



PENTINGSARI TOURISM VILLAGE AS A TOURISM SOCIAL ENTERPRISE: EMBARKING ON THE PATH TO SUCCESSFUL TOURISM SOCIAL ENTREPRENEURIAL ACTIVITIES

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ABSTRACT

The landscape of tourism social enterprises is characterized by diverse nature of these organizations and the absence of a universally accepted definition, posing a significant challenge to determine whether a particular entity truly operates as a social enterprise when trying to understand these entities' true nature. This study investigates how Pentingsari tourism village qualify as tourism social enterprise, challenges it encounter and successful entrepreneurial activities embarking on. The study uses an inductive methodology, a qualitative research design, and a constructivist research philosophy to accomplish these goals. Data were gathered through observations, unstructured interviews, and review of relevant literature such as books and articles. Field images and explorative analysis techniques were used to analyze the findings. The findings revealed that Pentingsari Tourism Village operate as a tourism social enterprise since it demonstrates its hybrid structure, autonomy, social, commercial, environmental logics and adheres to the triple bottom line framework is evident in its operations. This study shed light on the specific case of Pentingsari tourism village as a tourism social enterprise by highlighting its unique criteria, successful tourism entrepreneurial activities, addressed challenges that call for future work.

Keywords: *Social Entrepreneurship, Tourism Social Entrepreneurship, Tourism social Enterprise Community based tourism, Pentingsari Tourism Village*

1. Introduction

Despite its recent surge in popularity the meaning surrounding social entrepreneurship remain unclear to many (J. G. Dees, 1998). The diverse nature of tourism social enterprises and the absence of a universally accepted definition, *pose a significant challenge to determine whether a particular entity truly operates as a social enterprise when trying to understand these entities' true nature.* This scholarly puzzle raises research questions about (1) *Does Pentingsari tourism village qualify as a tourism social enterprise?* (2) *what successful tourism social entrepreneurial activities does Pentingsari tourism village undertake* (3) *what are the challenges confronting Pentingsari tourism village to pursue its missions as a social enterprise.* Therefore, the scope of this paper encompasses an in-depth examination and comprehensive exploration of Pentingsari tourism village whether it qualifies as a tourism social enterprise, successful entrepreneurial activities and the challenges it confronts.

2. Literature Review

2.1 Definitions of The Key Terms and Concepts

2.1.1 Social Entrepreneurship

Since entrepreneurship has been well-known concept for more than 200 years, despite of its varied meaning as contended by Dees et al., (2002); (2001), today the term is generally understood by majority. However, despite its recent surge in popularity the meaning surrounding social entrepreneurship remain unclear to many(Dees, 1998). This situation has created a confusing universe of social entrepreneurship where majority inquiries to know what social entrepreneurship really means? and what does it take for a business or organization to social a social enterprise. The term social entrepreneurship was firstly used in literature on social change from 1960's to 1980's(Nicholls 2006; Sheldon et al. 2016). Dees et al. (1998); (2001); (2002) contended that social mission is the heart of social entrepreneurship. According to Chahine, (2016) social entrepreneurship is the process by which effective, innovative, and sustainable solutions are pioneered to meet social and environmental challenges of the society. Chahine, (2016) contended that though the financial viability is a key to success, in social entrepreneurship, it is considered as a means to an end and not an end in itself. This bring us to the fact that the end goal and only bottom line of social entrepreneurship is on its ability to creates social impact built around a solution that is evidence based. Several scholars(Sheldon et al. 2016; Chahine 2016; Peris-Ortiz et al. 2017; Sheldon et al. 2017) agree that social entrepreneurship process should be structured within the institutional system that innovatively respond to opportunity within its resource limit to create and capture social value from the society. Dees 1998; Dees et al.(2001); (2002) explained that while commercial social entrepreneurship require the commercial entrepreneurs to shift its economic resources from the areas of low productivity to the area of high productivity with greater expectation of long-term reward expectation in terms of profitability (business profit-wealth creation criterial), in social entrepreneurship require social entrepreneurs to shift their economic resources from the areas of high productivity into the areas with low productivity to create social value for the society and capture social values from the society in terms of benefits or social mission related impact which become its central criteria.

2.1.2 Social Entrepreneurs

Despite of having its theory built upon understanding of who entrepreneurs is, several scholars (Peris-Ortiz et al. 2017; Sheldon et al. 2016; Nicholls 2006; Dees 1998; Sheldon et al. 2017; Chahine 2016; Dees et al. 2001; 2002;) agree that social entrepreneurs is an innovative, opportunity-oriented, resourceful-free limitation person or organization set out with an explicit social mission in their mind whose intention is to create and capture social value from the society not necessarily in economic form but evidence-based-benefits (social mission-related impacts) to justify for their resource utility in creating those values. This is at central of all activities social entrepreneurs perform. While the commercial values created by commercial entrepreneurs are measured in terms of wealth creation or profitability (commercial logic) created within the business environment, social values created by social entrepreneurs are measured in terms of evidenced-based-benefits or evidenced-based-social mission-related impacts (social logic) created within innovative social entrepreneurial system designed to provide sustainable solution to the society problems. Majumdar et al. (2021) argued that social value (social logic) is at core while economic value (commercial logic) is just a by-product of their evidenced based social value creation process. However, these social entrepreneurs establish social enterprises that play a greater role in social value creation process that should contribute to sustainable development in terms of social change transformation. They use business principles to solve social problems such as poverty, unemployment, and any other environmental challenges (Sheldon et al. 2016). Ashta (2020) distinguish between social

entrepreneurs and social enterprises as the former being at the individual level of operation while the latter being at the organizational level of operation.

2.1.3 Tourism Social Entrepreneurship

Sheldon et al. (2016) defined tourism social entrepreneurship process that uses tourism to create innovation solutions to immediate social environmental and economic problems in destinations by mobilising the ideas, capacities, resources, and social agreement from within or outside their destination required for its sustainable social transformation. Sheldon et al. (2016) further explained that this system is engineered by tourism social entrepreneurs who are defined as the change agents in a destination's social entrepreneurship system obliged to bring their vision, characteristics, and ideas to solve the social problem and bring about the transformation of the tourism destination. Tourism Social entrepreneurs are organized to establish tourism social enterprises dedicated to solving social problems in the destination.

2.1.4 Tourism Social Enterprise

Sheldon et al. (2016) defines social enterprise as an organization created by social entrepreneurs as private, semi-private or foundation dedicated to solving social problems in the destination. However, these social entrepreneurs establish social enterprises that play a greater role in social value creation process that should contribute to sustainable development in terms of social change transformation. They use business principles to solve social problems such as poverty, unemployment, and any other environmental challenges (Sheldon et al. 2016). In many countries including Indonesia, a legal entity for social enterprises does not exist or there are no specific legal structures been created for social enterprises (Sheldon et al. 2016; Chahine 2016). social enterprises therefore may three form of existing legal structure in a respective country for-profit social enterprise (FPSE), Non-Profit social enterprises (NPSE) and hybrid social enterprises (HBSE). FPSE is a form of social enterprises incorporated as for-profit legal entities. It is linked to commercial logics where investor use profit to create social impacts. They are free from distribution constraints and investors face share selling constraints to obtain equity investment. This form of EPSE respond to market demand and governance mechanisms focus on hierarchical control. They have ability to be self-sustaining and investors are potential sources of financing. Howe this form is relatively new and small in scale. NPSE take a form of social enterprise incorporated as non-for-profit legal entity. They are linked to social welfare logic to address the social needs of the society. through they use net profit to create social impact it has distribution constraints. Its governance structure emphasizes democratic control by members and Philanthropy are potential source of funding. This form is relatively old and well established in most of the countries. HBSE, it encompasses both non-profit and for-profit legal entity linked to both social welfare and commercial logics. While its members are limited to distribution constraints they produce and sell product to generate income. The governance mechanism is both hierarchical and democratic control where investors and philanthropists are potential source of financial and fundings. They are relatively few and new yet not well established. Many social entrepreneurs also opt for a hybrid model whereby they register one for-profit and one nonprofit entity. The rationale behind registering two separate organizations is that it provides more flexibility and allows the entrepreneur to benefit from a larger range of funding options, from venture capital to charity donations.

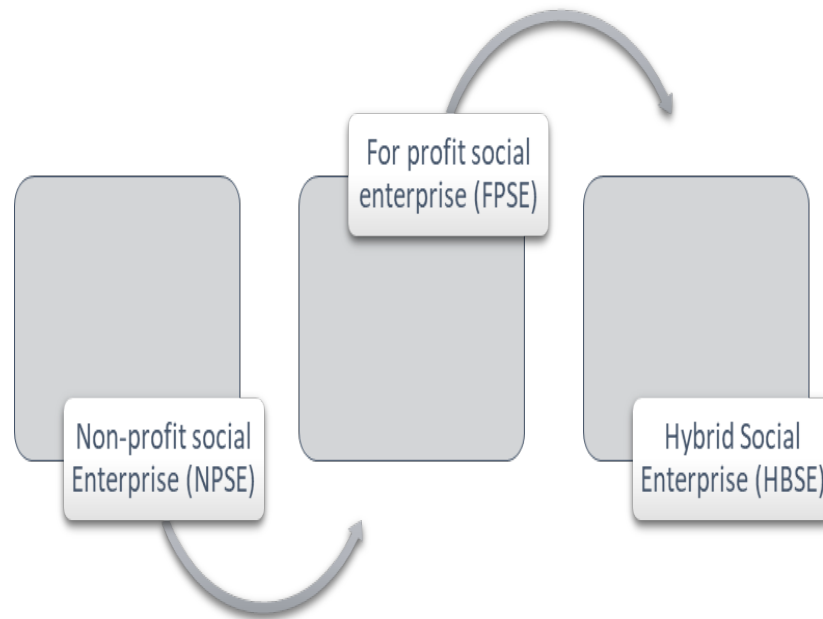


Figure 1; - Hybrid Social Enterprise (HBSE)

2.2 Development of Pentingsari Tourism village

2.2.1. The concept of tourism village

The village is the smallest administrative division in Indonesia, and there are different types of villages depending on whether they are in a rural or urban area. The desa or rural village is more common in regencies, while the kelurahan or urban village is more common in cities. According to the Ministry of Home Affairs, as of 2019, there were a total of 83,441 villages in Indonesia, with 74,953 being rural and 8,488 being urban. According to Regulation of the Regency of Banyuwangi Number 1 of 2017 define tourism village as a means of the activity of traveling by a person or a small group of tourists or a traveller, living in or close to traditional atmosphere while experiencing about rural life and the local environment. The village to qualify as a tourism village of attraction, amenity, accessibility, ancillary and activities designed to support village tourism is critical (Yudhanti, 2021a). The tourism village destination needs to be supported facilities and services provided by local community as well as tourism partners entrepreneurs. Using above criteria Indonesia government succeed to covert 1,877 villages equivalent to 2% out of 83,820 total villages as tourism villages including Pentingsari Village (Salouw et al. 2022).

2.2.2. Establishment of Pentingsari Tourism village

Pentingsari village is one of the 1,877 villages the government of Indonesia decided to grant tourism village status making only 2% of the tourism villages in Indonesia. Pentingsari village was observed to have uniqueness features, traditional authenticity, natural, cultural and heritage diversity feasible to be develop Pentingsari as a tourism village. Availability of this attractions make possible for Pentingsari tourism village to acquire the status of tourist village destination with 300 local communities willing to develop Pentingsari as a tourist village destination. The community where willing to design tourist activities like small handicrafts unique to produce hereditary. Local communities in collaboration with local government and local tourism village partner entrepreneurs play a critical role of designing specific tourism village activities, provide facilities and services that support development of Pentingsari as a tourism village. Meeting these legal requirements, the Pentingsari was officially declared as

Pentingsari tourism village on April 15, 2008, through the Sleman Regency Tourism Office Letter number 556/336 under management and control of local government or local communities (Wahyuningtyas et al., 2022).

2.2.3. Reasons for Establishing Pentingsari Tourism Village

Establishment of Pentingsari Tourism Village can be traced back to 1960's where the country record very poor economy from 1950's where the country enjoyed a period of satisfactory economic growth (Wie, 2017). Indonesian economy is recorded to experience a significant improvement in its economic performance during the period of President Soeharto's rule from 1966 to 1998 despite numerous dramatic events during the 1970s including -the 1972 rice crisis, the Malari riots of early 1974, oil boom including the Pertamina crisis (Hill, 1996; Mccawley, 2013). The establishment of a strong and highly centralized state under President Soeharto in 1966 was a turning point for the Indonesian economy(Hill, 1996). Through the World Bank, (2014) registered a notable trend of poverty reduction decreased from (24%) in 1999 to (11.4%) in 2013 still millions of rural people were under poverty. This reduction was direct connected to the fact that Indonesian government recognized potential of tourism to contribute to poverty reduction, improve living standards, create employment opportunities and foster sustainable development in rural areas through promotion of tourism village using community-based tourism model in Tana Toraja Regency, South Sulawesi, since 1980s, even before the term became widespread (Nurul et al. 2018). Though tourism village emerged in Yogyakarta Special Region in the early 1990's was not initially designed to meet the principles of community-based tourism(Dewi et al., 2022). However, the establishment of tourism villages was seen to further promote community-based tourism and the emergence of tourism villages in Yogyakarta Special Region in the early 1990's showcases the potential of this model. The concept was embraced in Yogyakarta Special Region around 2000 with dozens of villages being dubbed as tourist villages, and Pentingsari is one of them. It is important to note the gained momentum after Indonesian government enacted the Village Law in 2015 to empower local communities and preserve their cultural and natural heritage while creating economic opportunities (Fafurida, 2022). The recognition of the Indonesian government to use tourism as a transformative tool of Indonesian villages including Pentingsari to tourism villages including Pentingsari Tourism Village to solve village social problems including poverty, environmental challenges, unemployment, and living standards of the people in rural areas make the beginning of Pentingsari tourism village. Indonesian government enacted the Village Law in 2015 to empower the local communities to take management and operational role of the tourism villages while taking the active role to preserve their natural, cultural, heritage and architectural diversity to create economic opportunities.

3. Research Methods

This study uses constructivism research philosophy that holds the view that individual seek understanding of the world in which they live and work by developing subjective meaning from their experience directed toward a certain objects or things (Creswell, 2014). The chosen research paradigm supports the decision of the researcher to use Qualitative research design (Dubey et al. 2022). Inductive approach is used to develop explanations based on Pentingsari tourism village qualities as a a tourism social enterprise, successful entrepreneurial activities and the challenges it confronts. Data were gathered through review of relevant literature, use of observation and unstructured interview. The researcher uses field images, and explorative analysis to analyse the data. To ensure the validity of the finding's researcher use articles to validate presented findings.

4. Research Findings and Discussion

4.1 Pentingsari Tourism village as Tourism Social Enterprise

4.1.1 Legal framework structure logic

According to the Ministerial Regulation of Culture and Tourism Number: *KM.18/HM.001/MKP/2011* on the Guidance of National Community Empowerment Program (PNPM) for Tourism, define tourism village as a form of cohesion between lodging, attractions, facilities, and supporting infrastructure that is displayed in a manner that blends with the prevailing tradition (Demolinggo et al. 2020; Yudhanti 2021). Yudhanti (2021) contends that tourism village should be capable of supporting attraction, amenity, accessibility, ancillary and activities to operate as village tourism destination. Pentingsari being among the tourism village reported by several researchers (Demolinggo et al. 2020, Agassi, 2019; Aji, 2020; Suarathana et al. 2015) found to qualify to meet all criteria of been tourism village and on April 15, 2008, through *Sleman Regency Tourism Office Letter number 556/336* Pentingsari tourism village was registered under the *management and control of local government and local communities* (Wahyuningtyas et al., 2022). In many countries, Chahine (2016) reported to have limited legal structure for social enterprises or not exist at all, in Indonesia the case is not different, most organization with social mission take advantage of traditional legal option available including (*for-profit, Non-Profit or NGO*) to acquire its legal entity. Since Pentingsari tourism village is not a charitable organization its legal status should take a form of either of the two or the hybrid of the two to become more sustainable.

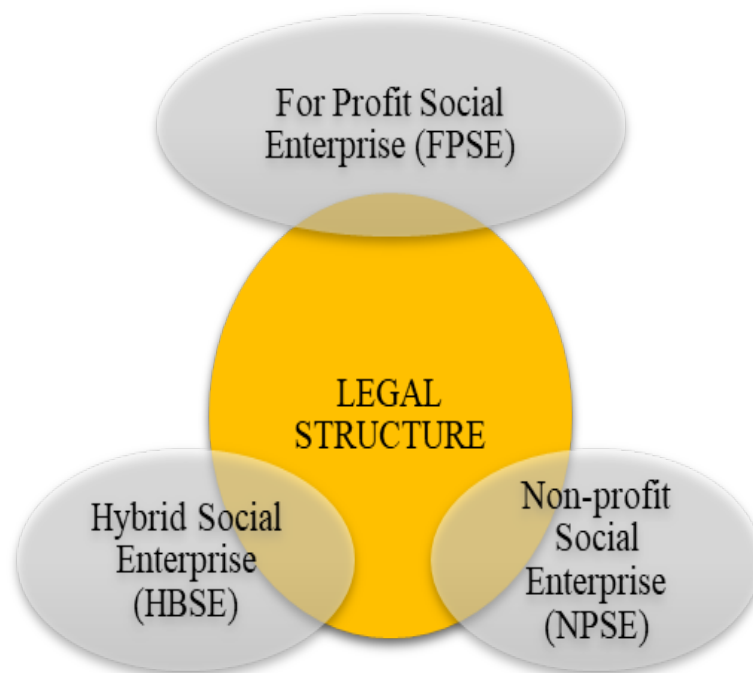


Figure 2; - Legal structure of social enterprises, Source (Author)

It was worthwhile to note that development of Pentingsari village was initiated by some community members who were willing to develop their village to solve the village existing social problems including *poverty reduction, create employment opportunities, improve living stand of the local people and conserve environment* under the management of the *local community* in partnership with *local government*. Since Pentingsari is built under the partnership of local community social entrepreneurs and local government, one cannot refer its structure as private rather, the semi-private as indicated by Sheldon et al. (2016) who define social enterprise as an organization created by *social entrepreneurs as private, semi-private or*

foundation dedicated in solving *social problems in their destination*. This is an indication that Pentingsari is operating under *legal structure of hybrid social enterprise* as showcased on its social mission behind its establishment. For Tourism Social Enterprise to take a hybrid legal structure as combination for-profit and *non-profit* entities to maximize their social, environmental, and commercial logics has been reported by several researchers (Ashta 2020; Majumdar et al. 2021; Sheldon et al. 2016; Chahine 2016). In this context it is argued that since the Pentingsari village is not a charitable organization and is established through the partnership of the local community, social entrepreneurs, and the local government, its legal status takes the form of a *hybrid social enterprise*. This hybrid legal structure suggests that Pentingsari Tourism Village aims to maximize its sustainability by combining financial objectives with social and environmental missions. The integration of for-profit elements allows the village to generate income for its operations while concurrently pursuing social and environmental goals.

4.1.2 Social Mission logic

Pentingsari Tourism Village effectively aligns with the social mission logic through its rigorous efforts in contributing to poverty reduction, improving living standards, and creating employment opportunities within the community. Pentingsari Tourism Village is consistent with the efforts made since the 1980s by the Indonesian government to encourage community-based tourism in rural areas to *combat poverty, improve living standard of the people, create employment, and conserve natural, cultural, heritage and architectural landscape* of the village for sustainable development. The essence of the local government partnership is to ensure local community are empowered *in good governance of the village resources*. Pentingsari through its tourism social entrepreneurial activities has successfully reported to create employment opportunities for the local people through which the living standard of the people has been observed to improve and poverty trend has been noted to decrease (Agassi, 2019; Aji, 2020). No doubt that the ability of Pentingsari tourism village to creates social impact built around a solution that is evidence based is also asserted by Peris-Ortiz et al. (2017); Sheldon et al. (2016); Nicholls (2006); Dees (1998); Sheldon et al. (2017); Chahine (2016); Dees et al. (2001); (2002). Therefore, Pentingsari Tourism Village's alignment with the social mission logic is deeply rooted in its commitment to addressing societal challenges through sustainable tourism practices. By embracing community-based tourism and actively participating in the government's vision for sustainable development, Pentingsari exemplifies how tourism can be a force for positive social change at the grassroots level.

4.1.3 Independence logic

Pentingsari tourism village began with a group of community members who took the initiative to develop their village with the goal of addressing existing social problems including poverty, unemployment, and the need for environmental conservation. The establishment of Pentingsari Tourism Village is marked by an entrepreneurial spirit within the community. The villagers recognized the potential for coffee tourism as an economic opportunity and actively engaged in the entire process, from cultivating and processing coffee to marketing the final product (Agassi, 2019). They came together, established cooperatives, and made use of their own assets to build a viable social enterprise. This cooperative model emphasizes the village's independence from external influences in the management of its resources. Pentingsari's success in the coffee tourism industry is notable for its lack of dependence on external assistance. The community members came together, utilized their own assets, and implemented their vision without significant aid from external sources (Agassi, 2019). This lack of reliance on external support highlights the village's determination to be self-sufficient in achieving its social and economic objectives. The community's ability to recognize the potential for coffee tourism in Pentingsari demonstrates a keen awareness of local resources and the economic

opportunities they present. The decision to capitalize on the village's scenic beauty and cultural heritage showcases a proactive approach to leveraging existing assets for sustainable development.

Therefore, *Pentingsari Tourism Village's independence logic* is manifested in its community-driven initiative, entrepreneurial spirit, cooperative establishment, lack of external dependence, and the astute recognition of local potential. The village's approach reflects a self-reliant and proactive stance, contributing to its success as a tourism social enterprise.

4.1.4 Commercial logic

By operating as a self-sustaining, viable business model, Pentingsari Tourism Village exemplifies commercial logic. Pentingsari Tourism Village has successfully diversified its revenue streams by engaging in various economic activities related to tourism. The sale of coffee, guided tours, and other related services contributes to a well-rounded income for the community. This diversification is a key aspect of its commercial logic, ensuring that the village is not overly reliant on a single source of income. Pentingsari has established privately owned businesses to supplement the village-owned coffee roastery, recognizing the economic potential of catering to consumer preferences. They have taken advantage of consumer demand for conventional coffee production techniques, distinctive aromas, and genuine experiences to ensure the social enterprise's financial viability. In 2011-2014, Pentingsari Tourism Village reached more than 2,000 visitors per month by offering various local wisdom-based tourism activities. This tourism recovery is believed to provide benefits to more than 80% of the local community (Salouw et al. 2022). Therefore, Pentingsari Tourism Village's commercial logic is evident in its revenue diversification, response to consumer demand, increased visitor numbers, and economic benefits to the community.

4.1.5 Environmental logic

Pentingsari Tourism Village exemplifies environmental logic by promoting and implementing sustainable practices in their coffee processing and cultivation. The locals place great importance on encouraging environmentally friendly behaviours', reducing the use of chemicals, and using organic farming methods. For example, Pentingsari's coffee farmers use organic farming methods instead of artificial fertilizers and pesticides. The traditional practice of pan-roasting coffee supports environmental sustainability while also preserving traditional methods. This approach is energy-efficient, leaving a smaller carbon footprint compared to more intensive processing methods. The community's awareness of the importance of natural resource conservation is evident in its dedication to sustainable business practices. By integrating environmentally friendly methods into coffee cultivation, Pentingsari ensures that its tourism activities do not compromise the ecological integrity of the region. Pentingsari's environmental logic extends beyond agricultural practices to include community-led conservation efforts. Guided by local experts, tourists engage in nature-based activities such as hiking, birdwatching, and fishing. These activities generate income for the community through guided tours and contribute to the promotion of local conservation initiatives. Therefore, Pentingsari Tourism Village's environmental logic is evident in its organic farming practices, energy-efficient coffee processing, and community-led conservation efforts.

4.1.6 Triple Bottom-line logic

Pentingsari Tourism Village operates in accordance with the triple bottom line concept, taking into account social, environmental, and economic factors. In order to justify its social logic, Pentingsari Tourism Village raises income levels, protects the local way of life, and generates employment. To justify its environmental logic, Pentingsari tourism village focus on sustainable farming techniques and conventional coffee processing techniques to support. The

community's economic benefits and long-term financial viability are ensured by the commercial success of the coffee tourism industry, which supports the enterprise's commercial logic. The triple bottom line idea is reflected in Pentingsari Tourism Village, which takes a comprehensive approach to sustainable tourism. Pentingsari is positioned as a model for community-based tourism that puts the long-term viability and the welfare of its residents first by integrating social, environmental, and economic factors.

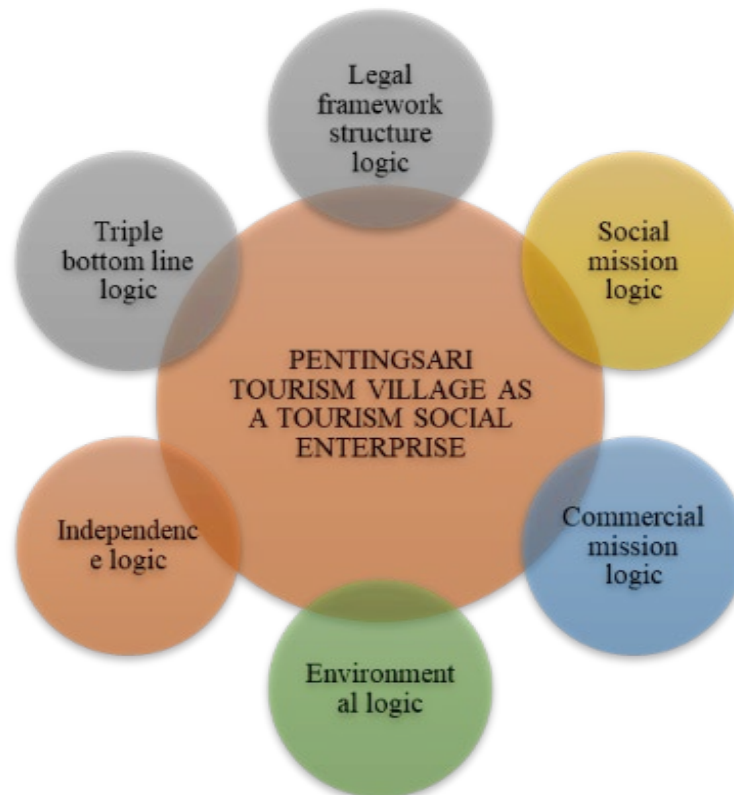


Figure 3: - Pentingsari tourism village as a tourism social enterprise, source (Author)

4.2 Embarking On Successful Tourism Social Entrepreneurial Activities

4.2.1 Experiential coffee tourism

Pentingsari is well known for its coffee farms, which grow both Arabica and Robusta coffee varieties, allowing visitors to truly experience the various aromas of coffee from its beans to cup of coffee. Visitors to Pentingsari actively participate in several stages of the coffee cultivation process, including picking out coffee plants, harvesting, processing techniques, the art of serving coffee, and tasting sessions, which really transform the entire visitor tour into a special aromatic adventure. Tourists can learn about the entire coffee-making process, from the farm to the cup, and can appreciate the work that goes into producing high-quality coffee thanks to this hands-on involvement. These kinds of events are intended to persuade guests to partake in the preparation and tasting of coffee, which in turn affects their choice to buy coffee from their specially designed coffee shop. The commercial value of this activity has been mentioned in the current research by Agassi, (2019) as one of the key economic activities in Pentingsari contributing to the foreign exchange, income for local, and job opportunities. It's worthwhile to note that Indonesia is one of the biggest coffee-producing countries in the world and according to the data of International Coffee Organization (ICO), coffee production in Indonesia amounted up to 689,640 tons and was ranked 4th out of the world's top 10 coffee producers in 2016 below Vietnam, Colombia, and Brazil. This data shows that coffee consumers in the world depend heavily on Indonesian coffee (Agassi, 2019)



Figure 2: - Tourists in hand-on-experiential coffee tourism, Source (Author)

4.2.2 Gamelan Learning

Gamelan is a percussion-based blend of traditional Indonesian music. Pentingsari Tourism Village offers gamelan learning sessions so that guests can experience and learn about this distinctive genre of Indonesian music. The local musicians and instructors who teach gamelan receive financial support from the fees collected at these sessions. As visitors interact with local musicians and foster cross-cultural understanding despite the language barrier, gamelan learning fosters social exchange and cultural appreciation, strengthening the bonds between different cultures.



Figure 3: - Tourists in Hand-On-Experience Gamelan Learning, Source (Author)

4.2.3 Art Of the Small Handcrafts

Pentingsari Tourism Village promotes regional handicrafts, with a focus on Janur crafts and Wayang Suket creations in particular: Wayang Suket, an authentic cultural experience provided at Pentingsari Tourism Village, is an old-fashioned grass puppet show from Indonesia. People who want to experience traditional Indonesian arts and crafts come to see Wayang Suket's performances. The puppeteers and craftsmen who work on making these intricate

puppets are supported by the money made from ticket sales, admission fees to these performances, or donations. The village sells a variety of handmade items, including Janur crafts made from palm leaves. Visitors can also support the local economy by purchasing musical instruments and cultural artifacts.



Figure 4: - Tourists Performing Creative Art of handcrafts, Source (Author)

4.2.4 Gastronomy Tourism

Pentingsari Tourism Village provides a chance to sample traditional Javanese cuisine and herbal remedies. Visitors can learn about conventional cooking methods and the cultural significance of dishes through culinary tours, cooking classes, and food tastings that the village may host. Pentingsari may also promote the use of conventional herbal medicine and inform visitors of its advantages. In addition to giving tourists a unique culinary experience, culinary tourism helps local farmers, food producers, and chefs while also boosting the local economy.



Figure 5: - Tourists Experience in Gastronomy Tourism; Source (Author)

4.2.5 Nature-Based tourism

Hiking, birdwatching, and fishing are just a few of the nature-based activities done at Pentingsari picturesque surroundings. Guided by local experts who share knowledge about the region's flora, fauna, and ecological significance, tourists explore the natural landscapes. Visitors can appreciate the beauty of the region as hiking trails take them along picturesque routes. Fishing excursions can be planned in the nearby rivers or lakes, and birdwatchers can observe a variety of bird species there. These nature-based activities generate income through guided tours, equipment rentals, hospitality services, and the promotion of local conservation efforts.

4.2.6 Traditional Dress and Ceremonies

The Pentingsari Tourism Village exhibits traditional Javanese attire and rituals, giving visitors a glimpse into the region's rich cultural heritage. Visitors can see locals wearing elaborately decorated traditional clothing that displays the vibrant color and intricate patterns typical of Javanese culture. Tourists can also see customary rituals and ceremonies that are a vital part of the village's cultural heritage. Visitors can observe and understand the significance and symbolism behind the rituals by participating in these ceremonies, which provide an immersive experience. The village attracts visitors interested in learning about and experiencing local customs while also generating income by showcasing traditional dress and ceremonies.

4.2.7 Traditional Building

The traditional structures in Pentingsari Tourism Village serve as important landmarks in both culture and history. These structures draw visitors who are curious about the architecture and cultural history of the village. The income from entrance fees or guided tours of these buildings helps the villagers' economy. The money made can be put back into the buildings' upkeep and preservation, as well as into community projects. By showcasing their traditional structures, the villagers promote their cultural identity and heritage, strengthening social ties and fostering a sense of community pride. They also gain a better understanding of local customs.

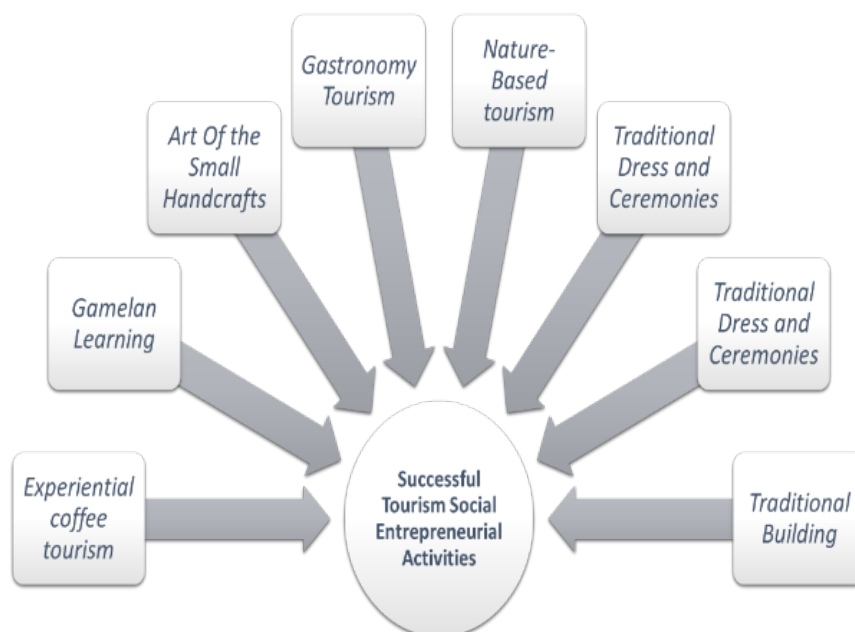


Figure 6: - Successful social entrepreneurial activities, Source (Author)

4.3 Pentingsari Tourism Village Evolving Challenges

Aging population and a small labour force; - The village faces difficulties in attracting young individuals to work in the coffee tourism industry due to perceptions of agricultural work as physically demanding and unattractive. Initiatives to alter perceptions, educational programs, internships, and collaborations with schools to inform the younger generation about the benefits and opportunities in the industry serve as potential solution to this challenge. It might be possible to change this perception by participating in community outreach initiatives, holding workshops, and sharing success stories of people working in the sector.

Lack of trained workforce;- Difficulty in attracting and retaining skilled personnel, such as multilingual tour guides, impacting the quality of services and marketing efforts. Focus on language proficiency training, promotional efforts to attract skilled personnel, and creating a conducive working environment to retain trained individuals serve as potential solution to this problem. Effective communication with international visitors will be possible by language training for tour guides, which will increase their comfort level and engagement.

Competition from other tourist destinations; - Pentingsari faces competition from other tourist destinations globally and within Indonesia, impacting sales and visitor numbers. Emphasize on unique selling points, such as traditional coffee roasting, cultural heritage, the rural experience and continuously innovate and differentiate tourism services hold the promise to minimize the competition from other tourist destinations.

Balancing Priorities- Striking a balance between economic growth and the preservation of local culture and the environment remains a continuum challenge. Economic pressures may push for changes that compromise the traditional aspects that make Pentingsari unique. Preserving traditional practices while meeting the modern demands of the tourism industry pose significant challenge toward achieving its goals. Pentingsari's commitment to traditional coffee processing techniques may conflict with the desire for efficiency and innovation. Adapting to contemporary tools and technology may be necessary for economic viability, but it requires careful consideration to maintain the authenticity and cultural heritage that attract visitors. *Limited Financial Resources:* Financial difficulties, as indicated by a reliance on grants, loans, or collaborations, highlight potential vulnerabilities. Limited financial resources can constrain the village's ability to invest in infrastructure, facilities, and marketing efforts. The village may face challenges in maintaining and expanding its tourism-related ventures, affecting the overall economic logic. Insufficient funds may hinder the development of new initiatives and the improvement of existing ones. Explore funding possibilities through grants, loans, or collaborations with private investors or governmental agencies supporting sustainable tourism growth hold a significant promise

5. Recommendations and Conclusion

The findings conclude that Pentingsari Tourism Village operate as a tourism social enterprise despite the challenges its face demonstrating a hybrid structure, independence, social, commercial and environmental logics while adhering to the triple bottom line framework in its operations. The findings support the idea that community-based tourism can contribute to sustainable development, economic growth, and cultural preservation. Pentingsari serves as an inspiring example, addressing poverty, improving living standards, and conserving natural and cultural heritage. However, navigating toward identified challenges including aging population and small labour force, lack of trained workforce, competition from other tourism destination, balancing priorities and limited financial resources this study recommended five strategies including (i) Develop a Comprehensive Marketing Strategic Plan; - targeting specific markets, utilizing social media platforms, creating a user-friendly website, and collaborating with tour operators. Engage in captivating storytelling and professional photography to attract more visitors (ii) Collaborate with Neighbourhood Educational Institutions;- Form partnerships

with local educational institutions to develop educational initiatives focused on coffee tourism. Offer internships, training sessions, and educational tours to cultivate a skilled labor force. Collaborate with local stakeholders to design attractive travel packages (iii) Harness the Power of Digital Platforms;- Leverage digital platforms for increased visibility, utilizing virtual technology for engaging content and providing modern amenities like Wi-Fi and online reservation systems for visitor convenience (iv) Balancing Traditional Practices with Modern Demands;- Integrate modern tools into traditional coffee processing while preserving cultural heritage. (v) Emphasize Distinctive Selling Points and Innovation; - Emphasize Pentingsari's unique selling points, such as traditional coffee roasting and cultural heritage to continue differentiate the village's tourism offerings and remain competitive. Pentingsari Tourism Village is an inspiring example of how community-based tourism can support sustainable development, strengthen local economies, and protect cultural and natural heritage. Pentingsari Tourism Village can enhance its standing as a sustainable social enterprise and act as a model by addressing the changing challenges and constantly enhancing its marketing initiatives.

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