

Sustainable Preservation in Creative Cities: A Structural Equation Model of Memorable Experience, Perceived Value, and Thai Tourist Behavior in Phuket Old Town

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Abstract

Background and Objectives: The creative city now shows a significant influence on tourists' decisions to visit the destination in search of an extraordinary tourism experience. This study aims to determine the causal relationship between determinant factors affecting the sustainable preservation of old town, creative city management, memorable experiences, and perceived value of Thai tourists in Phuket Old Town.

Methods: The study was conducted using quantitative methodology. The samples were collected utilizing purposive sampling and comprised 400 tourists traveling to the Phuket old town area. Data were collected using a questionnaire and analyzed using descriptive statistics: frequency, percentage, and standard deviation. Inferential statistics, including exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM), were employed to examine the measurement and structural relationships within the data.

Results: Results demonstrated that the exploratory and confirmatory component analyses confirmed that all factors had a statistically significant level of 0.05. The results of the analysis demonstrate that the proposed model fits the empirical data exceptionally well. This is confirmed by the goodness-of-fit indices, where the CFI (0.978) and TLI (0.967) are both well above the standard threshold of 0.90, indicating a strong model fit. Additionally, the RMSEA value of 0.052 falls within the acceptable range (typically < 0.06), further validating the model's accuracy in explaining the structural relationships between tourism management, tourist experiences, and sustainable preservation efforts in Phuket Old Town. The study successfully validated a structural model that explains the relationships between creative city management, memorable experiences, sustainable preservation and perceived value of Thai tourists efforts in Phuket Old Town.

Conclusions: The sustainable preservation of old towns relies on creative city management, memorable experiences, and perceived value. Active heritage protection is fundamental to achieving Sustainable Development Goal (SDG) 11 (Sustainable cities and communities). Additionally, well-preserved heritage sites generate community income through cultural tourism, which directly supports SDG 1 (No poverty) and SDG 8 Decent work and economic growth. However, achieving long-term sustainability presents significant challenges, primarily because old towns cannot depend exclusively on tourism. True sustainable development requires preservation strategies that actively support local residents and accommodate a diverse range of daily activities. To meet these modern demands while

maintaining their heritage, old towns must integrate innovation and updated infrastructure. This modernization aligns with SDG 9 (Industry, innovation, and infrastructure), ensuring that the area remains a functional, thriving space for its community rather than functioning solely as a tourist attraction.

Keywords: Sustainable Preservation of Old Town; Creative City Management; Memorable Experiences; Perceived Value

Introduction

Creative city is a concept arising from the joint drive of creative power to drive sustainable urban development. It is a project that UNESCO has been working on in conjunction with world heritage tourist attractions. A creative city is a space for creative expression, social integration, and local identity expressed or communicated through various forms of art and cultural activities, which lead to the development of cultural and creative industries. Joining a network of cities can support and enhance learning from each other and collaboration to develop cities in every country [1]. Creative cities focus not only on developing cities to support tourism but also on improving spaces and environments to support cultural activities and attract creative thinkers and entrepreneurs, both domestic and international. This approach contributes to business growth, employment, and income generation within the area. Creative city management is, therefore, an important part of developing and creating value, as well as making societies and communities aware of the importance of conservation and sustainability [2].

The old town is a unique area that combines its original culture and traditional way of life [3]. The old town is important in terms of the city's history, which consists of tangible and intangible cultures [4]. Phuket Old Town is one of the popular cities in Thailand. The buildings in this old town were first built in 1923 with Sino-Portuguese architectural style, appealing to both domestic and international tourists. In the past, Phuket province was rich in natural resources, especially tin ore. This attracts Chinese and Westerners to come for investment and trade, causing the area to blend Western and Chinese cultures with a long history and identity, reflecting the culture, way of life, unique food, and distinctiveness of the area [5]. The UNESCO Creative Communities Network (UCCN) is a flagship city program founded in 2004 to foster cooperation among communities that have recognized culture and creativity as vital drivers of sustainable urban development. At the same time, Phuket province has been certified as a creative city of gastronomy by UNESCO according to its cultural diversity [6], especially food that comes from a diverse way of life in society. Food is a part of culture and way of life, resulting in unique recipes. In addition, Phuket province is a world-class tourist city with international tourists as the main market for tourism. [7] These promote standards and tourism in Phuket to increase. However, its sustainability does not depend solely on international tourists but also on Thai tourists, a group with the potential to connect most deeply with Phuket's cultural roots and local culinary flavors. This research focuses on Thai tourists, who are more culturally proximistic. Thai tourists can better understand the city's context and be aware that they must help preserve their national heritage. Such awareness can transform their tourism experiences into participatory conservation behaviors, offering guidance for Phuket's sustainable development as a creative city.

According to the literature review, studies examine the relationships between creative cities and perceived value that affects the preservation of old town areas. However, a critical research gap remains. The empirical studies linking these experiential variables to tourists' heritage preservation behavior are lacking. Most of the current literature focuses on marketing outcomes but lacks an understanding of the causal mechanisms of how creative city experiences can transform tourists into heritage stewards, especially in the context of a living heritage city, which is highly complex and fragile. The lack of structural equation modeling (SEM) to explain this phenomenon has resulted in incomplete development of sustainable tourism management theories in the creative city context. Therefore, this research aims to make academic contributions by developing and validating a model that links creative city theory with behavioral science

theory. The results of advanced statistical analysis will help expand the frontier of knowledge by clearly identifying the causal paths that influence creative city components that have the most influence on stimulating conservation awareness and behavior. This is a new dimension that has not been reached in prior research. In practice, the research results will lead to the creation of strategic management guidelines for policymakers in Phuket Old Town and can be used as a blueprint for other old towns in Thailand with similar contexts.

The literature review on the old towns points out that most research investigates the potential of the old town and the development of its area. However, there is still a lack of research studying the tourist experience that affects preservation. Therefore, this study determines the causal relationship between determinant factors affecting the sustainable preservation of old town, creative city management, memorable experiences, and perceived value of Thai tourists in Phuket Old Town. Tourists have behaviours that are connected to the place and cause preservation, which is consistent with the proposal that cultural tourism should emphasize understanding culture and participation in cultural experiences in terms of wisdom, beauty, psychology and feelings [8]. Therefore, tourists can convey the behavior that occurs and affects tourism marketing in the area, resulting in added value in cultural tourism. Tourists receive valuable experiences, are proud and instil a sense of tourism

Objective

This study aims to determine the causal relationship between determinant factors affecting the sustainable preservation of old town, creative city management, memorable experiences, and perceived value of Thai tourists in Phuket old town.

Hypothesis

- H1 Creative city management influences directly on memorable experience
- H2 Creative city management influences directly on perceived value of thai tourist
- H3 Creative city management influences directly on sustainable preservation of old town
- H4 Memorable experience influences directly on sustainable preservation of old town
- H5 Perceived value of thai tourist influences directly on sustainable preservation of old town

Methodology

Population and sample

The population used in this study was Thai tourists in Phuket Old Town. The samples were collected using purposive sampling and non-probability sampling techniques. The sample size used in the study was determined using the number of Kline [9], which states that the appropriate number of samples for structural equation analysis is 200 samples or more. A good sample must have a minimum of 200, which is consistent with the study by Thakkar [10], stating that the two most popular assumptions made in the case of variable sample sizes should be at least 50 or more than 200 samples. Hair et al. [11] suggested that in case the structure is less than 7 elements, the sample size should be more than 300. This study had 24 empirical or observable variables and calculated the number of samples at a ratio of 15:1. Therefore, the number of samples required for this study based on all requirements was 360 samples. To ensure confidence, 400 samples were employed, which is consistent with the concept of Yamane [12], stating that when the population is 100,000 samples or more, at a confidence level of 95%, the sample size is always 400.

Instruments used in the research

This study is survey research using a questionnaire to collect data. The questionnaire was developed based on the theoretical framework and related research to be consistent with the objectives. Measures from a thorough literature analysis were utilized to design the research instruments. According to Sullivan & Artino [13], the 5-point scale is more common than the 7-point scale. Therefore, a 5-point Likert scale, spanning from 1 (strongly disagree) to 5 (strongly agree), was employed to measure items of the dimensions.

Content Validity

Content validity, the consistency of the content and format of the questionnaire, was checked by 3 experts. The obtained scores were used to analyze the efficiency of the questionnaire. In this study, questions with a score greater than 0.70 were used as a research tool [14].

Reliability Testing

After content validation by experts, the questionnaire was tested with an experimental group (try-out) to assess reliability using Cronbach's alpha coefficient. Items with alpha values above 0.80 were included in the final research instrument [15]. The complete list of items is shown in Table 1.

Table 1. Reliability of the measurement scales

Constructs	Cronbach Alpha Coefficient	AVE
Creative City Management (CM)	0.873	0.815
CM 1	0.815	
CM 2	0.870	
CM 3	0.893	
CM 4	0.915	
CM 5	0.875	
Memorable Experiences (ME)	0.856	0.735
ME 1	0.805	
ME 2	0.891	
ME 3	0.825	
ME 4	0.883	
ME 5	0.825	
ME 6	0.892	
ME 7	0.874	
Perceived Value (PV)	0.846	0.786
PV 1	0.812	
PV 2	0.824	
PV 3	0.896	
PV 4	0.825	
PV 5	0.873	
Sustainable Preservation of Old Town (SP)	0.849	0.812
SP 1	0.879	
SP 2	0.814	
SP 3	0.916	
SP 4	0.856	
SP 5	0.823	
SP 6	0.846	
SP 7	0.813	

Data analysis

Prior to the main analysis, the data were screened for missing data, outliers, and multivariate normality. Subsequently, the data's univariate normality was supported by skewness and kurtosis, which ranged from -0.032 to 0.399 for the former and -0.001 to 1.360 for the latter for all independent variables. All data were analyzed using descriptive statistical analysis and inferential statistics analysis, which consisted of 3 steps. Step 1 was exploratory factor analysis (EFA). Step 2 was confirmatory factor analysis (CFA). Step 3 was structural equation modeling. The structural equation modeling was developed, concerning hypothesis testing regarding the research objectives, to investigate sustainable preservation, creative city management, memorable experience, and perceived value.

Literature Review

Creative City Management (CM)

The direction of urban development to support tourism in many areas in the 21st century emphasizes humans as mechanisms for driving the urban economy. This includes designing urban environments that support the local way of life and tourism [16]. A creative city must have 4 main components: culture, activity, people, and city. The characteristics of a creative city must have a clear identity. The element that makes the city interesting is the district, which is an area for unique activities. Creative city management must also measure the "value" of creativity. Developing creativity further must come from a true understanding of culture to preserve the roots, which are the important value [17]. UNESCO [18] describes a creative city as shaping a city's development through improvements of the environment, social structures, and economic systems with the collaboration between local communities and government sectors. This process involves integrating cultural assets, history, traditions, and local customs with modern technology to create a city atmosphere that supports the growth of creative industries and businesses.

Memorable Experiences (ME)

As stated by Verinita & Yola [19], an experience from the tourist attraction is a driver that makes tourists repeat their trips. The destination characteristics are the important factor that satisfies tourists and creates a memorable travel experience. Memorable experiences lead to tourists's intention to revisit. When tourists have a memorable travel experience – whether derived from their impression of people, attractions, or the city itself – they tend to recall the destination when planning future trips, thereby increasing their intention to revisit [20]. As defined by Pine & Gilmore [21], a memorable travel experience is the experience of tourists visiting various places and has been continuously developed from a satisfactory experience to a special experience. Such a memorable travel experience leads to a perceived value.

Perceived Value (PV)

As per Honea & Horsky [22], the value perception of products and services affects consumers' value perception. The consumers select products and services through their value perception. Tourist attractions are products and services whose values are deeply understood and perceived by tourists. When tourists perceive the value and have a memorable experience, these outcomes can create added value and develop tourism in other forms. According to a study by Rasoolimanesh et al. [23], the city management or changes in the physical aspects of the city, including participation in maintenance and development, affect the value of the area. Therefore, a research hypothesis can be formulated that perceived value has a positive influence on the sustainable conservation of the old town.

Sustainable Preservation of Old Town (SP)

Sustainable preservation is defined as the process of sustaining the existing form, integrity, and materials of historical properties while adapting them to modern needs. In the context of rapid urbanization, old towns often face threats from modernization and economic restructuring, which can lead to the demolition of historical sites in favor of new developments [24]. As stated in a study by Sanoff [25], the rationale for urban conservation is preserving and maintaining the culture of the city. Preserving the old town has four main reasons: 1) to create cultural memories,

2) to maintain community interactions, 3) to preserve the environment, and 4) to achieve economic benefits. Conservation is also carried out in conjunction with sustainable development.

Research Results

The analyses of the demographic characteristics and behaviors of Thai tourists in Phuket Old Town, totaling 400 samples, demonstrated that tourists were mainly female, accounting for 63.8% (255 people). The prevalent tourists were between 26 and 45 years old, accounting for 63.8% (44.3 people). Most tourists held a bachelor's degree, accounting for 66.5% (266 people). The predominant occupation among Thai tourists in Phuket Old Town was self-employment, accounting for 29.5% (118 people). The majority of Thai tourists in Phuket Old Town had average monthly income in the range of 10,001–20,000 Baht, accounting for 42.3% (169 people). Moreover, the main purpose of visiting Phuket Old Town was leisure, accounting for 55.5% (222 people).

First step of the SEM in the study, in this stage, each latent variable was investigated using exploratory factor analysis to select the essential variables for the measurement model, as shown in table 2

Table 2. Results of exploratory factor analysis (EFA)

Latent Variable	Factor Loading			
	Factor1	Factor2	Factor3	Factor4
Creative City Management (CM 5 items)	0.461-0.787	-	-	-
	KMO = 0.737 Bartlett's test of Sphericity = 399.916			
Memorable Experience (ME 7 items)	-	0.556-0.716	-	-
	KMO = 0.784 Bartlett's test of Sphericity = 539.999			
Perceived Value (PV 5 items)	-	-	0.511-0.799	-
	KMO = 0.587 Bartlett's test of Sphericity = 160.030			
Sustainable Preservation (SP 7 items)	-	-	-	0.578-0.949
	KMO = 0.608 Bartlett's test of Sphericity = 442.238			

Remark: KMO = Kaiser-Meyer-Olkin test for sampling adequacy

This study used exploratory factor analysis with principal component analysis (PCA) and Varimax rotation to analyze the variables that are related to the same component and cut out the variables that are not related, as shown in Table 2. The analysis results showed that the factor loading value was greater than 0.5. According to a study by Sürücü et al. [26], when applying EFA to datasets with sample sizes of 200 or more, a factor load of .30 is sufficient, and it would be appropriate to exclude items with lower factor loads from the study. The reliability of the observed variables in each construct was reported using Cronbach's alpha, which passed the criteria. KMO and Bartlett's test of sphericity were utilized to determine adequacy of the sample. While Bartlett's test determines whether the correlation matrix is sufficiently different from an identity matrix (significant p-value, < 0.05), the KMO test evaluates sampling adequacy (values > 0.5 are good) [27].

Confirmatory factor analysis was performed to test the measurement model [24], to investigate all the construct variables, and to evaluate the composite reliability and average variance extracted. The results are shown in Table 3.

Table 3. Results of confirmatory factor analysis (CFA)

Latent Variable	Chi- Square P-Value	X ² / df	RMSEA	CFI	TLI	SRMR
Statistical Hair et al. (2010), Byrne (2005)	P ≥ 0.05	< 2.00	< 0.05	≥ 0.90	≥ 0.90	≤ 0.08
Creative City Management (CM)	0.031	2.00	0.065	0.995	0.986	0.012
Memorable Experience (ME)	0.039	2.00	0.075	0.993	0.980	0.018
Perceived Value (PV)	0.317	1.17	0.021	1.000	0.998	0.011
Sustainable Preservation (SP)	0.017	2.00	0.063	0.993	0.983	0.018
Good Model it for all Criteria						

As shown in Table 3, all six criteria (χ^2/df , p-value, RMSEA, CFI, TLI, and SRMR) fit their respective acceptable thresholds. This indicates that each measurement model is consistent with the empirical data. Therefore, it can be stated that the overall confirmatory factor model of each measurement model is consistent with the empirical data. In addition, the quality test of the measurement instrument was analyzed using discriminant validity, as the validity of each measure must be able to measure only its own subject and not mixed with other measures [28]. The relationship of the variables was examined by reporting the correlation matrix between the variables and considering the square root of the average variance extracted ($\sqrt{V}$) which is the diagonal of the correlation matrix. It was found that all latent variables extracted had higher values than all values in the same column, windicating that all latent variables have discriminant validity, as shown in Table 4.

Table 4. Results of Discriminant Validity: Fornell-Larcker Criterion

Latent Variable	CE	ME	FV	SP
Creative City Management (CM)	0.812			
Memorable Experience (ME)	0.716	0.915		
Perceived Value (PV)	0.801	0.825	0.896	
Sustainable Preservation (SP)	0.796	0.817	0.863	0.923

Remark: Values in each column on the diagonal are correlation estimates. Values in parenthesis on the diagonal are the square root of the average variance extracted.

Table 4 shows the analysis of the structural relationship pattern of the factors affecting the sustainable preservation of the old town from the perspective of creative city management, memorable experiences, and perceived value of Thai tourists in the Phuket Old Town area. Regarding the discriminant validity, the validity of each construct that can be measured separately, considering the column values of interest, had a higher value than the construct correlation value in all columns, indicating that the measure has discriminant validity in all constructs. Therefore, it can be concluded that the variables in the research have discriminant validity.

To confirm the construct distinctiveness of the variables, the Heterotrait-Monotrait Ratio of Correlations (HTMT) criterion was further examined. The HTMT is highly sensitive and accurate in cases where variables are highly correlated. The results showed that the HTMT values of all correlation pairs, especially those between FV and SP, were lower than the 0.80 criterion. In addition, to eliminate concerns about multicollinearity that may arise from excessively high correlations ($r > 0.80$), the variance inflation factor (VIF) at the construct level (inner VIF) was examined. It was found that all predictor variables had VIF values lower than 3.3 (or 5.0), following Hair et al. [24] criteria. This confirms that 4 variables of sustainable preservation of old town, creative city management, memorable experience, and perceived

value are not statistically redundant, and each variable has a unique explanatory power for the variance of the dependent variable.

Table 5. The Path Coefficients among Variables in term of total Direct and Indirect Effects

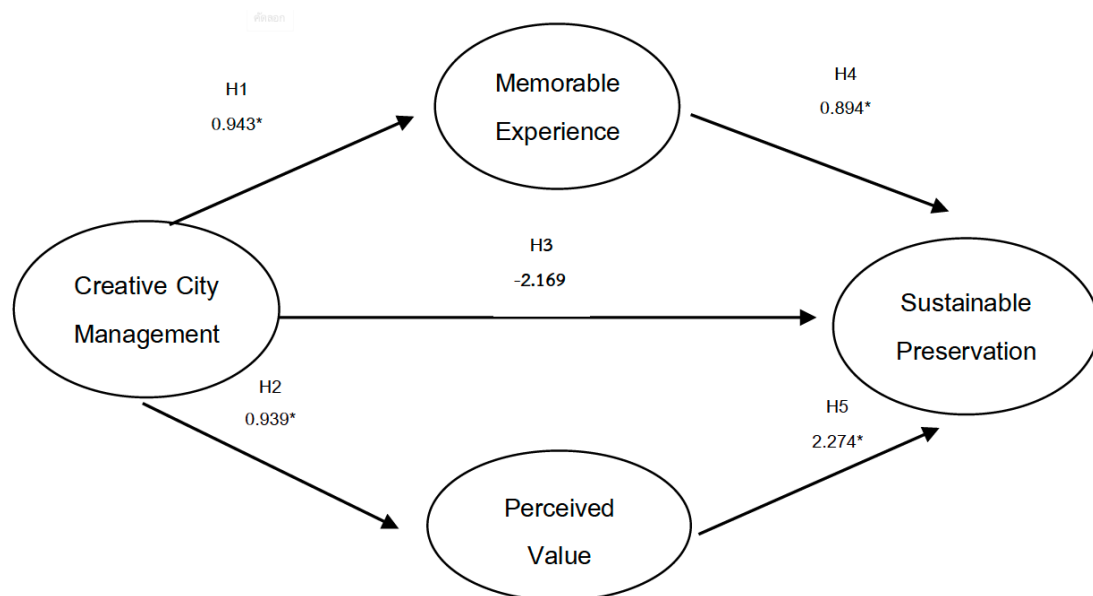
Effect	Sustainable Preservation (SP)			
	β	DE	IE	TE
Creative City Management (CM)	0.266	-2.169	2.952*	0.783*
Memorable Experience (ME)	0.128	0.943*	0.000	*0.943
Perceived Value (PV)	0.106	0.939*	0.000	*939.0

Remark: P - Value < 0.05*

Table 5 presents the results of the analysis of direct, indirect, and total influences of the independent variables affecting the dependent variable (sustainable preservation). Results showed that all variables were statistically significant at a p-value < 0.05.

Regarding creative city management, the total effect on sustainable preservation was high and positive (TE = 0.783*). When considering the relationship structure, CE had a very high indirect effect of 2.952*, indicating that creative city management significantly affects preservation through mediators. However, its direct effect was negative (-2.169). Memorable experience had a direct and positive effect on sustainable preservation at 0.943*, with no indirect effect (IE = 0.000).

Perceived value had a direct and positive effect on sustainable conservation at 0.939*, with no indirect effect (IE = 0.000). All of the above criteria of the model fit indices according to Hair et al. [27]. This indicates that this model can explain the sustainable preservation of the old town, as shown in Figure 1.



Chi-square =258.872 df= 125 CFI = 0.978 TLI = 0.967 RMSEA = 0.052, P*= <0.05

Figure 1. The Final Structural Model of Sustainable Preservation of Old Town, Creative City Management, Memorable Experience and Perceived Value of Thai Tourist in Phuket Old Town, Thailand

The results of hypothesis testing by considering the t-test (C.R.) value, p-value by finding the relationship of variables in each pair of relationships between independent variables and dependent variables and analyzing the assessment of influence values between variables obtained from the standard regression coefficients of the variables

using the Maximum Likelihood (ML) parameter estimation method. The statistical values of the analysis of influence to test the hypothesis and the results of the hypothesis testing are as shown in Table 6.

Table 6. The Path Coefficients and Hypothesis Result

Indicator	Estimate	S.E.	C.R.	P	Hypothesis Result
ME < CM	0.943	0.082	13.256	***	supported
PV < CM	0.939	0.076	13.232	***	supported
SP < ME	0.894	0.278	2.915	0.004	supported
SP < PV	2.247	0.511	4.308	***	supported
SP < CM	-2.169	0.627	-3.602	***	supported

Remark : P = 0.01

Table 6 depicts the results of the adjusted structural equation model analysis of the factors affecting the sustainable preservation of the old town from the perspectives of creative city management, memorable experiences, and Thai tourists' perception of value. Results demonstrated that the CM variable exerted a statistically significant direct influence on the ME variable at the 0.01 level, with a path coefficient (estimate) of 0.943, a standard error (S.E.) of 0.082, and a critical value (C.R.) of 13.256. The CM variable exerted a statistically significant direct influence on the PV variable at the 0.01 level, with a path coefficient (estimate) of 0.939 and a critical value (C.R.) of 13.232. The ME variable exerted a statistically significant direct influence on the SP variable at the 0.01 level, with a path coefficient (estimate) of 0.894, a critical value (C.R.) of 2.915, and a p-value of 0.004. The PV variable demonstrated a statistically significant direct influence on the SP variable at the 0.01 level, with the highest path coefficient (estimate) of 2.247 and a critical value (C.R.) of 4.308. The CM had a statistically significant negative direct influence on the SP variable at the 0.01 level, with a path coefficient (estimate) of -2.169 and a critical value (C.R.) of -3.602.

Conclusion and Discussion

Creative city management has a positive influence on the sustainable preservation of the old town through the variable of memorable experiences. It can be mentioned that creative city management contributes to the management of tourist attractions in the area and the creation of a suitable cultural landscape, an atmosphere conducive to travel, and cultural exchange activities. The old town area has complete tourist facilities, while creative city management makes the area stand out. All these factors provide tourists traveling to the old town area with a memorable experience, which is consistent with the study by Kim [29], who found that memorable experiences led to the tourists' intention to revisit. When tourists have a memorable travel experience – whether obtained from interactions with local people, attractions, or the overall city environment – they tend to recall the same destination when planning future trips, thereby increasing their intention to revisit the destination. The results are also consistent with UNESCO [18], which defines a creative city as a city with a variety of cultures and activities that affect the social and economic development of that city. This diversity leads to economic growth in the area, creates memorable impressions and experiences, and contributes to the creation of a creative city model.

Although creative city management has a negative direct effect on sustainable preservation, it also demonstrates a strong indirect effect. This indicates that creative city management alone may have negative or complicating impacts on preservation. However, when its influence is mediated through mediators such as memorable experiences and perceived values, creative city management becomes a significant factor promoting sustainable preservation. Creative city management is an urban development approach that emphasizes human and creative skills, fostering innovation and leveraging local potential to create added value across multiple sectors within the area. Effective city management

creates a perception of value for both residents and tourists visiting the area. Tourists can recognize the area's values from its reputation, historical significance, and importance. This is consistent with Aaker's [30] concept, emphasizing managing and differentiating products in ways that maximize customer satisfaction with both the products and services offered. Aaker argued that customers want not only core value but also added value that enhances their overall experience beyond basic satisfaction. Entrepreneurs can create such added value through strategic enhancement of their products and services. In the context of an old town, differentiation maximizes visitors' satisfaction and perception of value. At the same time, it creates a sense of pride, encourages conservation attitudes, and promotes a desire to preserve the area. This aligns with the concept of the creative city introduced by Vareiro et al. [31], stating that creative city management leads to economic growth in the area by leveraging creativity and attracting creative thinkers and entrepreneurs from both domestic and international areas to invest, creating jobs and income in the area. These factors create value within the area and enhance perceived value among outsiders. Cultural value can be recognized from the city's identity. Historical value, including the city's architectural design and decoration, integrated with creative city management, contributes to economic value. Tourists recognize the destination as an area with high potential tourist attraction that provides value to the country [32].

This study indicates that creative city management is the arrangement of a city with a variety of cultural activities. It plays an important role in the economic and social development of the city. The creative city is founded on social and cultural stability, creating a group in which people and local culture play an important role in making the city a space for expressing creativity and social integration. This local identity is expressed or communicated through various forms of art and cultural activities in which cultural and creative industries will lead to development and conservation in the area, which is consistent with the creative city management concept of UNESCO [18] that promotes Kanazawa as a creative city that has been passing on and transmitting knowledge of handicrafts and folk arts for a long time since the Edo period. The development of the city leads to the maintenance of cultural capital through various methods, such as creating a local economic cycle, developing innovation, and maintaining existing industries in the city.

Memorable experiences have a positive influence on the sustainable preservation of the old town. When tourists are satisfied with their tourism experience, they have a memorable experience, shaping their preservation-related behavioral intentions, such as choosing to revisit the old town and engaging in responsible tourism practices. Tourists can perceive this value through prior experience, participation in local activities, cultural exchange, food tourism, and service offered. All these affect the memorable tourism experience. These are in accordance with the study by Seyfi et al. [33], reporting that memorable experiences have a positive influence on the sustainable preservation of old town.

Perceived value has a positive influence on the sustainable preservation of the old town. Effective tourism management makes stakeholders feel like they are part of tourism and perceive value, leading to the preservation and development of tourist areas. This is consistent with the idea that people's memories of the existence of old town communities will promote the physical characteristics of the city, which are evident from the existence of old town communities. In addition, this study reveals that the perceived value of tourism affects the motivation of tourists to travel. This shows that perceived value has a positive influence on the sustainable preservation of the old town [22].

It can be concluded that the factors affecting the sustainable preservation of the old town include the perspective of creative city management, memorable experiences, and perceived value. This is consistent with the concept of UNESCO [34] that the principles of sustainable development help preserve existing resources. Active protection of urban heritage and sustainable management are good conditions for development. It is an important part of achieving SDG 11: Sustainable cities and communities. At the same time, the conservation and development of old towns are also consistent with many other sustainable development goals, such as Goal 1: The eradication of poverty (no poverty). The old town that is properly preserved and developed is an important asset in generating income for local communities and the country. Especially, cultural tourism can create economic benefits for various sectors of society and local communities,

thereby supporting Sustainable Development Goal 8: Having decent work and sustained economic growth. The conservation and development of old town is highly challenging in the context of contemporary society. This is because the old town cannot rely solely on tourism activities. Dependence solely on tourism prevents an old town from achieving sustainable development [35]. Therefore, the old town must be preserved and developed based on supporting residents and various types of activities. The preservation and development of the old town to meet the needs of modern usage also requires industry, innovation, and infrastructure, which is Sustainable Development Goal 9. This is because the old town needs the development of innovation and modern infrastructure to increase the potential of the old town to support residents and activities.

Recommendations

1. Strategic Focus on Value and Experience on Physical Management

The study revealed that Creative City Management has a negative direct effect on sustainable preservation but a strong positive indirect effect when mediated by experience and value. This implies that managing the physical city alone without creating emotional or value-based connections may complicate preservation efforts or lead to negative outcome. City administrators should not focus solely on physical infrastructure or rigid zoning. Instead, management strategies must prioritize soft aspects that generate Memorable Experiences, such as facilitating cultural exchange activities, storytelling, and interactive events between tourists and locals. Management must be a tool to deliver value, not just control the area.

2. Designing for Memorable Experiences to Drive Revisit Intention

Consistent with the findings memorable experiences are the key driver for tourists' intention to revisit and their willingness to support preservation. Tourism stakeholders should design the Old Town journey to include high-engagement touchpoints.

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