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Tourism Entrepreneurship Business Model: Product and Experience Innovation to Attract Tourists

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Abstract The tourism industry in Indonesia, with its diverse culture and natural resources, offers significant potential for economic growth. However, challenges such as intense competition and the need for sustainability demand innovation in tourism entrepreneurship business models. This study aims to explore product innovation and tourist experiences in three major destinations: Bali, Yogyakarta, and Lombok. Employing a descriptive qualitative approach, data were collected through in-depth interviews and observations. The results indicate that the integration of local culture and digital technology enhances the attractiveness of destinations, creating unique experiences for tourists and providing economic benefits to local communities. Although innovation offers numerous advantages, challenges such as limitations in human resources and technological support still need to be addressed to achieve long-term sustainability in the industry. This research fills a gap in the literature by adopting an interdisciplinary approach that encompasses cultural, economic, and technological aspects of tourism entrepreneurship.

Kata Kunci: inovasi pariwisata, kewirausahaan, pengalaman wisata, budaya lokal, keberlanjutan.

Abstract Industri pariwisata di Indonesia, dengan keanekaragaman budaya dan alamnya, menawarkan potensi besar bagi pertumbuhan ekonomi. Namun, tantangan seperti persaingan ketat dan kebutuhan akan keberlanjutan menuntut inovasi dalam model bisnis kewirausahaan pariwisata. Penelitian ini bertujuan untuk mengeksplorasi inovasi produk dan pengalaman wisata di tiga destinasi utama: Bali, Yogyakarta, dan Lombok. Dengan pendekatan kualitatif deskriptif, data dikumpulkan melalui wawancara mendalam dan observasi. Hasil menunjukkan bahwa integrasi budaya lokal dan teknologi digital meningkatkan daya tarik destinasi, menciptakan pengalaman unik bagi wisatawan, serta memberikan manfaat ekonomi bagi masyarakat lokal. Meskipun inovasi menawarkan banyak keuntungan, tantangan seperti keterbatasan sumber daya manusia dan dukungan teknologi masih perlu diatasi untuk mencapai keberlanjutan jangka panjang dalam industri ini. Penelitian ini mengisi gap dalam literatur dengan mengadopsi pendekatan interdisipliner yang melibatkan aspek budaya, ekonomi, dan teknologi dalam kewirausahaan pariwisata.

INTRODUCTION

The tourism industry represents a significant economic sector with considerable potential to enhance national revenue and expand employment opportunities. In recent years, tourism has become a primary driver of economic growth in various countries (Yakup, 2019), including Indonesia. The country's cultural diversity, natural beauty, and historical heritage make it an attractive destination for both domestic and international tourists. However, the development of the tourism industry faces various challenges, such as increasing competition, changing tourist preferences, and the need for environmental sustainability. In this context, innovation in tourism entrepreneurship business models becomes crucial. Enterprises in the tourism sector can no longer focus solely on providing basic products or services; they must also be capable of offering unique and captivating experiences that meet the expectations of modern tourists. Product innovation and tourist experiences are key to attracting and retaining visitors. Tourism entrepreneurs are required to create added value that is not only commercially viable (Piwahyuti, 2021), but also considers social and environmental aspects. Innovative business models in tourism may involve the development of products based on local culture (Damnet et al., 2024), the use of digital technology to enhance interaction with tourists (Lopes & Estevão, 2024; Santarsiero et al., 2024), and the implementation of sustainable practices that support environmental preservation (Setyawati et al., 2024). In the literature on tourism entrepreneurship, numerous studies have addressed the importance of innovation in products and services as a primary factor in the success of tourism businesses. However, there are several gaps in previous research that underscore the importance of this study.

Most prior research tends to focus on innovation within the context of international tourism or in developed countries (Lopes & Estevão, 2024; Szromek & Polok, 2022). In contrast, studies examining innovation in tourism entrepreneurship in Indonesia remain relatively limited. The local context of Indonesia, characterized by cultural diversity and unique tourist destination features, has not been thoroughly explored in the literature. Therefore, this study seeks to address this gap by investigating product innovation and tourist experiences in several key destinations in Indonesia, such as Bali, Yogyakarta, and Lombok. Previous research often separates technology-based innovation from local cultural-based innovation. However, in the context of tourism in Indonesia, these two aspects can complement each other to create unique tourist experiences. This study fills this gap by exploring how the integration of digital technology and local cultural elements can be applied within tourism entrepreneurship business models to enhance tourist appeal and satisfaction.

Most existing studies tend to focus on the short-term impacts of innovation in tourism, such as increased tourist visits or revenue generation (Mishra & Kumar, 2024.). However, the long-term impacts of innovation, particularly regarding business sustainability and cultural preservation, remain under-researched. This study aims to fill this gap by not only examining the immediate effects of innovation but also considering how these innovations can support the long-term sustainability of tourist destinations. While many studies have identified the benefits of innovation in tourism, few have delved deeply into the constraints and challenges faced by entrepreneurs in implementing such innovations. This research addresses that gap by

investigating various constraints, such as capital limitations, resistance to change, and market uncertainty, and providing strategic recommendations to overcome these challenges.

Previous research has often focused on a single discipline, such as management or technology, without considering interdisciplinary approaches that can provide a more holistic understanding of innovation in tourism (Della Corte et al., 2021; Trunfio & Campana, 2019). This study attempts to bridge that gap by adopting an interdisciplinary approach that encompasses cultural, technological, economic, and managerial aspects to provide a comprehensive view of innovation in tourism entrepreneurship. Therefore, this research aims to analyze how tourism entrepreneurship business models can be adapted and developed through product innovation and tourist experiences. This study will also explore the factors influencing the success of these business models and their impact on the attractiveness of tourist destinations in Indonesia.

RESEARCH METHOD

This study employs a descriptive qualitative approach to gain an in-depth understanding of innovation in tourism entrepreneurship business models. This approach was selected because it is suitable for exploring complex phenomena that cannot be quantitatively measured, particularly regarding how innovations are implemented by tourism entrepreneurs and their impact on tourists. A descriptive design is utilized to provide a detailed depiction of the implementation of innovation in the field. The research is conducted in three prominent tourist destinations in Indonesia: Bali, Yogyakarta, and Lombok. These locations were chosen based on their reputation as centers of tourism innovation in Indonesia, particularly concerning the integration of local culture and digital technology. The selection of these sites is expected to provide contextual variation in understanding innovation within the tourism industry. The subjects of this research include tourism entrepreneurs, destination managers, and tourists engaged in activities at these locations. Subject selection was carried out through purposive sampling, where informants were chosen based on their involvement in the development and implementation of innovations.

Data were collected through in-depth interviews, participatory observation, and documentation. In-depth interviews were utilized to explore the perspectives of entrepreneurs, managers, and tourists regarding the existing innovations. Participatory observation involved the researcher directly engaging in the field to observe the implementation of innovations, while documentation was used to gather relevant secondary data. The collected data were analyzed using thematic techniques, beginning with coding and culminating in the identification of patterns. To ensure data validity, triangulation was employed by comparing data from various sources, along with member checking to confirm that interpretations aligned with the informants' perspectives. This methodology ensures that the research is conducted accurately and comprehensively.

FINDING AND DISCUSSION

This study examines product and experience innovation in tourism entrepreneurship across three major destinations in Indonesia: Bali, Yogyakarta, and Lombok. The research findings reveal how these innovations not only enhance the appeal of the destinations but also

contribute to the success of tourism entrepreneurship business models. Several aspects are highlighted, including the implementation of innovative activities, analysis of the outcomes, challenges faced, and their impacts on the destinations.

Tourism entrepreneurs in Bali, Yogyakarta, and Lombok have adopted product and experiential innovations with careful planning and sustainability at the forefront. These innovations aim to enhance the attractiveness of tourist destinations by weaving local cultural elements into their offerings. In Bali, for instance, villages like Penglipuran and Tenganan capitalize on their rich cultural heritage by offering activities such as traditional weaving crafts and vibrant cultural performances that draw visitors seeking immersive cultural experiences. Yogyakarta has followed suit, with villages such as Kasongan and Krebet gaining recognition for their distinctive pottery and wooden batik crafts that have become focal points of attraction. Similarly, in Lombok, villages like Sukarara and Tetebatu have showcased their unique weaving crafts while promoting nature-based ecotourism, attracting travelers who appreciate authenticity and sustainability. Beyond product innovations, entrepreneurs in these regions have also shifted their focus toward enriching tourism experiences. By developing community-based tourism and ecotourism initiatives, they create opportunities for tourists to engage directly with local communities. This engagement goes beyond passive sightseeing; visitors are invited to participate in daily community activities, including batik-making, traditional weaving, and even joining in on local ceremonies and agricultural practices. This interactive approach not only provides tourists with a deeper understanding of the local culture but also fosters a sense of connection and appreciation for the community's way of life.

In Yogyakarta and Lombok, the concept of community-based tourism has gained substantial momentum, resonating with travelers who seek meaningful and participatory experiences. Unlike conventional tourism where visitors are mere spectators, this model places them at the heart of local customs and traditions, transforming them into active participants. Whether learning the intricacies of traditional weaving techniques in Lombok or contributing to pottery workshops in Yogyakarta, tourists find these experiences enriching and memorable. The idea is to blur the lines between visitor and host, creating a collaborative environment where cultural exchange thrives. These tourism experiences are designed not only to provide enjoyment but to also encourage sustainable practices and mutual respect between tourists and the local community. In doing so, they promote economic opportunities for the local population, empowering artisans and craftsmen who rely on these activities for their livelihoods. For example, in Bali's Tenganan village, the practice of creating and selling traditional crafts supports local artisans and preserves the village's cultural heritage. Similarly, in Yogyakarta's Kasongan, the pottery workshops contribute to sustaining local craftsmanship and passing on valuable skills to future generations.

Lombok's ecotourism initiatives further exemplify the blend of tourism and sustainability. Villages such as Tetebatu invite visitors to explore lush rice terraces and take part in farming activities, which highlight the region's commitment to preserving its natural landscape. These eco-friendly initiatives not only draw tourists who prioritize environmental responsibility but also foster awareness about sustainable living practices. The combined product and experiential innovations adopted in Bali, Yogyakarta, and Lombok illustrate a

forward-thinking approach that emphasizes cultural integrity and sustainability. By integrating community participation and promoting ecological practices, these regions continue to set themselves apart as leaders in sustainable tourism. The goal is not just to attract visitors but to ensure that tourism development benefits both the community and the environment, creating a cycle of sustainable growth and cultural preservation. Through these strategic initiatives, the tourism landscape in these areas becomes richer, more inclusive, and a model for community-driven success.

The outcomes of the implemented innovations indicate that this strategy has successfully enhanced the appeal of tourist destinations in the three regions studied. Cultural-based product innovations have created unique and authentic experiences for tourists, which in turn increase visitor satisfaction and loyalty. In Bali, visitors feel a connection to Balinese culture through participation in traditional activities and visits to traditional villages. In Yogyakarta, direct interaction with the community in batik-making or pottery crafting adds significant value for tourists. Similarly, in Lombok, travelers engaged in ecotourism activities feel more connected to nature and the local community. The success of these innovations is also reflected in the increase in tourist visits, both domestic and international. In Bali, the village of Penglipuran is recognized as one of the cleanest villages in the world, which serves as a strong attraction for tourists seeking destinations with high cultural and aesthetic value. Meanwhile, in Yogyakarta, the ecotourism-focused village of Pentingsari and the Tembi village, which combines art and agricultural traditions, have also experienced a rise in tourist visits. In Lombok, the village of Tetebatu, known for its natural beauty and local culture, is beginning to capture the attention of international tourists.

Innovations in products and tourism experiences have proven to have a significant impact on tourist destinations in Bali, Yogyakarta, and Lombok. However, their implementation is not always straightforward. In addition to the successes achieved, tourism entrepreneurs in these regions also face a number of challenges that require special attention to attain sustainability. One of the primary obstacles is the limitation of creative and skilled human resources. Not all villages or communities have access to training or education that supports tourism innovation. In several villages in Yogyakarta and Lombok, for instance, entrepreneurs still rely on traditional knowledge passed down through generations. Meanwhile, the needs of modern tourists are continually evolving, necessitating new skills that are relevant in terms of both product presentation and the experiences offered. The lack of formal training in developing new skills has caused some destinations to lag behind in facing competition in the tourism market.

In addition to human resource issues, technology also presents a significant challenge in tourism innovation. In this digital age, technology plays a crucial role in introducing and marketing tourism products, particularly through online platforms. Although some entrepreneurs in Bali, Yogyakarta, and Lombok have begun to leverage digital technology for marketing and booking tourism services, many have yet to fully optimize this potential. This is primarily due to limited internet access in rural areas, as well as a lack of knowledge regarding the use of digital technology. In several regions, technology use is restricted to basic aspects such as social media, while greater potential applications, such as utilizing data to understand tourist preferences, remain underexplored. Furthermore, government support is

also an important factor in fostering tourism innovation. Government programs designed to encourage community-based and cultural tourism development do exist, but their implementation is not consistently equitable across all destinations. In some areas, such as Bali, government support is relatively strong, with programs that assist small entrepreneurs in promoting local products. However, in other regions like Lombok, bureaucratic complexities often hinder entrepreneurs from obtaining business permits or accessing funds for business development. Some entrepreneurs in Lombok report difficulties in securing financial support to expand the production capacity of their local crafts, despite the substantial market potential.

Another challenge faced is ¹⁰ the protection of cultural and environmental heritage. In the pursuit of innovation, some entrepreneurs become ensnared in excessive commercialization, which poses a risk of undermining the authenticity of local culture and the environment. In several destinations, unsustainable tourism practices can lead to environmental degradation or transform local culture into a commodified form that loses its original significance. Therefore, innovation in tourism ¹³ must be approached with caution, considering the balance between economic needs and the preservation of cultural and natural heritage. Although innovation in tourism products and experiences offers numerous benefits, entrepreneurs must address various challenges, including limitations in human resources, technology, and government support, to realize their full potential. Through collaboration among the government, local communities, and the private sector, these challenges can be mitigated to ensure that sustainable tourism innovation can be achieved.

The Impact of Innovation on Destination Success

Innovation in tourism products and experiences has demonstrated a significant impact on the success of tourist destinations in Bali, Yogyakarta, and Lombok. This innovation not only enhances the appeal of these destinations but also strengthens their competitiveness in an increasingly competitive global tourism market. Modern travelers are more attracted to unique and authentic experiences that can only be found in destinations with distinctive characteristics. Villages in Bali, Yogyakarta, and Lombok have successfully harnessed culture-based innovations to create authentic products and experiences, enriching the tourists' experiences while highlighting the identity of their respective regions. For instance, in Bali, villages such as Celuk and Batubulan offer immersive experiences for tourists through silver crafts and traditional Balinese dance performances. Tourists visiting Celuk can witness the silver-making process by local artisans, an experience that is not only visually captivating but also provides insights into the local culture. A similar phenomenon occurs in Yogyakarta, particularly in Kasongan and Krebet Villages. In Kasongan Village, tourists can participate in pottery-making workshops, while in Krebet Village, visitors can learn to make wooden batik, a craft that is emblematic of the region. This innovation not only enhances the tourist experience but also provides them with opportunities to engage directly in local cultural activities, ultimately creating a more memorable and profound experience (Wijayanti, 2018).

In addition to attracting more tourists, innovation in tourism products and experiences also positively impacts the local economy (Damnet et al., 2024; Liu & Kou, 2024). The development of innovative products and services enables entrepreneurs to create added value

(Setyawati et al., 2024), both in terms of pricing and quality. For example, entrepreneurs in the handicraft sector or community-based tour packages can set higher prices for their products or services, thanks to the unique characteristics they offer. These value-added products, such as handcrafted items or tour packages that involve local communities (Amrullah et al., 2024), possess a distinct appeal for tourists seeking authentic and personalized experiences. Thus, innovation allows entrepreneurs to significantly enhance their revenue (Mahfud, 2020). Moreover, innovation in the tourism sector also creates new job opportunities for local communities. In Bali, Yogyakarta, and Lombok, many individuals are now directly involved in the tourism sector, serving as tour guides, artisans, and providers of accommodation and transportation services. This indicates that innovation in the tourism sector not only impacts the income growth of entrepreneurs but also offers broader benefits to the local community. For instance, in Lombok, community-based tourism programs developed through innovation have created new economic opportunities for local residents, including those who were previously uninvolved in the tourism industry (Samsir, 2019).

Innovations in tourism products and experiences are essential for the success of destinations like Bali, Yogyakarta, and Lombok. These advancements do more than enhance the destinations' appeal—they also boost the local economy and improve international standing. Positive reviews from visitors who experience the unique offerings of these innovative tourist villages, alongside media coverage that highlights their distinctiveness, have cemented the reputation of Bali, Yogyakarta, and Lombok as prime travel spots. The relevance of innovation has become even more pronounced in the digital age, where traveler feedback and social media heavily influence public perception. Tourists who leave satisfied are likely to share their experiences, which in turn draws more visitors (Rahman & Dewi, 2020). The long-term benefits of these innovations are particularly evident in how these destinations are perceived by international tourists. Real-life examples show how successful these innovations can be. In Bali, for example, activities that offer hands-on experiences, such as traditional crafts and cooking classes, have gained popularity. These activities go beyond the natural and cultural beauty of Bali, offering tourists an intimate look at local life. In Yogyakarta, tourism development has leaned into art and cultural experiences, appealing to those seeking authenticity. Lombok, on the other hand, has put a strong emphasis on sustainable tourism that respects local culture and the environment, adding value for environmentally conscious travelers.

Despite the clear advantages of these innovations, challenges remain. One significant obstacle is the limited access to technology and training, which are crucial for developing and implementing new ideas in many tourist villages. Some rural areas, particularly those in Yogyakarta and Lombok, face difficulties in using digital tools for marketing and online booking is an essential aspect for drawing in international visitors (Riyanto, 2021). The lack of technological infrastructure in these rural communities limits their ability to effectively compete in a market that is increasingly reliant on digital solutions. This challenge is compounded by a general lack of skills and knowledge about using technology to promote tourism. Entrepreneurs in these areas also face bureaucratic challenges when trying to secure government support, whether that be in the form of permits or funding. Complicated licensing processes and lengthy waiting periods can deter local innovators from

implementing their ideas. Although some regulatory reforms have been introduced by the government to ease these burdens, these changes are not uniformly applied. Private sector support also needs to be enhanced to bridge the funding and resource gaps faced by local tourism businesses.

Government and private sector support is crucial for ensuring that innovations are applied consistently across all tourism destinations. Governments should adopt more inclusive policies and make training and technological resources more accessible and affordable to communities in tourist areas. There have been successful cases where training in technology-based destination management and digital marketing has helped overcome these challenges. Such initiatives enable local businesses to adapt to new practices and reach wider markets. Collaboration between local tourism stakeholders, the government, and private enterprises also plays a significant role in fostering an environment conducive to sustainable innovation. Examples of successful partnerships include programs where tourist villages team up with digital tourism platforms. These partnerships provide technical assistance in managing digital marketing and online reservation systems, increasing operational efficiency and extending market reach for local tourism entrepreneurs.

Community involvement in the innovation process is another critical element that ensures that new initiatives align with local needs and aspirations. In many tourist villages, active community participation has led to the development of cultural and nature-based tourism products that provide a more authentic experience for visitors. This involvement creates a deeper connection for tourists, as the activities and products they experience reflect the local culture and traditions. However, the success of innovation implementation is not solely dependent on external support. The awareness and readiness of the local community are equally important for sustaining innovation (Zain et al., 2024). Public education and awareness-raising efforts can foster an environment that is more accepting of change and better equipped to adapt to market demands. Therefore, educational programs aimed at the younger generation in tourist areas are valuable long-term investments that can ensure the sustainability of innovation in the tourism sector.

Innovations in tourism products and experiences are vital for maintaining and enhancing the competitiveness of destinations (Muh Fahrurrozi et al., 2023) like Bali, Yogyakarta, and Lombok. These innovations enrich tourist experiences and contribute to strengthening local economies and international reputations. Nevertheless, issues such as limited access to technology and bureaucratic obstacles must be addressed. Stronger government and private sector support, combined with comprehensive education and active community involvement, are essential for sustainable innovation. Through collaborative efforts, Indonesia's tourism destinations can continue to grow and thrive on the global stage, offering long-term benefits for all stakeholders (Rahman & Dewi, 2020; Riyanto, 2021).

CONCLUSION

The findings of this research highlight the significant impact that innovations in tourism products and experiences have on the success of destinations such as Bali, Yogyakarta, and Lombok. These innovations transcend conventional attractions by embedding local cultural elements into authentic tourist experiences. By involving visitors in

activities like craft-making, cultural performances, and traditional ceremonies, these destinations offer immersive experiences that create deeper connections and memorable stays. This approach enhances tourist satisfaction and encourages repeat visits and positive word-of-mouth, bolstering both domestic and international tourism. The benefits extend beyond tourists; local entrepreneurs also gain considerably from these innovations. Community-based tourism and value-added products allow local businesses to diversify their income, creating sustainable economic opportunities. In Bali, for example, artisans and small business owners thrive by showcasing their traditional crafts to engaged tourists, generating increased revenue and supporting local economic growth. This direct interaction between tourists and communities ensures that the benefits of tourism are widely distributed and help reinforce cultural preservation. However, this research also identifies critical challenges that must be addressed to ensure the effective and equitable implementation of these innovations. One significant challenge is the limited availability of skilled human resources. Many local entrepreneurs lack adequate training to develop and manage innovative tourism offerings effectively. This skills gap can compromise the quality of tourist experiences and limit the reach of such innovations. Additionally, access to technology is uneven, particularly in rural or remote areas. This technological disparity restricts the ability of local businesses to market effectively, manage online reservations, and integrate modern practices into their operations. Another challenge is the varying level of government support. While some regions benefit from robust policies and funding, others face difficulties obtaining necessary permits, resources, or incentives to foster innovation. This inconsistency can create disparities, affecting the overall competitiveness of the destinations. Complex bureaucratic processes can further deter local entrepreneurs from pursuing new ideas, exacerbating existing challenges. To overcome these barriers, stronger collaboration between government, local communities, and the private sector is essential. Comprehensive training programs, better access to technology, and streamlined government support can create an environment that encourages and sustains tourism innovation. Public-private partnerships could be especially impactful in funding and supporting community-driven projects. The positive influence of innovations on the international reputation of these destinations is evident through favorable tourist reviews and increased visibility on social media. This recognition solidifies the standing of Bali, Yogyakarta, and Lombok as unique and competitive global destinations. Innovations in tourism are crucial for creating sustainable growth, enriching visitor experiences, and supporting local economic resilience.

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