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A Tourism Entrepreneurship Model Based on Local Potential to Enhance the Competitiveness of Sampe Raya Tourism Village, Langkat Regency

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ABSTRACT

This study aims to formulate a local-potential-based tourism entrepreneurship model to improve the competitiveness of Sampe Raya Tourism Village, Langkat Regency, Indonesia. The study employed a descriptive qualitative approach using field observations, in-depth interviews, documentation, and a Focus Group Discussion (FGD) involving 20 participants representing village government, tourism awareness groups, village-owned enterprises, micro, small, and medium enterprises, homestay managers, tour guides, community members, academics, and tourism partners. The findings indicate that Sampe Raya has diverse tourism potential, including rice farming, bat cave, Landak River, stingless bee honey, Sungai Luntir Waterfall, accommodation, local culinary products, and guiding services. However, tourism development faces several challenges, including limited integration between attractions and supporting services, the need to improve service quality, seasonal and limited local business products, insufficient destination signage, and the need to strengthen digital promotion and stakeholder collaboration. Based on the field findings and FGD validation, the proposed model consists of six interrelated components: local tourism product development, capacity building for tourism entrepreneurs, value chain and tour package integration, stakeholder collaboration, digital marketing and market access, and evaluation of service quality and competitiveness. FGD participants considered the model relevant to local needs, although its implementation requires adjustment to available resources. This study provides a conceptual framework for integrating local resources, community entrepreneurship, and stakeholder collaboration in tourism village development. Further implementation and evaluation are needed to assess the model's contribution to destination competitiveness and the local economy.

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INTRODUCTION

Tourism is a strategic sector that contributes to regional economic growth, employment creation, and increased community income. One approach to tourism development is the establishment of tourist villages, where rural areas utilize their natural resources, social and cultural assets, local economic activities, and community life as tourism attractions. The success of a tourist village depends not only on the number of tourist visits but also on the ability of local communities to develop business opportunities, create value-added products, and generate sustainable economic benefits. In this regard, tourism entrepreneurship plays an important role in connecting local potential with market opportunities through product innovation, business development, and value creation. Susilo (2020) emphasizes the importance of an entrepreneurial environment in supporting tourism business development, while Chrismardani et al. (2024) highlight the contribution of social entrepreneurship to value creation and community development. Sampe Raya Tourism Village, located in Langkat Regency, North Sumatra, Indonesia, has considerable potential for developing tourism-related businesses through its natural attractions, community-based tourism experiences, accommodation services, culinary products, micro, small, and medium enterprises (MSMEs), and local guiding services. These resources can be integrated into a comprehensive tourism offering that provides diverse experiences for visitors while creating economic opportunities for local communities. However, the availability of local resources does not automatically translate into competitiveness. Effective business management, product innovation, service quality, marketing strategies, and collaboration among local business actors are essential to transform this potential into sustainable economic benefits. Destination development also requires the active involvement of village governments, village-owned enterprises, tourism awareness groups, business owners, community members, and other relevant partners. Effective coordination and a clear distribution of responsibilities are therefore necessary to optimize local resources and ensure that tourism-generated economic benefits are distributed more widely throughout the community.

The competitiveness of a tourist village is also influenced by the integration of its tourism value chain. Tourism attractions, accommodation, culinary services, guiding activities, transportation, and local products need to be connected to create high-quality visitor experiences and expand business opportunities for local entrepreneurs. Rudianto et al. (2026) highlight the importance of strengthening the capacity of local business actors in responding to the challenges of local tourism development. Similarly, Susilo (2020) demonstrates the relevance of the entrepreneurial environment in supporting tourism entrepreneurship. Although previous studies have examined entrepreneurial environments and the need to strengthen business capacity, further context-specific research is needed to integrate the tourism entrepreneurship ecosystem, value chain linkages, and stakeholder roles within a comprehensive framework for tourist village development. This research gap provides the basis for a focused investigation of Sampe Raya Tourism Village, particularly to understand how local resources are connected to entrepreneurial activities and destination competitiveness. This study aims to analyze the current state of tourism entrepreneurship

based on local potential in Sampe Raya Tourism Village, identify the supporting and inhibiting factors affecting its development, and formulate a tourism entrepreneurship model that reflects the characteristics of the destination. The study employs a descriptive qualitative approach using field observations, in-depth interviews, documentation, and focus group discussions. Data analysis incorporates the Tourism Entrepreneurship Ecosystem approach to examine entrepreneurial actors and resources, Value Chain Analysis to assess the linkages among tourism products and services, and Stakeholder Analysis to identify the roles, interests, and contributions of relevant stakeholders. The study is expected to produce a locally grounded tourism entrepreneurship development model that can serve as a foundation for strengthening business capacity, fostering stakeholder collaboration, increasing the added value of tourism products and services, and enhancing the long-term competitiveness and sustainability of Sampe Raya Tourism Village.

METHOD

This study employs a descriptive qualitative method using a case study approach, focusing on the development of tourism entrepreneurship based on local potential in Sampe Raya Tourism Village, Langkat Regency, North Sumatra, Indonesia. This approach was selected to obtain an in-depth understanding of the current state of tourism entrepreneurship, stakeholder involvement, and the factors that support or hinder the development of tourism-related businesses at the village level. The findings are subsequently used as a basis for formulating a tourism entrepreneurship model aimed at enhancing the competitiveness of the tourist village. Data were collected through in-depth interviews, field observations, documentation, and focus group discussions (FGDs). Research informants were selected using purposive sampling based on their roles, involvement, and knowledge of tourism management and development in Sampe Raya Tourism Village. The informants included village government representatives, managers of the Tourism Awareness Group (Pokdarwis), Village-Owned Enterprise (BUMDes) managers involved in tourism activities, micro, small, and medium enterprise (MSME) owners, homestay operators, tour guides, local community members, academics, and other relevant stakeholders.

In-depth interviews and field observations were conducted to identify the actual conditions of tourism-related businesses, the utilization of local resources, patterns of collaboration among stakeholders, and the challenges encountered in developing tourism entrepreneurship. Documentation was also examined to obtain supporting information regarding tourism activities, local business initiatives, and village development programs. These data collection methods provided complementary perspectives on the entrepreneurial dynamics and development potential of the destination. Data analysis integrated three complementary analytical frameworks: Tourism Entrepreneurship Ecosystem (TEE), Value Chain Analysis, and Stakeholder Analysis. The integration of these frameworks enabled the study to examine the relationships among local resources, entrepreneurial activities, tourism products and services, and stakeholder contributions.

First, the Tourism Entrepreneurship Ecosystem (TEE) framework was used to examine the structure and dynamics of the local tourism entrepreneurship ecosystem. The analysis considered tourism businesses, BUMDes, Pokdarwis, MSMEs, village government institutions, local communities, academics, and relevant partners. Particular attention was given to the roles of these actors, the resources available to support entrepreneurship, and the relationships and forms of collaboration that influence tourism business development.

Second, Value Chain Analysis was applied to identify and examine the value chain of tourism products and services, including tourist attractions, accommodation, culinary businesses, souvenirs, transportation, and tour guide services. This analysis focused on the linkages among tourism products and services, the processes through which economic value is created, opportunities for business development, and weaknesses in the value chain that require improvement. The findings were used to identify opportunities for strengthening local business integration and increasing the economic benefits generated by tourism activities.

Third, Stakeholder Analysis was conducted to map the roles, interests, and levels of influence of stakeholders involved in the development of Sampe Raya Tourism Village. This analysis helped identify key actors, their respective contributions, potential areas of cooperation, and possible coordination challenges. The results provided a basis for determining how stakeholder engagement and collaboration could be strengthened to support sustainable tourism entrepreneurship.

Following the initial analysis, focus group discussions (FGDs) were conducted with relevant stakeholders to discuss and validate the preliminary findings. The FGDs provided a forum for identifying development priorities, exploring opportunities for stronger collaboration among stakeholders, and determining the key components of a tourism entrepreneurship model based on local potential. The findings from the three analytical frameworks were subsequently integrated to formulate a conceptual model illustrating the relationships among local potential, the tourism entrepreneurship ecosystem, tourism value chain integration, stakeholder roles, and strategies for enhancing destination competitiveness. The model was intended to provide a structured framework for strengthening local entrepreneurial capacity, improving linkages among tourism businesses, increasing the added value of tourism products and services, and supporting sustainable destination development.

The credibility of the research findings was strengthened through triangulation of data sources and collection techniques. Information obtained from interviews was compared with field observations, documentary evidence, and FGD discussions to identify consistencies, differences, and complementary insights. Stakeholder discussions also provided an opportunity to review the preliminary interpretations and refine the proposed model in accordance with the local context. The resulting model represents a conceptual formulation grounded in the research findings and stakeholder discussions. Its effectiveness in improving the competitiveness of Sampe Raya Tourism Village has not been established through this qualitative study alone and would require further evaluation through empirical implementation and testing. Therefore, the model serves as a preliminary framework for

guiding tourism entrepreneurship development and informing future research on its practical application and outcomes.

RESULTS AND DISCUSSION

The Condition of Local Potential-Based Tourism Entrepreneurship in Sampe Raya Tourism Village

The results of potential identification and focus group discussions (FGDs) indicate that Sampe Raya Tourism Village, Langkat Regency, possesses diverse resources with the potential to be developed into tourism entrepreneurship activities. These include nature tourism, adventure tourism, agriculture, stingless bee or klanceng honey cultivation, accommodation, guide services, and culinary and local product businesses. This diverse potential provides opportunities for the community to develop various complementary products and services. However, the FGD results indicate that the connection between tourist attractions and supporting services is not yet adequate. This condition indicates that the development of tourism entrepreneurship still requires product integration, improved service quality, and strengthened cooperation between business actors.

The FGD was held on October 13-15, 2026, at the Sampe Raya Guest House, involving 20 participants from the village government, Tourism Awareness Groups (Pokdarwis), micro, small, and medium enterprises (MSMEs), homestay managers, tour guides, the community, academics, and tourism partners. The discussion was used to confirm local potential, identify development needs, and obtain input on tourism entrepreneurship models appropriate to village conditions. The identification and validation results of the FGDs show that Sampe Raya's tourism potential is spread across several hamlets with distinct characteristics. Hamlet I (Landbaw) has rice farming potential that can be developed into educational tourism. Hamlet III (Batu Mandi) boasts Kampret Cave and Landak River as natural tourist attractions, as well as the potential for klanceng honey cultivation. Meanwhile, Hamlet VI (Tualang Gepang) boasts Sungai Luntir Waterfall, which has the potential to be developed as an alternative nature tourism destination while still considering accessibility, safety, and conservation area management regulations.

The potential of rice farming in Hamlet I can be developed into an educational tourism experience through an introduction to agricultural activities and local community life. This product development needs to be aligned with agricultural schedules, farmer readiness, and tourist safety. From a tourism entrepreneurship perspective, agricultural activities have the potential to be linked to guide services, local food provision, and community-based learning experiences. However, the FGD results placed the development of agricultural educational tourism at a medium priority. This suggests that its development can be carried out in stages once product and management readiness are clarified.

Kampret Cave and Landak River have significant potential because they already have tourism services that can be further developed. Previously collected tariff data indicates that Kampret Cave tickets are Rp 10,000 per person, guided tours are Rp 50,000 per person, and lamp rentals are Rp 5,000. Meanwhile, camping at Landak River is Rp 15,000 per person and

tent rentals are Rp 60,000 per tent. These data indicate the creation of economic value through tickets, guide services, and equipment rentals. However, tariff data cannot yet be used to determine profitability because complete information on the number of visits, operational costs, and revenue is not yet available.

In the FGD, strengthening the management of Kampret Cave and Landak River was identified as a high priority. This decision demonstrates that business development does not necessarily have to begin with creating new attractions, but can instead focus on improving the quality and management of existing products. This strengthening could include organizing tourist information, service standards, booking mechanisms, visitor safety, and connecting with local accommodation and culinary providers.

Klanceng honey cultivation also received significant attention in the discussion. Participants emphasized the need for better honey management so that this potential can be developed as both an educational tourism product and a local economic asset. This development could include an introduction to cultivation, maintenance, harvesting, and product sales based on production capacity. The FGD identified the development of klanceng honey educational tourism as a high priority. This determination demonstrates the potential for this potential to add variety to tourism experiences while expanding business opportunities for the community.

Sungai Luntir Waterfall was prioritized for development readiness assessment. The focus group discussion (FGD) noted the lack of signage as a critical need. However, developing the attraction requires more than just installing information boards. Assessments of trail conditions, accessibility, safety, guide readiness, and conservation area management regulations are necessary before the attraction can be marketed more widely.

Overall, Sampe Raya's local potential can be categorized into products that already have services, potential that requires further development, and attractions that require readiness assessment. This distinction is important so that tourism entrepreneurship development priorities are based on actual conditions, management needs, and opportunities for economic value creation.

Conditions of Accommodation, MSMEs, and Guiding Services

In addition to tourist attractions, tourism entrepreneurship depends on the availability of supporting services. Focus group discussions (FGDs) confirmed the availability of homestays or guest houses, as well as tour guide services. However, participants assessed that the quality of accommodation and guide services still needs improvement. These findings indicate that the availability of facilities and service personnel is not enough to guarantee a quality tourism experience without adequate service standards.

Improving the quality of homestays and services is a high priority. Improvement efforts can be directed at room cleanliness, facility comfort, guest reception, communication with tourists, delivery of destination information, and reservation mechanisms. For tour guides, capacity building can include the ability to explain attractions, provide accurate information, accompany tourists safely, and coordinate with attraction managers.

Regarding the MSME sector, FGD results noted that culinary businesses are still relatively few, seasonal, and lack a strong regional or village-specific identity. This situation suggests an opportunity to develop more consistent, recognizable culinary products that can be integrated into tourism packages. However, product development needs to be based on identifying available businesses, local raw materials, production capacity, hygiene standards, and market demand.

Thus, developing Sampe Raya tourism entrepreneurship requires not only increasing the number of products but also strengthening the quality and consistency of services. Attractions, accommodations, guides, and culinary delights need to be viewed as part of a single, mutually supportive tourism experience. From a Tourism Entrepreneurship Ecosystem perspective, tourism business development involves relationships between business actors, village institutions, communities, and market partners. Village governments, tourism groups (Pokdarwis), village-owned enterprises (BUMDes), attraction managers, guides, accommodation owners, MSMEs, and travel partners, according to their roles and capacities, have the potential to contribute to the development of tourism products and services. However, FGD results indicated that the linkage between attractions and supporting services is not yet established. This finding is a critical issue in building an integrated entrepreneurship ecosystem.

From a Value Chain Analysis perspective, connectivity can be developed by developing tour packages that combine several services, such as a visit to Kampret Cave, activities at Landak River, the use of a guide, local food, and accommodation. Another alternative is to integrate educational tours of agriculture or klanceng honey with culinary products and community experiences. Package development must consider trip duration, management capacity, price, operational costs, service standards, and revenue-sharing mechanisms.

This integration can provide broader transaction opportunities for local businesses. However, economic benefits will not be realized automatically without agreement on the division of tasks, pricing, reservations, and service responsibilities. Therefore, value chain development must go hand in hand with strengthened collaboration between stakeholders.

Supporting and Inhibiting Factors in the Development of Tourism Entrepreneurship

The FGD results indicated that the diversity of local potential is a key identified supporting factor. Sampe Raya boasts natural attractions, agricultural potential, stingless bee cultivation, accommodation, and guide services that can be developed into various tourism businesses. This diversity opens up opportunities for product diversification and the development of tour packages that combine multiple activities into one travel experience.

However, the FGD checklist results indicated that several other aspects, including business actor readiness, management and service skills, accessibility and safety, digital promotion, market access, collaboration between actors, and institutional support, were still not identified in the discussions. This status does not necessarily prove that all these aspects are unavailable, but rather indicates that information and agreement on these aspects are not yet sufficiently documented to constitute definitive findings.

The first supporting factor is the diversity of local potential. The presence of several natural attractions, agricultural areas, and klanceng honey cultivation allows for the development of tourism products with distinct characteristics. This potential can form the basis for creating tourism experiences that combine recreation, education, and interaction with the community. The second supporting factor is the availability of several tourism services with established rates. Data on rates for Gua Kampret, Landak River, guide services, and guesthouses can serve as a starting point for developing cost structures and designing tour packages. The availability of these services provides a foundation for more coordinated business development, although business performance data still needs to be completed. The third supporting factor was the agreement among FGD participants regarding the direction of model development. Participants agreed on product development based on local potential, strengthening community entrepreneurial capacity, value chain integration through integrated tourism packages, stakeholder collaboration, digital marketing, role and revenue sharing, and evaluation of service quality and competitiveness. This agreement provides a participatory basis for formulating a tourism entrepreneurship development model.

Inhibiting Factors and Development Needs

The FGD results identified several development needs, which were directly noted by participants. First, the management of klanceng honey still needs improvement. Second, the Sungai Luntir Waterfall lacks adequate signage. Third, homestay and guide services still need improvement. Fourth, culinary MSMEs are still few, tend to be seasonal, and lack a strong local identity. Fifth, the connection between attractions and supporting services is lacking. This situation demonstrates that the challenges of developing tourism entrepreneurship lie not only in the availability of attractions, but also in product readiness and service quality. Potential that hasn't been clearly packaged will be difficult to market as a valuable product. Similarly, stand-alone attractions won't necessarily provide broad economic benefits if tourists aren't connected to accommodations, culinary delights, guide services, and local products.

In addition to the needs already noted, aspects of business readiness, market access, collaboration between actors, institutional support, and capital requirements still require further investigation. Further research can collect data through in-depth interviews, observations, and recording visitor numbers, turnover, operational costs, service capacity, and collaboration mechanisms. This data is needed to distinguish the challenges actually experienced by business actors from those not identified in the FGDs. Based on these results, tourism entrepreneurship development needs to prioritize strengthening existing products, improving service quality, developing realistic educational products, and integrating products and services through integrated tourism packages. This approach allows for gradual development based on the readiness of business actors and the conditions of the destination.

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A Tourism Entrepreneurship Model Based on Local Potential to Increase the Competitiveness of Sampe Raya Tourism Village

A local potential-based tourism entrepreneurship model was designed based on field findings and the results of a Focus Group Discussion (FGD) on October 13-15, 2026. This model was developed to integrate local potential, business actor capacity, the tourism value chain, stakeholder collaboration, and marketing in an effort to increase the competitiveness of Sampe Raya Tourism Village. The model development was based on the finding that the village has diverse tourism potential, but still faces challenges in the form of limited product and service integration, improving service quality, developing MSME product identities, and marketing and market access. The model consists of six interrelated components. First, the development of tourism products based on local potential, through strengthening the attractions of Gua Kampret, Landak River, rice farming, klanceng honey, and supporting potential in the form of homestays and MSME products. The development of Sungai Luntir Waterfall needs to be preceded by a study of accessibility readiness, safety, and area management provisions. Second, strengthening the capacity of business actors, especially in tourism services, homestay management, guiding, product development, and business management. Third, the integration of value chains and tourism packages, by connecting attractions, guides, accommodation, culinary delights, and MSMEs to create a more integrated tourism experience. Fourth, stakeholder collaboration involving village governments, Pokdarwis, BUMDes, MSMEs, homestay managers, guides, the community, academics, and tourism partners. This collaboration is necessary to clarify the division of roles, coordinate management, and revenue sharing mechanisms. Fifth, digital marketing and expanding market access, through the provision of destination information, product and tour package promotions, and partnership development. Sixth, evaluate service quality and competitiveness, using indicators such as local stakeholder involvement, service quality, tourist visits, local product transactions, partnerships, visitor satisfaction, and the application of conservation principles. These indicators serve as suggestions for evaluating the model's subsequent implementation

Figure 1. Tourism Entrepreneurship Model Based on Local Potential of Sampe Raya Tourism Village, Langkat Regency.

The FGD results showed that participants agreed on the components of local product development, capacity building, value chain integration, stakeholder collaboration, digital marketing, role and revenue sharing, and evaluation of service quality and competitiveness. High priorities included strengthening the Kampret Cave and Landak River, managing klanceng honey, improving the quality of homestays and services, developing integrated tourism packages, digital marketing and market partnerships, and assessing the readiness of the Sungai Luntir Waterfall. Meanwhile, agricultural educational tourism was designated a medium priority. FGD participants assessed that the model met the needs of Sampe Raya Tourism Village, but its implementation still requires adjustments to accommodate available resources. Therefore, this model is a conceptual design that has received initial validation from stakeholders. Its effectiveness in increasing competitiveness cannot be concluded until measurable implementation and evaluation are conducted.

CONCLUSION

This study concludes that Sampe Raya Tourism Village, Langkat Regency, has local potential that can be developed to increase the destination's competitiveness, including rice farming, Kampret Cave, Landak River, klanceng honey, Luntir River Waterfall, homestays, local culinary delights, MSME products, and tour guide services. However, the development of this potential still faces several challenges, particularly the lack of integration of attractions with supporting services, the need to improve service quality, the weak identity of MSME products, and the need for strengthening marketing and collaboration between stakeholders. The local potential-based tourism entrepreneurship model is formulated through six components: local tourism product development, business capacity building, value chain and tourism package integration, stakeholder collaboration, digital marketing and market access, and service quality and competitiveness evaluation. Focus Group Discussion (FGD) results indicated that the model's components align with the development needs of the Sampe Raya Tourism Village. However, its implementation still requires adjustments based on resource availability and stakeholder readiness. Therefore, further implementation and evaluation are needed to measure the model's contribution to improving destination competitiveness and the local economy.

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