism industry. According to this research, it is related to the idea of Hongnuan, K. & Leelapattana, W. (2012).) studied tourist behavior and motivations to develop a model for innovative cultural tourism in Chiang Mai's old city. They found that creative activity, community, and network led to eco-friendly cultural travel, benefiting France, Indonesia, South Africa, and New Zealand. However, creative tourism in Thailand is still relatively unknown due to inadequate resources, poor leadership, and political unpredictability.

The study found significant differences in self-management, decision-making, and relationship skills among team leaders in UNESCO-designated creative cities in China. It also highlighted the importance of service innovation and creative service concepts in fostering innovation. These findings suggest that team leaders in UNESCO-designated creative cities in China possess varying levels of proficiency in self-management, decision-making, and relationship skills. This indicates the need for targeted training and development programs to enhance these competencies and promote effective leadership within the creative industries. Additionally, the emphasis on service innovation and creative service concepts underscores the role of customer-centric approaches in driving innovation and economic growth in these cities.



The study found that Effective team leadership in creative tourism destinations boosts innovation, collaboration, and value perception. Policymakers should invest in leadership training programs to improve visitor experiences, customer satisfaction, and sustainable practices. According to this research, it is related to the idea of Paskova, M. & Zelenka, J. (2019), who investigated how social responsibility promotes sustainability in travel. They did this by looking at the social responsibility and long-term viability of the tourism industry using categorization, causal analysis, mental mapping, and critical and comparative scientific studies. In addition, Shalini Srivastava, Alberto Ferraris, and Amandeep Dhir conducted a study (2022) on the relationship between Corporate Social Responsibility (CSR) and sustainable tourism practices in the hospitality industry. The study used qualitative content analysis to analyze the impact of CSR on employees, clients, and profits, emphasizing the importance of CSR engagement in the tourism industry's relationship-building process. According to this research, it is related to the idea of Musikyan, S. (2016). studied how creative tourism fosters long-term sustainability in the travel industry and reduces seasonality. The study examined how creative tourism can boost Bidos's economy year-round and benefited the city.

Research Suggestions

1. According to research findings, China's innovative tourism sites attract tourists and enhance economic growth. Policymakers should invest in leadership development programs to increase tourist experiences, customer happiness, and long-term viability, as well as community participation. Furthermore, executing these efforts can result in favorable environmental results such as resource conservation and reduced carbon emissions. Integrating leadership development programs with environmentally responsible practices may assist firms in aligning their operations with responsible tourism principles and contributing to the general well-being of their locations.

2. The study emphasizes the importance of effective team leadership in fostering innovation and creativity in creative tourism destinations, recommending investment in leadership training programs and supportive work environments. As a result, the study should emphasize the importance of leaders having good communication skills and the capacity to empower team members. Leaders may foster cooperation and idea-sharing among team members by establishing open and transparent communication channels, thereby fueling innovation and creativity in creative tourist destinations.

3. The study reveals that creative cities have a higher percentage of men and a diverse age distribution. Effective team leadership fosters innovation and collaboration, enhancing the value perception of creative tourism destinations. Policymakers should invest in leadership training programs to enhance success and sustainability, as effective leadership predicts employee, team, and organizational creativity, attracts and retains top talent, and fosters innovation.

4. Future research could combine R&D and operational research to discover a wider spectrum of facts about creative tourism in conjunction with other types of tourism, such as agritourism. This interdisciplinary approach would provide a more comprehensive



understanding of the potential synergies and impacts of integrating creative tourism with other sectors. Additionally, exploring the relationship between creative tourism and agritourism could uncover new opportunities for sustainable development and community engagement in rural areas.

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