

The Global Gotong Royong (G2R) Tetrapreneur Concept for Accelerating Tourism Village (Case Study of Karangasem Bantul Tourism Village)

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ABSTRACT

Not many tourist villages in Indonesia have achieved the classification of independent tourist villages (*desa wisata mandiri*) as stated in the Tourism Village Guidelines published by the Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia (2021) which oversees tourism and village affairs. Global Gotong Royong (G2R) Tetrapreneur as a sustainable entrepreneurial model concept for creating independence and authority towards global iconic products can be an acceleration towards an independent tourist village. This conceptual paper wants to offer an acceleration concept that can be carried out by the management of the Karangasem Tourism Village in Bantul Yogyakarta by implementing the four pillars of Tetrapreneur, namely Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur to become an independent tourist village with its global iconic product, namely bamboo crafts, which are the mainstay product of the community. The findings can also be applied to other tourist villages in Indonesia to expedite their transformation into independent tourism villages.

Keywords: Rural tourism; tourism village; criteria of Indonesian tourism village; Global *Gotong Royong Tetrapreneur*

INTRODUCTION

A tourist village is a tourist destination that provides unique rural life experiences for tourists consisting of traditions, arts, and daily life of the community. Since the 1990s, rural tourism, which in Indonesia is represented in tourist villages (*desa wisata*), has begun to become

mainstream as alternative tourism that has more potential to realize sustainable tourism in many countries in the world (Sharpley & Sharpley, 1997; Lane, 1994; Fons, et.al, 2011; Wilson, et.al, 2001; Gartner 2004;

Based on the Tourism Village Guidelines (*Pedoman Desa Wisata*) published by the Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia, tourist villages (which include *desa*, *nagari*, *gampong*, or other names) are "areas that have the potential and uniqueness of a unique tourist attraction, namely experiencing the uniqueness of life and traditions of rural communities with all their potential" (Coordinating Ministry for Maritime Affairs and Investment, 2021).

The criteria for tourist villages determined by the Tourism Village Guidelines consist of six things, namely: a) Having potential tourist attractions (natural, cultural and artificial tourist attractions/creative works); b) Having a community; c). Having potential local human resources who can be involved in tourism village development activities; d) Having a management institution; e). Having opportunities and support for the availability of basic facilities and infrastructure to support tourism activities; and f). Having potential and opportunities for developing the tourist market.

The Tourism Village Guidelines also explain the classification of tourist villages which consists of 4 categories, namely: 1) pioneering (*rintisan*), 2) developing (*berkembang*), 3) advanced (*maju*), and 4) independent (*mandiri*). Each classification is divided based on five

basic indicators, namely: number of visits, developing tourism industry, readiness of skills and human resources, diversification of tourism products and activities, and tourism amenities.

Tourism villages are a form of community empowerment to manage tourism potential in their own environment to realize prosperity. Tourist villages in Indonesia began to develop in the early 2000s, although they only emerged more massively when the government launched the Mandiri National Community Empowerment Program (PNPM) in 2009.

Data from PNPM Mandiri shows that the growth in the quantity of tourist villages has increased following the launch of this program as stated in Table 1. As time goes by, the growth of tourist villages in Indonesia has mushroomed. In 2018, the number of tourist villages in Indonesia reached 7,275. The island of Java is the most dominant host for tourist villages among other islands in the archipelago (Tourist Village Guidelines, 2021).

The large number of tourist villages in Indonesia with varying institutional performance has led the government to classify them into four categories: 1) pioneering, 2) developing, 3) advanced, and 4) independent. Each classification is divided based on five basic indicators, namely: number of visits, developing tourism industry, readiness of skills and human resources, diversification of tourism products and activities, and tourism amenities (Tourism Village Guidelines, 2021). This classification is expected to make it easier for the government to carry out guidance because strengthening tourism institutions is one of the main tasks and functions of the government, in this case, the Ministry of Tourism and Creative Economy and the government's tourism institutional structure under it.

Table 1. Data on the number of tourist villages since PNPM Mandiri was launched

Year	Number of Tourism Villages
2009	104
2010	200
2011	569
2012	978
2013	980

Source: PNPM Mandiri

Not a few tourist villages in many places in Indonesia are experiencing stagnation in their growth. The classification that has been made, which includes detailed indicators, should become a reference for the government and local communities to be able to make improvements in targeted

periods, for example in two or three or five years. Apart from the role of the government and local communities, based on the penta helix collaboration concept of tourism development that has been used by the government, the role of academics, the business world and the media is also anticipated in providing acceleration facilities for tourist villages so that they continue to grow.

Table 2. Growth of Tourism Village Categorization in DIY

Number of Tourism Village per-category	Year			
	2020	2021	2022	2023
Total Number	282	286	305	224
Pioneer (<i>Rintis</i>)	-	-	100	113
Developing (<i>Berkembang</i>)	33	39	54	55
Advanced (<i>Maju</i>)	60	31	37	40
Independent (<i>Mandiri</i>)	-	-	14	16

Source: Bappeda DIY, 2024

Based on data from Regional Planning and Development Agency (Bappeda) DIY, in 2023 there will only be 16 tourist villages in the independent category, 40 developed tourist villages, 55 developing tourist villages, and 113 pioneer tourist villages. This number increased from the previous year in 2022. However, data from the same source also shows a decrease in the number of tourist villages in DIY, in 2020 there were 282, leaving only 224 tourist villages in 2023. The complete data is presented in Table 2.

Karangasem Tourism Village is one of the tourist villages in Bantul Regency, Yogyakarta Special Region. This tourist village has major potential for bamboo crafts. Since it officially became a tourist village in 2015, bamboo weaving activities with local communities, buying bamboo craft products, and other cultural activities have become the main attractions in Karangasem. Around 98% of the people are bamboo craftsmen (Priyambodo et al, 2022). Bamboo weaving activities have been carried out from generation to generation by local people there (Dewi, 2023) and have become their heritage. In the first three years, this tourist village was categorized as a pioneer tourist village, and in its development in 2022, this village was categorized as an advanced tourist village.

This conceptual study wants to offer how the potential in the Karangasem Bantul Tourism Village can be accelerated so that it can encourage this tourist village to become an independent tourist village. Based on Table 2, currently, Yogyakarta only has 16 independent tourist villages, there are still 40 tourist villages that are currently categorized as advanced and are encouraged to become

categorized as independent. This paper offers the acceleration of developed tourist villages to become independent tourist villages using the Global Gotong Royong (GR2) Tetrapreneur approach as well as the limitations and novelty of this article.

GR2 Tetrapreneur is a "sustainable entrepreneurial model for creating independence and authority towards global iconic products". This concept was coined by Rika Fatimah PL in 2014 in Malaysia through the Pangkor International Development Dialogue (PIDD) program which she then developed in Indonesia under the name Tetrapreneur before being further refined into GR2 Tetrapreneur in 2018 (See: Rika Fatimah et al. 2009 and Rika Fatimah, 2012). Tetrapreneur consists of four pillars of a comprehensive (holistic) approach, namely Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur (Fatimah, 2018). The four are placed in a quadrant, each consisting of one tetra as shown in Figure 1.



Figure 1. The four quadrants in Tetrapreneur conceptualized by Rika Fatimah
Source: Fatimah (2022)

Quoting Fatimah (2012), Chainpreneur (entrepreneurial chain) is an approach to illustrate entrepreneurial conditions using a supply chain philosophy that involves all parties, both directly and indirectly, to meet customer demand. The key concept of this first tetra is "creating a closed loop for the benefit of a chain of entrepreneurs." This is intended so that each supply chain can maximize the overall value produced. In this first tetra, it is hoped that the public will have an awareness that businesses developed through cooperation are part of a large supply chain. The most important things to consider in this tetra are facilities, transportation, production; product availability; information access and prioritization; business processes, and pricing. There are principles applied in Chainpreneur, namely prioritizing opening

jobs, building partnerships, and providing benefits in seven things known as the 7Ps, namely philosophy, process, path, product, performance, policy, and people (Fatimah, 2022).

Next is Marketpreneur (entrepreneurial market), which is defined as "an innovative point of view to identify the needs of entrepreneurs at each stage by projecting market activities that meet the needs, desires, and expectations of consumers (outsiders) who are not limited to those who interact directly or buy products /services but also the stakeholders involved in it" (Fatimah, 2022). Still according to Fatimah (2018) as quoted by Ferrel et al (2014) & Fatimah (2009), for a business to achieve and continue to generate profits, producers must produce quality products, operate efficiently, and be socially and ethically responsible in dealing with consumers, employees, investors, regulators (government), and society. In this second tetra, people are often not visionary and ready to build the market gradually and long term, but want to sell quickly and instantly.

The key word of this second tetra is to create a non-competition-based market which can be realized with government protection. The creation of Non-Competitive Markets is carried out consciously, continuously, agilely, and market communication. The market in question is a business market for the community (market for people), namely;

1. Indirect Marketing (marketing with value), for example, culinary products that bring harmony to eating together like a family.
2. Community Marketing (marketing with ties or bonding), for example, handicraft products by communities (villages, alumni, hobbies, people with disabilities, poor people, etc.) in collaboration with the Corporate Social Responsibility (CSR) program to improve their products to market access.
3. Digital Marketing (network marketing), for example, fashion products with network communication carrying the latest topics and concerns (updates).
4. Brand Marketing (marketing with loyalty), for example, standardized products that are 'always attempted' to be purchased because of the value of both ties and networks (Fatimah, 2022).

Meanwhile, Qualitypreneur (entrepreneurial quality) is "a quality approach that provides practical recommendations

in terms of characteristics to satisfy the needs, desires and expectations of entrepreneurs (customers within)" (Fatimah, 2022). This third Tetra was inspired by the many products that emerged because they simply followed trends and did not dare to innovate and build a personal philosophy and new business processes. By having quality in the products created, people are slowly ready to present their products at a higher level, namely a competitive market (competition-based market). To guarantee the quality of the products created, they must have a system of assurance, personification, traceability, professionalism, compliance, and trustworthiness for an orderly and standardized business market, namely retail rules. profit sharing/commission/royalty), agency rules (mandate on purchasing size and price), online rules (mandate on the suitability of offers), and standardization (mandate on compliance with sizes, processes, and systems). The key actions in this tetra are entrepreneurial knowledge, customer satisfaction, service personification, service strategy, innovation, and system improvement (Fatimah, 2022).

Lastly is Brandpreneur (entrepreneurial brand) which is "an association strategy to encourage the growth of entrepreneurs using a brand value (aspiration) approach". At this stage, stakeholders are also determined who are specifically responsible for strengthening the strategic position in the market, maintaining the life cycle and compatible capabilities of the products created to be able to compete in the global market (Fatimah, 2018). In this fourth tetra, Fatimah introduced the "brand iconic aspiration" approach, the implementation of which is carried out by 'responsible' stakeholders who specifically create innovative and supportive policies to oversee the leap of entrepreneurs to market regional iconic products to become global brands. The key actions in this tetra are product knowledge and the entrepreneurial needs index (ENI) (Fatimah, 2022).

LITERATURE REVIEW

Studies on the use of Tetrapreneur as a community-based entrepreneurship development concept have been widely used by academics in Indonesia. Almost all studies that use Tetrapreneur as a business strategy development concept are based on rural economic businesses such as Village-Owned Enterprises (BUM Desa) and Women's Farmer Groups (KWT). On average, the studies carried out are research which is the output of community service

activities, although quite a few also offer conceptual studies.

Fatimah (2018) as the creator of the Tetrapreneur concept gave an example of how this concept was implemented at BUM Desa in Bleberan Village, Gunungkidul to create a village-based business institution entitled Q-BUMDES. He recommended implementing Qualitypreneur for effective and efficient BUM Desa products by providing information on business development. The three aspects of information that according to respondents are the most important to pay attention to provide quality products from BUM Desa are (1) Raw Materials; (2) Customers/Market and (3) Access to Financing. This study also looks at the need to provide faster facilities and types of transportation to meet customer demand and always maintain product availability. when required by the customer and the services provided follow the customer's request.

Fatimah's study (2018) also provides recommendations for Marketpreneurs to focus on two components, namely the business chain strategy of business actors in facing the market and the perspective of business actors on the market/customers. Meanwhile, Brandpreneur's recommendation is the importance of increasing the effectiveness of government programs and increasing the value of human resources to increase village entrepreneurial learning. Some recommended programs include: 1) Increasing Program Socialization; 2) Documentation of government programs and 3) Creation of a village library containing the essence of government program documentation.

Together with Suratman & Nugroho, Rika Fatimah also gave an example of how Tetrapreneur was implemented in Bayat Klaten for the development of Desapolitan to support Universitas Gadjah Mada's Agro Science Techno Park (ASTP) (Suratman et al, 2023). This assisted village activity aims to implement, develop, and innovate community empowerment in realizing community independence and welfare based on innovation in developing community potential so that it can develop and optimize human resources in the environment around ASTP Bayat.

Asra & Maulana (2021) utilized Tetrapreneur to develop an outlet owned by BUM Desa Air Putih Jaya in Bengkalis, Riau. This study concludes that the Tetrapreneur model that has the most influence on the business plan for the Air Putih Jaya Village BUM outlet is the Chainpreneur and Qualitypreneur factors, although

this is not explained in detail. Meanwhile, Najiah, et al (2022) implemented Tetrapreneur to develop the BUM business in Jati Makmur Village, Jatirejo Village, Tikung District, Lamongan Regency. This study concludes that it is necessary to implement skills training or BUM Desa management training for administrators to improve the performance of BUM Desa institutions so that their businesses continue to grow.

In contrast to studies on the implementation of Tetrapreneur which were mostly carried out in BUM Desa conducted by Asra & Maulana (2021) and Najiah, et al (2022), Senjawati, et al. (2022) applied this concept to the Women's Farming Group in Salamrejo Village, Kulon Progo Regency by developing innovations in processing superior local products, namely corn into processed milk and nuggets. Another study from Triyuni, et al (2021) developed the Tetrapreneur concept to build sustainable tourism during the Covid-19 era in Bongkasa Pertiwi Village, Badung Regency, Bali.

In our opinion, previous studies that applied the Tetrapreneur concept have not fully implemented it ideally and explained it in detail in the study results articles. Tetrapreneur is still impressed by the concept. Ajidin & Rika Fatimah's (2022) study which applies halal principles to the design of fried meatball food products in Bejiharjo Village, Gunungkidul Regency seems to be an ideal model. How the Tetrapreneur concept succeeded in giving rise to an "iconic brand aspiration" from local products in Bejiharjo Village, namely fried meatballs that are guaranteed to be halal, as a form of Qualitypreneur, Marketpreneur, and Brandpreneur at the same time. Although in this study the Chainpreneur aspect is not yet prominent enough. Meanwhile, the study by Rahmatica, et al (2019) offers a conceptualization of the development of BUM Desa in Sawojajar Village, Wanasari District, Brebes Regency using the Tetrapreneur Model involving higher education and banking which tends to be stronger in the Chainpreneur aspect but less prominent in the other three tetras

Compared to studies that utilize the G2R Tetrapreneur concept, the study I conducted in this paper has the first difference in objectives. Through the Tetrapreneur concept, this study wants to accelerate the classification of villages from developed tourist villages to independent tourist villages by optimizing the indicators determined by the government as stated in the Tourism Village Guidebook with a case study of Karangasem Tourism Village in Bantul Regency. This is what is expected to

differentiate this study from previous studies.

METHODOLOGY

This paper is a conceptual study with a qualitative approach. Conceptual studies are part of descriptive studies (See: Xin, et.al., 2013; Seyitoğlu & Ivanov, 2020; Yozukmaz, et.al., 2017; Halim, et.al., 2021; Geetha & Bhanu, 2018). Data for this study was collected using participant observation techniques and the use of secondary sources in the form of official government documents, presentations, and scientific articles especially related to G2R Tetrapreneur which were obtained from various digital sources. Participatory observation was carried out by the author during his time as a companion for Karangasem Tourism Village from the pioneering period in 2014 until today. The analysis used in this study is descriptive. This analysis is carried out by collecting data according to the actual data, then the data is compiled, processed, and analyzed to provide an overview of the existing problem.

RESULT AND DISCUSSION

A brief description of Karangasem Hamlet and Karagasem Tourism Village

Karangasem Tourism Village is located in Karangasem Hamlet, Muntuk Village, Dlingo District, Bantul Regency, Yogyakarta Special Region Province. The distance from the village government center is 2 km, while from the provincial government center, it is 25 km. The area of Karangasem Hamlet is 131.2280 ha, consisting of yards (53 ha), simple rice fields (2 ha), rain-fed rice fields (8 ha), dry fields (46 ha), and state forests (19.15 ha). This hamlet borders the hamlet of Tangkil to the north and east, Seropan I to the south, and the neighboring village of Wukirsari, Imogiri to the west. The topography of Karangasem Hamlet is mountainous, dry, and rocky which dominates most of the area. However, despite this, the road access to this hamlet is quite good.

Based on official data, the population of Karangasem is 990 people (consisting of 501 men and 489 women). The number of families in Karangasem is 345 families. Almost all people follow the Islamic religion. The majority of the community's livelihood is bamboo craftsmen, however, according to administrative records, the number of bamboo craftsmen is 594 people, 123 farmers, 74 entrepreneurs, 26 and 28 service providers and artisans respectively, and 26 livestock breeders. Even

though some people have other jobs, they still weave bamboo in their homes. According to unformation from the Head of Karangasem Hamlet, the number of bamboo weavers in this hamlet is around 95%.

The livestock developed by the community are cows and goats. The dominant plantation crops in Karangasem are coconut, cloves, and rubber. The forestry plants developed here are dominated by bamboo, mahogany, acacia, teak, and sono. This hamlet also includes a pine forest area belonging to the government (Perhutani), so some people tap pine trees for their livelihood.

The public facilities owned by the people of Karangasem are 3 mosques, 4 prayer rooms, and 1 pavilion as a meeting hall. In the field of education, this hamlet has 2 Qur'an schools, 2 pre-kindergartens, and 1 kindergarten. Meanwhile, for basic education, the community sends their children to elementary schools in neighboring villages because the elementary school here is closed due to a lack of students. The Government combines for efficiency. The health facilities available include posyandu for toddlers and posyandu for the elderly. The nearest health center is near the village office. The community's sports facilities include volleyball courts, table tennis and badminton.



Figure 2. One of the house of bamboo craftsmen in Karangasem Hamlet

Source: Researchers

The arts developed by the people of Karangasem include karawitan, jatilán, sholawat maulud, hadroh, and macapat. There is an arts group that exists in Karangasem. Karangasem's tourist attractions are waterfalls, rice fields, pine forest areas, and eucalyptus forest areas, complementing the main attraction in this tourist village, namely bamboo weaving. Another tourist attraction developed in the Karangasem Tourism Village is exploring the village and staying overnight to enjoy the hamlet atmosphere.

Karangasem was first developed as a tourist village when a team from Universitas Gadjah Mada held a field learning program in 2012. Seeing the potential of bamboo crafts in Karangasem and after agreeing with the local community, the team from Universitas Gadjah Mada then started assisting the Karangasem community in starting a tourist village in 2014. In general, this tourist village officially received legal recognition from the regional government through the issuance of a Decree from the Regent of Bantul in 2015 with the formation of the Tourism Awareness Group as the manager of the Karangsem Tourism Village. Recently, when Governor Regulation Number 40 of 2020 concerning tourism awareness groups (Pokdarwis) and Tourism Villages was issued, it was regulated that in each sub-district there was only one Pokdarwis at the sub-district level so that the Pokdarwis in Karangasem Hamlet was drawn into the Muntuk Village Tourism Awareness Group, leaving the management of the Karangasem Tourism Village only at the hamlet level.

Existing Conditions of the Karangasem Bantul Tourism Village: From a Pioneer Tourism Village to an Advanced Tourism Village

After the Bantul Regent's Decree was issued, the management of the Karangasem Tourism Village slowly started developing its tourism village. After the legal stages have been carried out, the management of the Karangasem Tourism Village will improve its tourism potential and human resources. Every day, people still weave bamboo as the main source of life for the community. At the start of the tourism village, the management of the Karangasem Tourism Village still depended on an accompanying team from the Vocational School of Universitas Gadjah Mada.

The intensive mentoring program carried out by the Universitas Gadjah Mada team in Karangasem lasted four years from 2014 to 2018 through a community empowerment program grant from the Vocational School of Universitas Gadjah Mada. The grants are outlined in the mentoring programs outlined in Table 4.

After the mentoring process was underway, the Karangasem Tourism Village management slowly became more confident in taking part in tourism competitions organized by the Tourism Office in both the district and province. In 2018 Karangasem won the award as First Place in the Tourism Awareness Group in Bantul Regency and Third Place at the Yogyakarta Special Region Province level (2018). Next, in 2019, Karangasem

won first place in Tourism Village in Bantul Regency in the Developing Category and ranked fourth in Yogyakarta Special Region Province (2019). Finally, in 2021, Karangsem Tourism Village won second place in Tourism Villages in the Special Region of Yogyakarta province.

Regarding the classification of tourist villages, Karangsem Tourism Village in the initial ranking carried out by the Bantul Tourism Office was immediately categorized as a developing tourist village by being included in the district level competition in 2019 and getting First Place. In the latest ranking of tourist villages by the Yogyakarta Special Region Tourism Office in 2023, the Village Karangsem tourism is categorized as a advanced tourist village.

Table 3. Mentoring Program for Karangsem Tourism Village by the Vocational School Universitas Gadjah Mada Team

Period	Mentoring Program Details
Year I (2014)	<ol style="list-style-type: none"> 1. Comparative study to developed tourist villages (Brayut, Nglanggeran, and Krebet) 2. Pioneering the formation of a Tourism Awareness Group (Pokdarwis) 3. Exploring the potential of Padukuhan Karangsem for tourism 4. Simulation of the first tour package (weaving and enjoying a pine forest) involving vocational school students
Year II (2015)	<ol style="list-style-type: none"> 1. Comparative study to developed villages and tourist destinations (Manyaran, Malang, and Putu Bajuri Mandiri) 2. Preparation of the Articles of Association/House Budget for the Pokdarwis date for proposing the Regent's Decree 3. Making tourist brochures 4. Initiate the preparation of a tourist homestay 5. Test acceptance of domestic tourists
Year III (2016)	<ol style="list-style-type: none"> 1. Trial of accepting foreign tourists 2. Making a "sunrise tracking" attraction to the Pine Forest and learning gamelan 3. Planning outbound packages (outdoor games) 4. Homestays are opened in 9 houses with a total of 18 rooms
Year IV (2017)	<ol style="list-style-type: none"> 1. Making creative tour packages (developing the attraction of bamboo weaving) 2. Outbound guide training 3. Test outbound packages (outdoor games)
After 2017	<ol style="list-style-type: none"> 1. Making tour packages and culinary products 2. Developing volunteer tour packages

Source: Researchers

Conceptualization of the Acceleration of the Karangsem Tourism Village towards an Independent Tourism Village Using Tetrapreneur

Referring to the classification of tourist villages and their indicators (Kementerian Koordinator Bidang Kemaritiman dan Investasi, 2021), it is known that developed tourist villages such as Karangsem Tourism Village have met the following indicators:

1. The community is fully aware of tourism potential including its development.
2. It has become a well-known tourist destination and is visited by many tourists, including foreign tourists.
3. Tourism infrastructure and facilities are adequate.
4. The community can manage tourism businesses through local working groups (Pokdarwis).
5. The community can utilize village funds for the development of tourist villages.
6. Tourism village management system which has an impact on improving the economy of the village community and the village's original income.

Furthermore, if Karangsem Tourism Village wants to upgrade to become an independent tourist village, it needs to increase its institutional capacity so that it meets the indicators of an independent tourist village. If mapped, the improvements that must be made by the management of the Karangsem Tourism Village are as stated in Table 4 below.

Table 4. Identification of Indicators that Must Be Improved to Become an Independent Tourism Village

Indicators Based on Guidelines	Improvements to be Achieved
Number of Visits	Become a tourist village that is better known internationally and implements sustainable tourism.
The Developing Tourism Industry	Tourist villages are not only tourism villages that have an economic impact but also optimize digitalization of technology for independent marketing.
Skill and Human Resource Readiness	<ol style="list-style-type: none"> 1. The community is not only aware of the potential of tourist villages but is also able to develop product diversification for tourist villages which can become independent community entrepreneurship. 2. Communities do not just manage tourist villages in groups, but can also build

	inter-sector and pentahelix networks.
Tourism Amenities	Facilities and infrastructure for tourists are not only adequate but are of international standard, at least ASEAN.
Diversification of Tourism Products and Activities	Presenting innovation in the diversification of tourism products by utilizing Village Funds, not just accessing Village Funds (<i>Dana Desa</i>) for the development of tourist villages

Source: Researcher's Elaboration

After knowing the indicators that must be improved by the management of the Karangasem Tourism Village to become an independent tourist village, the next step is to approach the indicators that must be improved using the G2R Tetrapreneur concept. As is known, Tetrapreneur has 4 tetras, namely Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur, each of which will be connected to indicators whose quality must be improved. If connected, the acceleration of the Karangasem Tourism Village to become an independent tourism village with Tetrapreneur is shown in Table 5.

Table 5. G2R Tetrapreneur Mapping for Acceleration to Become an Independent Tourism Village

Improvements that Must Be Achieved	<i>Tetrapreneur Concept</i>
Become a tourist village that is better known internationally and implements sustainable tourism.	<i>Marketpreneur</i> <i>Qualitypreneur</i> <i>Brandpreneur</i>
Tourist villages are not only tourism villages that have an economic impact but also optimize digitalization of technology for independent marketing.	<i>Brandpreneur</i>
1. The community is not only aware of the potential of tourist villages but is also able to develop product diversification for tourist villages which becomes an independent community entrepreneurship. 2. Communities do not just manage tourist villages in groups, but can also build inter-sector and pentahelix networks.	<i>Chainpreneur</i>
Facilities and infrastructure for tourists are not only adequate but are of international	<i>Qualitypreneur</i>

standard, at least ASEAN.

Presenting innovation in the diversification of tourism products by utilizing Village Funds, not just accessing Village Funds (*Dana Desa*) for the development of tourist villages

Chainpreneur

Source: Researcher's Elaboration

a) Chainpreneur (Entrepreneurial Chain)

The key concept in this tetra is "a New approach to describe entrepreneurial conditions using supply chain philosophy" or a new approach to describe entrepreneurial conditions using supply chain philosophy. This supply chain is supported by the awareness of building a closed loop that continues to get longer and bigger.

In our analysis, of the five indicators of independent tourist villages that must be improved, there are at least two things that are directly related to the Chainpreneur pillar, namely society can develop product diversification that becomes independent entrepreneurship and can optimize the pentahelix network; and the community can access Village Funds (*Dana Desa*) to create diversification of tourism products.

In managing tourist villages by implementing sustainable tourism, collective awareness of the entire community in Karangasem is needed. This awareness must be grown in every supply chain line within the Karangasem community in providing tourism services to tourists, starting from the tour packages, guides, food, and accommodation. How can each tourist village manager in all tourism service lines understand the concept of sustainable tourism while remaining innovative in developing Karangasem Tourism Village products?

Meanwhile, the third point is related to the ability to access Village Funds for developing innovative village tourism products, related to the ability to network with the tourism penta helix which was discussed previously. Communication and synergy with the Muntuk Village Government which manages the Karangasem Tourism Village is very important, starting from the development planning meeting (*Musyrenbang*) which proposed innovations in developing tourism products, which was followed by proposing programs through proposals submitted to the village government.

b) Marketpreneur (Entrepreneurial Market)

Marketpreneur has the key concept of "Inventing Non-Competition Based Market" or creating a non-competitive market". The marketing carried out is marketing with

value (indirect marketing), marketing with ties/bonding (community marketing), marketing with networks, and marketing with loyalty. In our analysis, to accelerate the Karangasem Tourism Village into an independent tourist village, in relation to Marketpreneur, the indicator that must be achieved is how to make this tourist village internationally known.

The intervention that can be done for this is how to create a non-competitive market for the Karangasem tourist village. Based on our experience accompanying the Karangasem Tourism Village, in the first and second years, the accompanying team from Universitas Gadjah Mada tried to find visitors to come to Karangasem from among school students, university students and lecturers. This is in order to provide initial flying hours for Karangasem Tourism Village managers in managing their tourist village, starting from welcoming guests, presenting tourist attractions, serving food, preparing accommodation, and so on. The more flying hours people have, the more confident people will be. This is also done when giving the community experience welcoming guests from abroad.

To make the Karangasem Tourism Village internationally known for supporting its marketing system, it is also related to the importance of building networks with tourism stakeholders or also known as the penta helix, namely the government, business world, media, academics, and society. Each international network owned by the government, business world, and academics can be optimized to introduce the Karangasem Tourism Village. Meanwhile, the media's task is of course to make reports or releases through their media in order to provide strong exposure to the Karangasem Tourism Village.

From the experience of assisting the Karangasem Tourism Village, Universitas Gadjah Mada has maximized its international network to introduce this tourist village, among others, to networks originating from Malaysia, Germany, Japan, Portugal, Slovakia, Australia, China, and several other countries. The government, through the Ministry of Trade, has involved one of the bamboo craftsmen in the Karangasem Tourism Village to take part in an exhibition when Yogyakarta will host one of the G20 events in 2023. As far authors know, other penta helix have not yet optimized their international network to build exposure for the Karangasem Tourism Village in the international world. There is hope as bamboo craft products have been sold from Karangasem hamlet to Singapore, Malaysia, Hong Kong, and the United Arab

Emirates, but unfortunately sales of Karangasem products abroad have not been carried out independently and still rely on export companies based in several big cities in Indonesia.

One thing that is regrettable is people's dependence on always being in their comfort zone by relying on non-competitive markets. Until now, the Karangasem Tourism Village still relies heavily on the accompanying team from Universitas Gadjah Mada to bring live tourists, even though they are able to independently bring in visitors who want to buy bamboo crafts or enjoy the pine forests they manage.

c) Qualitypreneur (Entrepreneurial Quality)

This third Tetra has the key concept of "Best Practice to business process and ready to enter Competition-Based Market" or good practice for business processes and readiness to enter competition-based markets. The requirements for entering a competition-based market are to have guarantees, personification, traceability, professionalism, compliance and trustworthiness with regularity and standardization.

To achieve an independent tourism village, the Karangasem Tourism Village management needs to focus on improving specific indicators. If approached by Tetra Qualitypreneur, the primary task would be to establish sustainable tourism practices and develop tourism services, such as culinary offerings, accommodations, and attractions, that meet international standards, or at the very least, ASEAN standards.

In relation to sustainable tourism, the management of the Karangasem Tourism Village must be introduced to and be able to apply destination criteria based on the Global Sustainable Tourism Council (GSTC). As is known, the criteria for sustainable destinations based on GSTC are to fulfill the points as stated in Table 7.

Table 7. Criteria for Sustainable Destinations based on GSTC

Section	Sub-Section
A. Sustainable management	1. Management structure and framework
	2. Stakeholder involvement
	3. Manage stress and change
B. Socio-economic sustainability	1. Provide local economic benefits
	2. Social welfare and its impacts
C. Cultural preservation	1. Protect cultural heritage
	2. Visit cultural sites
D. Environmental	1. Conservation of natural

sustainability	heritage
	2. Resource management
	3. Waste and emissions management

Source: GSTC v2 (2019)

Regarding the tourism services in the Karangasem Tourism Village, the applicable standards can be found in the 2018 ASEAN Tourism Standard. Specifically, three standards pertain to community-based tourism (ASEAN Community Based Tourism Standard), homestays or tourist cottages (ASEAN Homestay Standard), and public toilets (ASEAN Public Toilet Standard). Especially for homestays, its development greatly relies on the quality of room facilities and infrastructure (Priyanto et al, 2024).

The extent of each standard is delineated in Table 8. So far, the performance of sustainable tourism or ASEAN standards in managing the Karangasem Tourism Village has not been specifically measured using the abovementioned indicators. However, several points in these standards have been implemented by the management of the Karangasem Tourism Village. Measuring service standards that are part of Qualitypreneur should be carried out to find out what parts of the service still need to be improved and improved.

Table 8. Coverage of ASEAN standards for tourism

Types of Standards	Sub-Section
ASEAN Community Based Tourism Standard	1. Standards for community ownership and management
	2. Standards of contribution to social welfare
	3. Environmental conservation and improvement standards
	4. Standards to encourage interaction between local communities
	5. Quality standards for tourism and guiding services
	6. Standards to guarantee the quality of food and beverage services
	7. Standards to ensure quality accommodation
	8. Standards to ensure performance (inbound)
ASEAN Homestay Standard	1. Host
	2. Accommodation
	3. Activities

4. Management
5. Location
6. Cleanliness and Hygiene
7. Safety and security
8. Marketing and Promotion
9. Sustainability Principles

- | | |
|------------------------------|---|
| ASEAN Public Toilet Standard | 1. Design and Environmental Management System |
| | 2. Facilities and facilities |
| | 3. Cleanliness |
| | 4. Security |

Source: ASEAN Tourism Standard

Apart from that, optimizing digital marketing as capital to enter competition-based markets must also be carried out. Tourism village managers must prepare themselves to be able to market their tourist village products professionally, otherwise, the target of entering a competition-based market will of course be difficult to achieve.

d) Brandpreneur (Entrepreneurial Brand)

The last pillar, Brandpreneur, has the key concept "All stakeholders work for innovative and nurturing policy to sustain the entrepreneur's leap for iconic products in global branding" which means that all stakeholders strive to create innovative and nurturing policies to maintain the entrepreneur's leap in producing iconic products in global branding. This point is relevant to the indicators of achieving an independent tourist village to become a tourist village that is better known internationally.



Figure 3. One of the Karangasem bamboo craft products sold abroad

Karangasem Tourism Village has major potential for bamboo crafts. 95% of the people of Karangasem are

bamboo craftsmen who make various bamboo crafts ranging from traditional ones (tampah, kalo, soblok, irig, etc.) to modern ones (box hampers, dim sum containers, catering baskets, etc.) (See Figure 3). Bamboo crafts made by the people of Karangasem have been sold to various countries abroad. This means that the quality of bamboo crafts produced by the people of Karangasem is recognized internationally. It could be said that bamboo craft products from the Karangasem Tourism Village are iconic products. Unfortunately, bamboo craft products coming out of Karangasem do not yet appear under the same brand, nor do they even use the Karangasem brand because most of them still use intermediaries. Therefore, the government needs to oversee how to encourage Karangasem bamboo craft products to go global with the same brand, for example "Karangasem Bamboo Product" and adding a label that shows local Indonesian products that are global "Made in Indonesia" as an iconic product. The iconic brand is then marketed professionally by optimizing digital marketing with a cooperative so that it can build good bargaining power with buyers who want to remarket Karangasem community products to a wider market, and can even directly target overseas markets. Currently in Karangasem there are around two dozen collectors on a large and small scale. They supervise 10-50 craftsmen who deposit crafts to collectors according to incoming requests. Each collector is still trying their own marketing and lacks synergy and even seems to be competing at the internal level. If we describe the acceleration pattern that can be carried out by the management of the Karangasem Tourism Village to become an independent tourist village by implementing Tetrapreneur, it can be seen in Figure 4.



Figure 4. Acceleration of Karangasem Tourism Village to Become an Independent Tourism Village

This study only focuses on Karangasem Tourism Village, limiting the generalizability of the findings to other tourism villages in Indonesia. The results may not apply to villages at different stages of tourism development. Further research should include villages from diverse regions to expand the understanding of the G2R Tetrapreneur model's effectiveness across various contexts. Future studies could explore the long-term effects of the G2R Tetrapreneur model through longitudinal research, assessing its impact on sustained growth and independence. Research could also delve deeper into the roles of stakeholders such as government agencies, NGOs, and businesses, as these entities are crucial for the model's success. Additionally, understanding how the model can be adapted to fit different cultural and social contexts will help determine whether it requires modifications based on local values and resources. Quantitative studies assessing the model's impact on key tourism metrics like visitor numbers, economic benefits, and community empowerment would provide valuable insights into its effectiveness. Comparing Karangasem with other tourism villages that have implemented similar models, both within Indonesia and abroad, would broaden the applicability of the G2R Tetrapreneur model. Lastly, exploring how digital platforms and social media can enhance the marketing and branding efforts of tourism villages would offer a contemporary perspective on supporting the G2R Tetrapreneur pillars. Research on sustainability in tourism could also expand to consider

social and economic factors, providing more comprehensive success indicators for tourism village management.

CONCLUSION

The implementation of the G2R Tetrapreneur model in Karangasem Tourism Village can accelerate the achievement of independent tourism village status. The four Tetrapreneur pillars—Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur—must be implemented sequentially, starting with Chainpreneur to build a strong value chain, followed by Marketpreneur to enter global markets, then Qualitypreneur to ensure product quality, and finally, Brandpreneur to build a global brand. Although each pillar has its specific focus, they are interrelated and must operate in tandem to achieve the goal of an independent tourism village. Furthermore, since Karangasem is part of Muntuk Village, the tourism village managers must integrate Karangasem's iconic bamboo craft products with those from other nearby hamlets. This integration is essential for creating greater synergy and enhancing the overall tourism appeal. By following this strategy, Karangasem and other tourism villages in Indonesia can expedite their transformation into independent tourism villages with their global iconic products.

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DECLARATIONS

The author declares that there is no conflict of interest regarding the publication of this article. The research and writing process was conducted independently, and no financial or personal relationships have influenced the content of this work.

ETHICAL APPROVAL

This conceptual paper does not involve any human participants, animal subjects, or data collection from external sources. Therefore, ethical approval is not required for this study.

INFORMED CONSENT

This conceptual paper does not involve any human participants or data collection from external sources. As

such, informed consent is not applicable to this study.

DATA AVAILABILITY

The data used in this study are available upon request from the corresponding author. Access to the data may be subject to ethical or legal restrictions.

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