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KNOWLEDGE MANAGEMENT AND VALUE CREATION IN AGRI-TOURISM: INSIGHTS FROM A THAI PROVINCE

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Abstract

The sustainable development of agri-tourism and the creation of value-added agricultural products are paramount for local economic prosperity. This research investigated the knowledge embedded within agricultural livelihoods and developed guidelines to promote these practices, enhance product value, and foster sustainable agri-tourism in Thailand, focusing specifically on Nakhon Nayok Province as a case study. Using a qualitative methodology, data were collected through document reviews, in-depth interviews, and focus group discussions with 35 key informants from six community-based enterprise groups across the province. Findings revealed five distinct aspects of agricultural livelihood. Based on these, a robust framework integrating four core Knowledge Management (KM) approaches—acquisition, storage, distribution, and utilization—was formulated. This KM-centric framework serves as an effective strategic tool, not only enhancing the value of agricultural products but also developing viable agri-tourism models within communities. The study's results offer significant insights for fostering long-term sustainable destination growth. They are broadly applicable to similar community development and agri-tourism initiatives across other domestic and international regions.

Keywords: Knowledge Management, Agri-tourism, Value Added, Agricultural Lifestyles, Sustainability

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Introduction

Agri-tourism is considered an important factor in economic development in many countries around the world. At present, it is gaining widespread popularity as one of the most effective tools for promoting sustainable tourism, grounded in local communities that determine activities based on their complex ways of life (Mansor et al., 2015; Zvavahera & Chigora, 2023).

This form of travel originated in the late twentieth century, initially as an initiative to transform farms into leisure destinations for tourists (Zoto et al., 2013). A variety of agro-tourism activities vary according to local contexts, such as Schilling et al. (2006). The types of farm-based tourism activities in New Jersey communities include on-farm direct marketing, educational tourism, on-farm entertainment, accommodation services, and outdoor recreation. In Thailand, a large number of agricultural areas have been developed and transformed into tourist destinations to accommodate visitors as well as representing alike the country's rich diversity of cultural traditions, agri-tourism provides opportunities for tourists to experience rural lifestyles, gain knowledge about agricultural practices, explore unique cultural heritages, and travel to environmentally friendly destinations that offer enjoyable and meaningful experiences (MICE Intelligence Center, 2023). Nakhon Nayok Province is one of Thailand's prominent agri-tourism destinations, known for its diverse agricultural attractions. The province demonstrates strong potential to develop agri-tourism as part of the "new normal" tourism model, which aims to increase overall tourism revenue, promote repeat visits, and attract high-value tourist segments (Lomkampang, 2021).

Despite its popularity among Thai tourists, agri-tourism in Nakhon Nayok has an unknown reputation and is less well known among international visitors. Moreover, within the agricultural sector and related production that supports agri-tourism in the area, most farmers still lack sufficient knowledge in technical production, marketing, and the application of modern technology and innovation. These limitations have resulted in high production costs and a relatively small number of agricultural products that meet standardized quality requirements. Consequently, these challenges could support the province's ability, build awareness, and strengthen market confidence within the agri-tourism sector (Nakhon Nayok Provincial Office, 2023). The promotion and development of agri-tourism destinations, together with the creation of value-added agricultural products, are important to both the agricultural sector and the agri-tourism industry. This process involves transforming raw agricultural materials into higher-value, distinctive products that are more responsive to consumer demand. Each effort contributes to elevating farmers from merely "raw material producers" to becoming "entrepreneurs". At the same time, the word of agri-tourism and value-added creation refers to the transformation of "agricultural spaces" into "experience-based destinations" that generate income, foster memorable experiences, and promote community sustainability (Sriyadi et al., 2021; Nogales et al., 2023).

Therefore, this research study aims to develop the potential of agri-tourism in Nakhon Nayok Province by using knowledge management approaches as a tool to enhance the value-added of agricultural products within local communities. It focuses on strengthening the community, adding value, and establishing an adaptable, safe, and standardized agri-tourism model. The findings of this research can be applied to local communities and other communities across the country to enhance community capacity, increase revenue, and promote sustainable growth amid the dynamic, uncertain conditions of today's competitive markets.

Literature Review

Concepts and Theories of Creating Value Added in Production

It is a concern, especially in an era of innovation, where competition extends beyond manufacturing efficiency to product design, innovation, service, and consumer experience

(Porter, 1985; Gereffi, 2018). The term value added refers to the difference between the final value of outputs and the intermediate value of inputs (United Nations Industrial Development Organization, 2017).

This process reflects the differentiated quality among organizations or nations' ability to demonstrate efficiency in natural resource utilization. Thus, the concept of value added is considered from multiple conceptual perspectives as follows:

The Economic Perspective on Value Added

It is the foundational concept of value added in economic thought from the classical economists (Smith, 1776), who held that the value of a commodity originated from the labor expended in its production, with the division of labor enhancing efficiency and the product's value. Later, Neoclassical Economists improved the concept of the "Production Function" to describe the relationship between quantitative inputs and outputs, especially the role of technology in increasing value added. (Cobb & Douglas, 1928) claimed that the changes in Total Factor Productivity (TFP) are a primary source of value creation. Solow (1957) proposed the model of economic growth called the Solow Growth Model, which explains that the overall increase in a country's output value depends on capital, labor, and technological progress, where the last factor has a strong influence on the enhancement of total factor productivity, which is considered the long-term source of value-added creation.

Theoretical Perspective on Value Chain Theory

Porter's (1985) concept of the "Value Chain" proposes that value creation comes from Primary Activities and Support Activities within an organization, such as Logistics, Operations, Marketing, Services, and Human Resource Management, each of which plays an important role in enhancing the value of the product, transforming it from raw materials through to finished goods. In the context of globalization, this concept has been extended to the "Global Value Chain (GVC)". According to Gereffi (2018), in the global economy, value-added is often concentrated in knowledge-intensive activities, such as design, research and development, and brand creation, rather than in foundation assembly and manufacturing processes. Thus, countries or organizations attempting to increase their value by "upgrading" from their low-cost manufacturing to activities that use high technology as a lift to create their knowledge value, such as brand improvement, package design, and after-sales services (Humphrey & Schmitz, 2002).

Management Perspective: Productivity, Lean, and Value Stream

The concept of "Productivity Improvement" serves as the primary role of value creation. Woodhead & Berawi (2020) propose that the value creation of a manufacturing organization can be considered in terms of labor, capital, technology, and process management. Therefore, improving efficiency across multiple factors together is the key to sustainable value creation. The concept of "Lean Manufacturing" has become another critical theory emphasizing the reduction of waste in the production process and increasing the proportion of value-added activities (Womack & Jones, 1996). At the same time, an important tool in this approach is "Value Stream Mapping (VSM)", which supports identifying and addressing bottlenecks in the production process, reducing capital, and enabling value-added efficiency (Rother & Shook, 2003).

Innovation and Technology Perspective

In the era of Industry 4.0, value creation in manufacturing has expanded beyond the dimension of "efficiency" toward "innovation" and "data-driven value creation". The "Smart Manufacturing" and the "Industrial Internet of Things (IIoT) concepts indicate that use of digital technology can enhance value in term of both process efficiency and service innovation (Zhong et al., 2017) Using of IoT, Big Data, and AI can enable manufactures to monitor working machine condition in real-time, together with deep insight analyze, and production

adjustment for customer customization which assist to generate a new form of value addition known as “Digital Value Creation” (Kamble et al., 2018).

Service Perspective: (Service-Dominant Logic: S-D Logic)

Vargo & Lusch (2004) proposed the concept of the “Service-Dominant Logic (S-D Logic)”, which explained that value creation is not limited to products (goods) but occurs through the “co-creation” process between producers and consumers through services and experiences. In part of modern manufacturing, most entrepreneurs are attempting to transition themselves towards “Product-Service System (PPS) models where they can integrate goods and services and enhance product value by creating recurring revenue continuously (Tukker, 2004).

Organizational Economic Value Perspective: Economic Value Added (EVA)

This perspective, developed by Stern Stewart, aims to measure the actual real value of an economic after deducting the cost of capital (Stewart, 1991). This concept holds that an organization can create value only once its operating return exceeds the overall capital cost (Worthington & West, 2001). For the industrial sector, using EVA together with production indicators such as Productivity or Value Chain, provides an over view point of creation in both the dimensions of “procession efficiency” and “economic returns” It can be urged that the dimension of developing the “Value Added” concept is significantly important for the country’s economic where aiming to move out of the “Middle-Income Trap”. Meanwhile, the United Nations Industrial Development Organization (2017) stated that the upgrading of value added in the manufacturing sector is directly related to innovation, technology, and workforce skill development. In the case of Thailand, research by Srihabut et al. (2021) found that value added creation in the rice industry comes from the development of processed products, brand creation, and the use of new technology for modern processing production, which is in accordance with Porter’s concept (1985) of Value Chain.

However, there are still limitations in integrating these concepts, especially in developing countries that face many obstacles in technology, capital, and access to global markets. For further research, it should focus on the “integrated value creation model,” which links production economics, innovation, technology, and strategic management to ensure the generation of sustainable value added at both the organizational and overall economic levels.

A Significance of Knowledge Management (KM) Concept in the Tourism Context

The tourism industry is characterized as a “Knowledge-intensive industry” (Bouncken & Pyo, 2003) that faces high competition, rapid changes in customer needs and wants, and pressure for sustainability. Both organizations and communities related to tourism need more capability to create, exchange, store, and apply knowledge in order to foster innovation and competitive advantage during while knowledge management (KM) has become an important strategic tool which not only use for Information Management but also covers Tacit Knowledge where deeply embedded in the experience, skills, and wisdom of personnel, including an Explicit Knowledge where located in the form of document papers or database (Nonaka & Takeuchi, 1995). Therefore, Knowledge Management (KM) enables businesses to respond rapidly to changing external circumstances and adapt to ensure sustainable development at both organizational and national economic levels.

New Knowledge enhances experts' capabilities by overcoming competitiveness limitations, supporting job creation, improving financial security, and promoting human capital (Roshchin et al., 2022). The definition of Knowledge Management (KM) has been offered by various theorists and academic scholars, including Drucker (1993). KM has become the organization's principal resource, and the organization’s potential depends on two factors: the quality of knowledge and its productivity. Furthermore, Takeuchi & Nonaka (2000) defined more definition of KM as the process of continuously creating new knowledge to disseminate it throughout the organization, and able to be an important component of new products, services, technologies, and systems as well as Marwah et al. (2022) also recommended that KM is the

process of managing toward conceptual knowledge and abstract knowledge, along with the framework experiences, examples, circumstances, situations, environments, and area contexts of practitioners.

In the knowledge Management (KM) context, it is considered a crucial mechanism for developing Competitive Advantage and Service Innovation, especially for Small and Medium-sized Enterprises (SMEs), which are recognized as the principal component of industry in developing countries. As demonstrated by Patwary et al. (2022), Knowledge Management (KM), encompassing knowledge acquisition, sharing, and application, significantly positively influences Service Innovation performance and Firm Performance. The study further reveals that organizational learning and organizational creativity play crucial roles in mediating the relationship between Knowledge Management (KM) and innovation performance. For developing countries, knowledge management serves as a critical mediator linking innovative behavior and SME performance (Sari et al., 2023). It functions as an essential instrument enabling businesses to advance toward "Value Competition" by leveraging Local Knowledge Sharing to collectively create Authentic Local Experiences, which directly impacts tourist loyalty.

For the agritourism type, which involves the integration of “production knowledge” (agriculture) with “service knowledge”, resulting in the successful ability to present “Authenticity” which is deeply rooted in Indigenous Knowledge and traditional agricultural practices. As numerous studies have indicated, knowledge management processes are critical to tourism organizations, particularly in fostering service innovation by transferring and managing tacit knowledge embedded within communities (Shaw & Williams, 2009). This process enables the translation of intangible cultural assets, such as traditional local cuisine recipes or indigenous wisdom, into valuable experiences and products that attract tourists (Bessiere, 1998). Moreover, in the context of developing countries, Agritourism that is linked to local knowledge is regarded as a crucial instrument for generating Pro-Poor Impacts and facilitating income distribution within communities, aligning to reduce social inequality (Pillay & Rogerson, 2013).

The literature review indicates that Knowledge Management is an important factor for tourism and agritourism in developing countries, serving as a tool to drive service innovation, enhance competitiveness, and promote sustainable development. Specifically, Knowledge Management in agritourism confronts the challenge of integrating local traditional knowledge wisdom (Tacit) with modern service skills (Explicit). Thus, this research adopts a conceptual framework that considers the spatial context and operating environment of community enterprises through a knowledge management process based on agricultural lifestyles, leading to outcomes in value creation and agritourism development in Nakhon Nayok province.

Research Methodology

This research was conducted as part of a Research and Development (R&D) project, using semi-structured interviews and group discussions as research instruments. The participants' key information comprised 35 individuals from the tourism sector, including local administrative organizations, the local Community Development Department (CDD), tourism operators, representatives of community agricultural product processing enterprises, and academic experts in agritourism, until data saturation was achieved. Then six entrepreneur groups were selected as case studies, which are four communities’ enterprise groups, processing raw agricultural materials and two occupational groups processing on batik and tie-dye textile production which were selected to use as a purposive sampling method based on specific inclusion criteria, who have direct knowledge and experience related to the field of study as well as processing a recognized social status and/or occupations, age, education background, and social acceptance within the community.

To ensure the quality of the research instruments, the research team collaborated with experts to define the scope and address data-collection issues. Then, the research instruments were designed to consist of an interview guideline and a survey form, and altogether were subjected to Content Validity assessment by three experts, reviewing language use and content coverage, resulting in an Index of Item-Objective Congruence (IOC) in accordance with the research objectives and the question issues, ranging from 0.80 to 1.00.

Research Results

The research findings from interviews with the six case studies found that the Community Enterprises and occupational groups were started by leading local agricultural resources and local knowledge and wisdom to drive economic activities, combined with agritourism and local food processing to create value-added for local products. At the production level, households/groups are based on fruit cultivation methods, such as Marian plums, bananas, madan (or Garcinia schomburgkiana), and plum mango in some areas, along with kitchen-garden vegetable cultivation, small-animal farm-scale husbandry, and local rice production. In the past, some part of production were sold in local market and district market, however, regarding to the high volume of agricultural produce that unable to preserve for long periods, and unstable of returns and incomes which rely on multiple factors, such as price, quantity, and consumer demand, the subsequently idea was emerged to develop this output into processed products, such as, Marian plum sauce, dried madan, crispy banana chips, dyeing fabric using madan colors, and using madan leaves as pattern design on textiles, to enhance value and extend product life. Regarding the group characteristics, the group formation and management applied a structure of participation and reliance on local networks (Social Capital). They received support from government sectors, such as the Community Development Department and local administrative organizations. To promote learning and product development, the initial revolving fund capital was allocated, and market channels were established. In terms of linkage with tourism, the Community Enterprises and occupational groups sought to promote agritourism, such as open areas for learning that facilitate collaboration with agricultural activities, from product processing to product sales, aiming to increase revenue from product sales within the community. On the contrary, several communities have not been successful due to factors such as limited human resources with service skills, a lack of leadership to drive the process, and insufficient well-prepared facilities in the area.

In terms of Knowledge Management (KM), it began with product development, drawing on traditional local knowledge of food preservation, such as drying, sun-drying, and fabric dyeing. Later, the government sector supported product development, along with agencies and educational institutions, including the Community Development Department, the Thailand Institute of Scientific and Technological Research, and various universities. Their support forms were provided through training on modern production techniques and processes, using more technology for food preservation as well as in collaborative research and product development among community enterprises and occupational groups to enhance diversity their product offerings, resulting some groups successfully launched their own brands, upgrading product value by improving their product processes, and achieved product standardization to become on top reputation popularity. However, the accumulated knowledge, especially tacit knowledge, remains difficult to transfer completely because it is too large to convey through practical training, experience exchange, storytelling, and mentoring, due to a lack of an efficient knowledge storage system, which risks losing critical knowledge.

The guideline for promoting local lifestyles and enhancing the value of agricultural products for a new style of agritourism, which was received from group discussions and meetings with producers in communities, is summarized into four main principles based on the Knowledge Management approach, as presented in Figure 1.

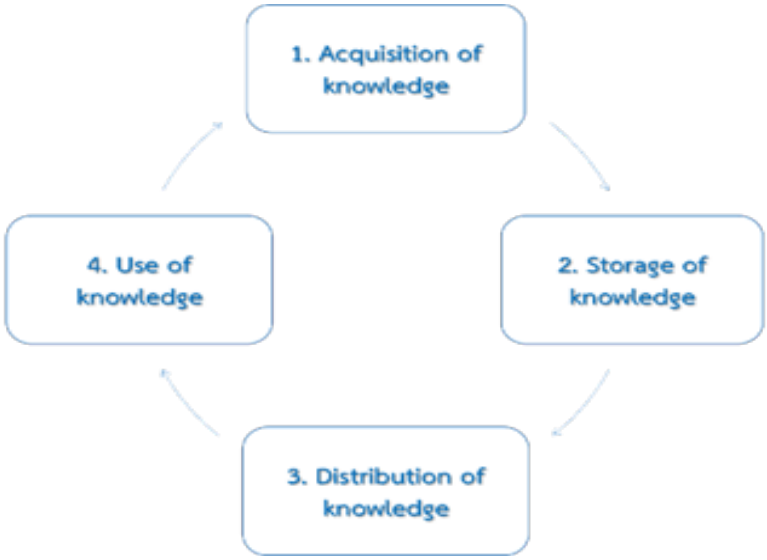

Figure 1 Guidelines for knowledge management in promoting lifestyles and increasing the value added of agricultural products to develop a new lifestyle of agricultural tourism in Nakhon Nayok Province

In Figure 1, Guidelines for knowledge management in promoting lifestyles and increasing the value added of agricultural products to develop a new lifestyle of agricultural tourism in Nakhon Nayok province can be explained as follows:

1) Acquisition of knowledge-the study outcomes indicate that the development of lifestyle and the value-added of community products aimed at agritourism development, knowledge specifically related to production and product development, is insufficient. Communities need essential administrative management and marketing knowledge, such as creating an outstanding product difference, creating a community identity, systematic tourism management, prioritizing customer needs, developing marketing communication tools, designing a product package that is furthermore attractive, managing raw material and processing costs for profit generation, and financial and accounting management. Thus, it was concluded that communities need more active to fulfill knowledge through processes, involving the extraction of knowledge from various internal and external sources, e.g., learning from successful communities, finding partners for research and knowledge creation, and searching source of learning resources together with the community context, for establishing a knowledge foundation based on promoting by themselves, groups, and better community's lifestyle.

2) Storage of Knowledge-the study of developed knowledge, yet ineffective in systematic storage and high risk of losing critical knowledge through individuals, besides, a lack of knowledge for immediate decision-making based on the situation as well. Therefore, the development of livelihoods and the value added of community products for agritourism requires promotion to ensure all groups gain access to accurate and appropriate knowledge storage systems, especially knowledge sourced from individual expertise and highly specialized experience, which is essential for decision-making and problem-solving in operational processes. This necessitates a centralized agency to promote knowledge storage, provide systematic training, and support information technology, which is needed to properly prepare for timely situations and preserve dignity and wisdom, while creating opportunities for expertise for the next generation.

3) Distribution Knowledge-refer to the study findings, at this moment, knowledge promotion in the community is characterized by knowledge practice action and mentoring monitor through collaborative process together, thus the development of lifestyle and value added of

community products needed to focus on collaborative learning and participatory innovation by relying on the circular of knowledge in individuals, technology, and institutions, together with the other communities and provinces, such as Knowledge Sharing and Expertise, transferring to external individuals and communities with use of influence techniques as like Dialogue-as an important mechanism for building long-term strengthens, sustainability, and competitiveness.

4) Use of Knowledge-the study findings indicated the development of lifestyle and value-added in community products for agritourism improvement should be prioritize concern to effect behavioral change, outcomes, and innovation no matter the knowledge is an explicit knowledge or tacit knowledge, the important factor is the potential to adjust and apply it efficiency to the real world context, and enable to use knowledge in several dimensions, e.g., Production Use that farmers can use knowledge for their agricultural research to improve crops and reduce chemical uses. At the same time, Processing Use aims to use technological knowledge to develop processed products. For Marketing Use, which assists with e-commerce and branding via online platforms, and Managerial Use, which was applied to knowledge accounting, enterprise management, and project administration to manage costs and promote sustainability, etc. These processes show that "knowledge" does not end only with training or documentation, but must be translated into real-world practice to change in the community's life and economy. Thus, at the community level, knowledge use is the heart of "sustainable development", as it supports self-reliance, continues to generate local knowledge and wisdom, and ensures sustainable survival in the knowledge-based economy.

Conclusion and Discussion

The findings found that agricultural lifestyle knowledge along with the study by Thanam & Jansuri (2025) specified that a community's unique identity, management, participation, human resources, activities, natural, visitors and tourist, and the way of rural lifestyle are significantly enable approaches to promote community based on rural tourism management where enhancing capacity to support tourists, preserving the identity uniqueness, including the traditional way of life among communities by emphasis on local participation and local knowledge wisdom. Furthermore, Widtayakornbundit & Luangpituksa (2023) proposed that knowledge leadership is aligned with knowledge management and the efficiency of innovation performance. Knowledge management was used as a medium variable linked to business capabilities and innovative culture among the new generation of smart farmers; however, they still lack crucial knowledge to integrate and operate businesses in an innovative development context. Therefore, further development is required to emphasize leadership skills and diverse knowledge for community problem-solving and to identify factors that support agritourism business goals and innovations. In addition, this study aligns with the findings of Mungkhun et al. (2021), who found that guidelines for developing agricultural resources emphasize local community participation to promote agritourism. Gathering groups are held to create activities for both positive and negative impacts, including being participation and self- reliance as tourism is used as a medium for organizing activities related to agricultural resource management and natural resource conservation to be benefic to the community and creating value added for agricultural produce, such as the value of knowledge, innovation, local knowledge wisdom, the physical and biological value of agriculture, and agricultural resource management by farmers. While as, agricultural resources with potential for tourism including the creation and management of agritourism tourist attractions, as such based on this study, the researchers concluded to create a knowledge to expand the stable incomes toward the community's sustainable lifestyle development and continue growth of the nation economy by utilizing a value added approach based on deep rooted in local knowledge wisdom, consisting with all indigenous wisdom (e.g., potential, learning, and conservation); Community product

value enhancement (e.g., differentiation image creation, and packaging development); Community Enterprises Resilience (e.g., self-reliance, community capital development, network creation, and community business creation); as well as International Trade Promotion Policy (e.g., applying technology for Knowledge Management in marketing and financing, etc.) These are directly impacts the value added in both quality and quantity of community products (Suvannin, 2020). Besides, this aligns with the findings of Seisawatwanit (2013), which indicated that the crucial development of product quality in agricultural product affecting to the ability to handle and growth control in the tourism business, such as problem case studying, approaches, and appropriate management formats which providing utilize information and beneficial for farmer development, and strategic planning by the government sector as well.

Regarding the guideline for promoting local lifestyle and enhancing the value of agricultural products for agritourism development, the study recommends that four main knowledge management approaches should be followed:

1) Acquisition of Knowledge: The study findings are align with Saiwan et al. (2019), who found that the knowledge for community enterprises was important in creating value and enhancing value added for community products, consisting of: 1) Knowledge for creating product value, e.g., customer needs, product characteristic creation, product perceived benefits, impression, and feeling of worthiness, and 2) Knowledge for creating product value added, e.g., raw material management, product packaging, special product features, product storage, and distribution of finished products to customers in the form of documents and e-Book. Therefore, knowledge development to enhance local lifestyle is valuable and integrated, and combined with other knowledge development programs related to the spatial context and community members. This approach aims to produce effective results in service quality, strong relationships, and strong trust, including the cultivation of local ownership, thereby achieving the common goal in a long-term, sustainable way (Rios et al., 2024).

2) Storage of Knowledge: The study findings align with the research of Chuapui (2022), who found that the knowledge storage in most community enterprises involves obtaining data from teaching, training, practicing, or crucial information related to agricultural farming, but is unfamiliar with systematic data collection. Consequently, another form of deep-rooted knowledge remains unsuccessful, as documents are compiled for effective communication with villagers, leading to data loss. So, it can be argued that knowledge storage is crucial for managing the interplay among knowledge acquisition, retrieval, exchange, and search, which affects practitioners' operational efficiency (Caroline et al., 2015).

3) Distribution of Knowledge: The study findings are align with the research of Jeena & Khutrakun (2018), who proposed that the key factors in transforming knowledge into knowledge are a shared vision and open-mined attitude by relying on a dynamic interaction based on the rotation of roles between knowledge provider and recipient which involved in dynamic interaction, which are social interaction, transforming into explicit knowledge, integration of knowledge, and internalization of knowledge transforming which affects the knowledge applicable in individual contexts. Thus, it can be urged that knowledge sharing contributes to the circulation of knowledge from one part of the community to another, leading to repeated knowledge diffusion. In contrast, knowledge transfer is often built up by the management unit and conducted through official organization communication platform, knowledge sharing arises from the willingness of individuals to transfer their experiences and expertise to others within community network and it is not only dependent on individuals' motivation to share their knowledge and position but also on their absorptive assessment process flowing through the network as well. Therefore, an effective knowledge sharing influences affective dimensions toward creativity, learning, and overall performance (Ahmad & Karim, 2019; Bratianu, 2015).

4) Use of Knowledge: The study findings are align with the research of Caviedes et al. (2024), which proposed that local knowledge and wisdom, once utilized and transferred through participatory learning processes, are not only formed as conceptual but are transformed into tangible activities, such as a technical of product processing, a quality standardization for tourism management, or the design of tourism learning experience, etc. This is a crucial factor influencing behavior change among local farmers/entrepreneurs and helping knowledge become a realistic economic resource. Moreover, this study aligns with the findings of Gamito et al. (2021), who indicated that local knowledge wisdom has highly potential for generating process and product innovation likewise, integrating with technical knowledge and marketing demand enable resulting to "new knowledge" which is contextually appropriate (contextualized innovation), which not only added economic value but also supporting on conservation of cultural and environmental resources. In addition, research on rural resource management and tourism indicates that local knowledge management not only supports knowledge exchange but also accelerates grassroots-level innovation.

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