



Development of Okura Tourism Village Based on Sociopreneurship: A Pentahelix Approach to Sustainability and Social Inclusion

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Abstract

Tourism villages have emerged as strategic instruments for inclusive rural development by integrating cultural preservation, natural resource management, and local economic empowerment. This study examines the development of Okura Tourism Village in Pekanbaru, Indonesia, through the integration of sociopreneurship and the pentahelix governance framework. Employing a qualitative design combining a systematic literature review and field-based inquiry, the research analyzes tourism potentials, community-based enterprises, and multi-actor collaboration dynamics. Findings indicate that Okura possesses strong natural and cultural assets, including river tourism, agro-tourism, cycling trails, and Malay cultural heritage. Community-driven enterprises—such as ginger candy (ting jahe), palm-rib handicrafts, instant ginger powder, and ketupat belacan—demonstrate sociopreneurial characteristics by integrating economic and social values. However, structural constraints persist, including limited digital literacy, lack of certification, weak branding, and managerial gaps. IFAS and EFAS analyses reveal moderate internal strength (2.70) and favorable external conditions (3.10), suggesting significant growth potential if institutional weaknesses are addressed. This study proposes a Sociopreneurship–Pentahelix Model to foster sustainable and inclusive tourism village development. The research contributes to the discourse on community-based tourism governance by offering an integrated and replicable framework for rural innovation.

Key Words : Tourism Villages, Sociopreneurship, Pentahelix, Sustainable Tourism, Community Empowerment, Rural Development.

Introduction

Tourism villages have increasingly been framed not only as local economic development strategies but also as mechanisms for social innovation and resilience. Recent comparative studies argue that community-based tourism (CBT) aligns closely with the Sustainable Development Goals by distributing benefits more equitably and strengthening local governance capacities (Abreu, 2024). These studies also highlight that CBT practices which integrate clear social missions often through social or community entrepreneurship show higher chances of sustaining livelihoods and cultural assets in the medium term.

Contemporary research on rural tourism entrepreneurship identifies a set of success factors that matter for village-level scale-up: entrepreneurial orientation, access to market information (including digital platforms), institutional support, and social capital among community members (Utami, Dhewanto, & Lestari, 2023). These factors have been empirically linked to better business performance and more resilient tourism systems during and after shocks such as the COVID-19 pandemic. Integrating sociopreneurial approaches where social value creation and market mechanisms co-exist therefore offers a promising pathway for tourism villages aiming to combine economic viability with inclusion.

Multi-actor collaboration remains central to translating local potential into sustainable tourism outcomes. Studies demonstrate that effective collaboration between tourism enterprises and community organizations fosters co-construction of tourism offerings and stabilizes partnerships that can support long-term destination governance (Zeng et al., 2024). Moreover, government support and social capital are repeatedly shown to amplify the positive effects of entrepreneurship and community initiatives on tourism performance, underscoring the relevance of governance frameworks such as the pentahelix for rural contexts.

In Indonesia specifically, these international trends resonate strongly: empirical studies from multiple provinces show that villages that adopt integrated strategies combining sociopreneurship, pentahelix collaboration, and digital market access tend to perform better on indicators of inclusivity, economic resilience, and cultural preservation (Handiman et al., 2024; Wardani, Kamiliyah, & Farhan, 2023). Okura Village in Pekanbaru, Riau Province, with its river tourism, agro-tourism assets, and Malay cultural heritage, presents an appropriate case to test this integrated approach. Local products (e.g., ting jahe, palm-rib crafts, instant ginger powder, ketupat belacan) show clear sociocultural value, but face barriers in certification, packaging, and digital marketing that mirror national patterns identified in the literature.

Despite extensive studies on community-based tourism, sociopreneurship, and collaborative governance, most existing research treats these dimensions separately. Limited empirical studies integrate sociopreneurship values with a structured pentahelix governance model within a single operational framework, particularly in Indonesian rural tourism contexts. This fragmentation results in conceptual overlap but limited implementation guidance. Therefore, this study addresses this gap by operationalizing both frameworks into a cohesive development model tested in Okura Village.

Despite the growing body of research on community-based tourism (CBT), rural entrepreneurship, and collaborative governance, a more systematic mapping of the literature reveals that these strands have largely evolved in analytical silos, limiting their explanatory power in addressing core governance challenges within public administration. First, the literature on CBT and rural tourism development has predominantly emphasized economic empowerment, cultural preservation, and community participation. Recent studies highlight that CBT contributes to inclusive development and aligns with the Sustainable Development Goals by distributing benefits more equitably and strengthening local resilience (Abreu et al., 2024; Scheyvens & Biddulph, 2018). However, these studies tend to treat governance as a background condition rather than a central analytical focus. Critical dimensions such as coordination mechanisms, institutional design, and accountability arrangements remain underexplored, particularly in decentralized rural contexts.

Second, the sociopreneurship literature underscores the importance of hybrid value creation, combining economic and social objectives within community-based enterprises. Empirical works demonstrate that sociopreneurship enhances local innovation, social inclusion, and livelihood sustainability (Saebi et al., 2019; Hota et al., 2020; Dwivedi & Weerawardena, 2023). Nevertheless, this body of research is largely concentrated at the micro or enterprise level, with limited attention to how governance systems, policy frameworks, and institutional environments enable or constrain sociopreneurial initiatives. As a result, the link between sociopreneurship and public value creation in governance systems remains insufficiently theorized.

Third, the collaborative governance and pentahelix literature highlights the importance of multi-actor interaction involving government, academia, business, community, and media. Building on the helix innovation framework, recent studies emphasize that cross-sector collaboration can enhance innovation capacity, policy effectiveness, and regional development outcomes (Galvão et al., 2021; Carayannis et al., 2022; Purnomo et al., 2021). However, much of this literature remains normative and descriptive, often assuming that collaboration is inherently effective without critically examining how it is institutionalized. Issues such as power asymmetry, coordination failure, role ambiguity, and weak accountability mechanisms are frequently overlooked.

Taken together, these strands reveal several persistent limitations. There is a lack of clarity regarding how coordination is operationalized across actors, limited discussion on who is accountable for outcomes in multi-actor governance settings, and insufficient attention to institutional capacity at the local level. Furthermore, the concept of public value is often narrowly defined in economic terms, while broader dimensions such as social inclusion, empowerment, and equity are not fully integrated into governance analysis (Bryson et al., 2014; Hartley et al., 2017; Nabatchi et al., 2017). This fragmentation results in a gap between conceptual development and practical implementation, particularly in rural development contexts.

These limitations point to a broader public governance puzzle, namely how to design and operationalize governance systems that are capable of integrating economic objectives, social inclusion, and sustainable development within resource-constrained local settings. In the context of tourism villages, this puzzle is not merely about improving tourism performance or MSME competitiveness, but about strengthening governance capacity through effective coordination, accountability, and inclusive participation.

In this regard, the integration of sociopreneurship and the pentahelix framework offers a promising yet underexplored pathway. Sociopreneurship provides a normative foundation for public value creation, ensuring that economic activities are aligned with social goals and community empowerment. Meanwhile, the pentahelix model offers a structural governance framework that organizes multi-actor collaboration across sectors. By combining these approaches, it becomes possible to address key governance challenges, including coordination across actors, accountability in decentralized systems, institutional capacity building, and inclusive participation mechanisms.

Therefore, this study moves beyond conventional tourism and MSME development perspectives by positioning tourism villages as sites of public governance innovation. It contributes to the public administration literature by demonstrating how the integration of sociopreneurship and pentahelix collaboration can be operationalized to generate sustainable public value, strengthen institutional arrangements, and enhance social inclusion in rural contexts.

Therefore, this paper advances the literature by empirically integrating sociopreneurship and pentahelix governance in the context of a tourism village. By doing so, it seeks to bridge an existing gap: while prior studies document elements of CBT, sociopreneurship, or multi-actor governance separately, fewer have tested an operational model combining them for replication in Indonesian rural contexts.

The study's objectives are: (1) to analyze the tourism potential in Okura Village (2) to identify potential sociopreneurship in Okura Village, (3) to map out a sociopreneurship product strategy using SWOT analysis, and (4) to examine the roles and interactions of pentahelix actors in supporting sustainable tourism development. The findings aim to inform policymakers, academics, and local stakeholders seeking evidence-based, scalable models for inclusive rural tourism.

Method

This study employs a qualitative research design integrating a Systematic Literature Review (SLR) and field-based inquiry to examine the sociopreneurship–pentahelix governance model in tourism village development. The SLR was conducted using Scopus, Web of Science, ScienceDirect, and Google Scholar, covering publications from 2015–2025 with keywords related to community-based tourism, sociopreneurship, collaborative governance, and public value. Articles were selected based on PRISMA procedures, applying inclusion criteria such as peer-reviewed status and relevance to governance and rural development, and

analyzed using thematic synthesis focusing on coordination, accountability, institutional capacity, and social inclusion. The field study was carried out in Okura Village, Pekanbaru, involving 15–20 purposively selected informants representing pentahelix actors (government, academia, business, community, and media). Data were collected through in-depth interviews, focus group discussions (FGD), observation, and document analysis over a defined research period. FGDs (10 participants per session) were used to identify internal and external strategic factors, followed by individual scoring to minimize bias. Qualitative data were analyzed using thematic coding (open, axial, and selective) to capture governance mechanisms, while SWOT, IFAS, and EFAS analyses were applied to quantify strategic positioning. The weighting and rating of factors were conducted individually by all FGD participants, with final scores calculated using mean averages. The model development integrates SLR findings and empirical results, emphasizing mechanisms of multi-actor coordination, institutional capacity building, accountability distribution, and public value creation. Social inclusion was assessed through indicators of participation, access, equity, empowerment, and representation, while institutional preconditions include functional local organizations, policy support, and cross-sector collaboration capacity.

Results and Discussion

Results : Development in Okura Village is based on several potential that have identified

1. Tourism Potential in Okura Village

Village tourism has become a globally recognised development strategy for improving community welfare, preserving local culture and protecting the environment. This concept is in line with the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 11 (Sustainable Cities and Communities). In Indonesia, the Ministry of Tourism and Creative Economy (Kemenparekraf) has initiated a village tourism development programme since 2014 as part of its strategy for economic equality and regional cultural promotion. The number of tourism villages has continued to increase from 1,200 villages in 2019 to more than 3,000 villages in 2023, but not all of them have developed optimally due to managerial constraints, market access, and collaboration between actors.

Okura Village in Pekanbaru City, Riau Province, is one of the villages with unique tourism potential because it combines natural wealth, Malay culture, and local wisdom in daily activities. This potential includes river tourism, agrotourism, culture, and cross-country sports. The following is data related to the distribution of Okura village tourism potential:

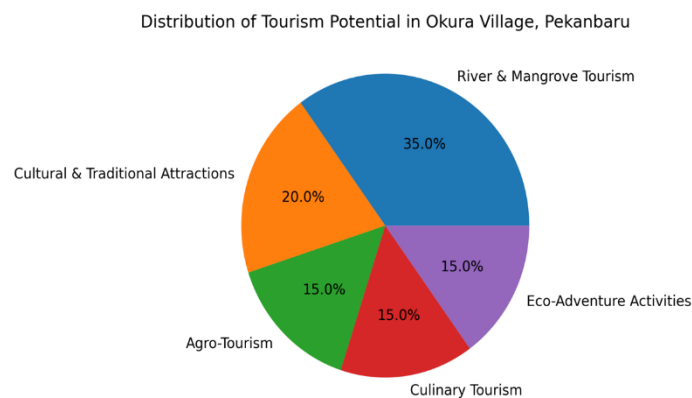


Figure 1. Distribution of Tourism Potential in Okura Village, Pekanbaru.

Figure 1 illustrates the distribution of tourism potential in Okura Village, Pekanbaru, highlighting a diversified yet resource-based tourism structure. River and mangrove tourism dominates the portfolio, accounting for 35% of the total potential. This indicates that natural water-based attractions, particularly activities along the Siak River, serve as the primary tourism asset of the village. The prominence of river tourism suggests strong opportunities for eco-river cruises namely Pacu sampan, environmental education, and mangrove conservation programs. With proper infrastructure and safety management, this segment can function as the core anchor of Okura's tourism branding.

Cultural and traditional attractions contribute 20% of the overall tourism potential, reflecting the significance of Malay heritage in shaping the village's identity. Traditional performances, rituals, local wisdom, and culinary traditions provide experiential value for visitors seeking authentic cultural immersion. This cultural component strengthens Okura's positioning as a heritage-based tourism destination and enhances its capacity to integrate tourism with cultural preservation and intergenerational knowledge transfer. Agro-tourism, culinary tourism, and eco-adventure activities each represent 15% of the tourism distribution. Agro-tourism highlights the village's agricultural resources, including plantations and farming activities that can be transformed into educational and experiential tourism packages. Culinary tourism emphasizes local food products such as ketupat belacan and ginger-based products, which not only serve as attractions but also support local micro-enterprises. Meanwhile, eco-adventure activities, such as cycling routes and nature exploration, respond to the growing demand for outdoor and sustainable tourism experiences.

Overall, the distribution demonstrates that Okura Village possesses a balanced tourism structure combining natural, cultural, agricultural, and creative economic elements. While river and mangrove tourism serve as the dominant driver, the complementary sectors provide diversification that reduces dependency on a single attraction type. Strategically integrating these sectors into thematic tourism packages could enhance visitor experience, increase length of stay, and strengthen the village's competitiveness as a sustainable tourism destination.

2. Sociopreneurship Practices

The development of sociopreneurship-based tourism villages in Okura Village with the measurement of sociopreneurship variables can use dual bottom-line indicators (economic and social), sociopreneurial intentions and behaviour, local capacity, external support, and sustainability monitoring with the Pentahelix approach. Not only emphasising the development of tourism villages based on natural resource and Malay cultural potential, sociopreneurship is a strategy to ensure that economic activities are in line with social values and environmental sustainability in Okura Village to support economic equality and social inclusion. Through initiatives developed by the community through the Okura Village PKK, such as ginger products (Okura's signature ginger sweets), palm leaf crafts (handmade products from the Okura palm leaf crafters' group), ginger powder drinks, and Okura's signature culinary dish, ketupat belacan, the community strives to create added value that not only increases income but also strengthens local identity. Thus, sociopreneurship in Okura acts as a bridge between the village's potential and market opportunities, as well as an instrument for community empowerment that supports the independence and competitiveness of tourist villages. The following are concrete examples of the potential for

sociopreneurship in Okura Village, namely businesses that have developed into leading products based on local wisdom.

Table 1. Business Trend in Okura Village

Business Type	Growth Index	Interpretation
Ting Jahe	9.0	Very High Growth
Processed Ginger Beverages	6.5	Moderate Growth
Ketupat Belacan	5.0	Stable / Moderate Growth
Palm Frond Handicrafts	2.0	Low Growth

Source : Research Results, 2025

The visualization indicates that ting jahe represent the most rapidly growing micro-enterprise sector in Okura Village, achieving a growth index of 9.0. Ting jahe is a traditional snack made from ginger, processed into candy with a unique, spicy-sweet flavour and distinctive spices, sprinkled with sesame seeds. This product reflects the innovation of the Okura Village community in processing local agricultural products into high-value processed foods. As a small and medium-sized enterprise (SME) product, ginger candy holds significant potential for marketing as a distinctive souvenir from a tourist village, while also supporting the concept of social entrepreneurship by empowering the community and increasing household income. Hereafter Ginger farming follows with moderate expansion, reflecting the village's strong reliance on ginger as a core commodity. Meanwhile, traditional food production (Belacan Ketupat) demonstrates stable performance, and palm frond handicrafts exhibit relatively low growth. This pattern suggests a structural shift toward value-added agricultural processing rather than raw commodity or craft-based production.

The local products of Okura Village that have been produced so far reflect the spirit of building and developing sociopreneurship, which combines economic potential with social and cultural values. Ginger candy is a high-value snack, palm frond crafts demonstrate environmentally friendly creativity that can be marketed or rented out, ginger powder drinks offer practical innovations based on local spices, while ketupat belacan is a traditional culinary icon that preserves the village's distinctive flavours. The existence of these products not only opens up business opportunities and increases community income but also strengthens the identity of Okura Village as a sociopreneurship-based tourist village that emphasises empowerment, sustainability, and cultural preservation.

Although local products from Okura Village have great potential in supporting the development of sociopreneurship-based tourism villages, MSME players still face significant obstacles. Legal issues such as PIRT (Food Industry Registration Certificate), halal certification, non-standard packaging, and limited online marketing are the main obstacles that need to be overcome immediately so that products can compete more widely. The main obstacles faced by MSMEs in Okura Village lie in the aspects of legality and product quality standards. Many processed products, such as ginger paste and ginger powder drinks, do not yet have PIRT permits and halal certification. This prevents the products from penetrating wider markets,

especially modern retailers or consumers who are concerned about halal aspects and food safety. In addition, packaging and digital marketing issues also pose a major challenge. MSME products still use simple packaging that is visually unappealing, while limited knowledge of online marketing strategies means that promotion relies solely on bazaars or specific events. This situation means that the economic potential generated is not yet optimal to support the sustainability of sociopreneurship-based businesses.

3. SWOT Analysis of Okura Products

The SWOT analysis highlights the strategic positioning of Okura’s MSMEs:

1. Strengths: River mangrove tourism, cultural and traditional attraction, spice-based and plantation-based products, unique identities (ting jahe, ketupat belacan), and strong social capital.
2. Weaknesses: lack of certifications (halal, PIRT), simple packaging, low digital literacy, and limited financial capital.
3. Opportunities: growing demand for community-based tourism, digital market expansion (e-commerce), CSR support, and pro-village tourism policies.
4. Threats: competition from mass-produced goods, inconsistent local policies, reliance on seasonal markets, and potential product imitation.

The SWOT indicates that Okura needs SO strategies (leveraging strengths to exploit opportunities), such as cultural product innovation for digital markets. WO strategies focus on capacity building and certification. ST strategies emphasize branding local uniqueness against mass competitors. WT strategies require pentahelix collaboration to overcome systemic weaknesses. Recent studies affirm that rural tourism MSMEs succeed when supported in three key areas: capacity building, financing, and market networking (Wiharjokusumo et al., 2022). Thus, institutional strengthening and network building remain critical.

Table 2. Appendix SWOT Analysis

	Strengths	Weaknesses
Opportunities	River mangrove tourism, cultural and traditional attraction; spice-based and plantation-based products; unique identities (ting jahe, ketupat belacan); strong social capital.	Lack of certifications (halal, PIRT); simple packaging; low digital literacy; limited financial capital.
Threats	Growing demand for community-based tourism; digital market expansion (e-commerce); CSR support; pro-village tourism policies.	Competition from mass-produced goods; inconsistent local policies; reliance on seasonal markets; potential product imitation.

Source: Research Results, 2025

For the next analysis, this research need to calculate the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) follows a structured process that combines qualitative identification of factors with quantitative weighting and scoring. The first step is to identify the relevant factors: internal strengths and weaknesses for IFAS, and

external opportunities and threats for EFAS. These factors are derived from field observations, interviews, focus group discussions, and literature reviews.

3.1 IFAS (Internal Factor Analysis Summary)

The Internal Factor Analysis Summary (IFAS) is a strategic management tool used to systematically evaluate an organization's or community's internal environment. Its primary function is to transform qualitative observations about strengths and weaknesses into a structured and quantifiable framework. By assigning weights and ratings to each internal factor, IFAS helps researchers and decision-makers identify which strengths provide the greatest advantage and which weaknesses require the most urgent attention. The usefulness of IFAS lies in its ability to provide a comprehensive overview of internal conditions. For example, in the context of tourism village development, IFAS highlights how cultural heritage, natural resources, and community creativity contribute to competitiveness, while simultaneously exposing challenges such as limited managerial skills, inadequate digital literacy, or lack of certification. This dual perspective ensures that strategies are built not only on existing advantages but also on realistic awareness of limitations. Moreover, IFAS is valuable because it facilitates prioritization. Since each factor is weighted according to its importance, decision-makers can focus resources on the most critical aspects rather than dispersing efforts across less significant issues. This prioritization is particularly important in resource-constrained environments, such as rural communities or small-scale enterprises, where strategic focus can determine success or failure.

Table 3. IFAS Analysis

Internal Factors	Weight	Rating	Score	Explanation
Strengths (S)				
Distinctive River mangrove tourism, cultural and traditional attraction (pacu sampan)	0.15	4	0.60	Provides authentic and unique attraction for cultural tourism.
Rich natural resources (agro-tourism)	0.10	4	0.40	Strong foundation for eco- and agro-tourism activities.
Community-based creative products (ginger chips, palm-rib crafts, ketupat belacan)	0.10	3	0.30	Represents sociocultural creativity and potential for branding.
Support from academia and local tourism groups (Pokdarwis)	0.10	3	0.30	Strengthens local capacity through training and knowledge transfer.
Weaknesses (W)				
Limited digital literacy among MSMEs	0.15	2	0.30	Restricts online marketing and e-commerce adoption.
Lack of legal certification (halal, PIRT, intellectual property rights)	0.15	2	0.30	Constrains access to broader and formalized markets.
Underdeveloped product packaging and branding	0.10	2	0.20	Reduces competitiveness in modern markets.

Weak managerial skills and limited capital of MSMEs	0.15	2	0.30	Hinders business scaling and sustainability.
Total IFAS	1.00		2.70	Internal condition shows moderate strength but significant structural weaknesses remain.

Source: Research Results, 2025

The Internal Factor Analysis Summary (IFAS) of Okura Tourism Village provides a comprehensive view of its cultural, economic, and institutional conditions. The total IFAS score of **2.70** suggests that Okura Village holds several key strengths, although these are counterbalanced by significant weaknesses that limit its full development potential. One of the most prominent internal strengths lies in Okura’s distinctive River mangrove tourism, cultural and traditional attraction, which encompasses culinary traditions, rituals, and performing arts. This cultural richness has long served as an authentic and unique attraction that differentiates Okura from other rural destinations. Cultural heritage not only attracts tourists but also serves as a foundation for sociopreneurship by transforming traditional practices into marketable cultural products.

A second notable strength is the abundance of natural resources agro-tourism activities, and cycling trails. These attractions provide multiple avenues for diversifying the tourism portfolio while ensuring that nature-based activities complement cultural tourism. In line with previous studies emphasizing the integration of natural and cultural assets in rural destinations, Okura has the potential to establish itself as a sustainable eco-cultural tourism hub.

The community’s creative product development such as ginger candy (*ting jahe*), palm-rib crafts, instant ginger powder, and *ketupat belacan*—is another strength. These products reflect the sociocultural creativity of local residents and highlight the village’s ability to integrate economic empowerment with cultural preservation. However, the scale of production and the competitiveness of these products remain limited without external support. Institutionally, Okura benefits from the support of academia and local tourism groups (Pokdarwis), which provide training, capacity building, and knowledge transfer. This partnership strengthens the human capital of local entrepreneurs, aligning with the sociopreneurship framework that emphasizes empowerment through education and collaboration.

Despite these strengths, the weaknesses identified in the IFAS are substantial. A critical barrier is limited digital literacy among local MSMEs, which hampers the adoption of online marketing tools and e-commerce platforms. In the context of a rapidly digitalizing tourism industry, this limitation reduces Okura’s ability to reach wider markets and compete with more technologically adept destinations. Moreover, the lack of legal certification, such as halal certification, PIRT (home industry food permits), and intellectual property rights, presents a significant weakness. Without formal recognition, local products face constraints in accessing modern retail markets and government procurement channels. This limitation is particularly pressing for food-based products, as halal certification has become a prerequisite in both domestic and international markets.

Another weakness is the underdeveloped product packaging and branding. Packaging plays a critical role in consumer perception and competitiveness, particularly in digital

marketplaces where first impressions drive purchasing decisions. Without professional packaging, Okura’s products risk being overlooked despite their cultural and culinary uniqueness. Finally, managerial capacity and access to capital remain weak among MSMEs. Limited financial literacy, inadequate business planning, and restricted access to formal credit reduce the scalability and sustainability of local enterprises. Collectively, these weaknesses highlight the structural challenges that hinder Okura’s ability to maximize its inherent strengths.

3.2 EFAS (External Factor Analysis)

The External Factor Analysis Summary (EFAS) serves as a systematic framework for assessing the external environment of an organization, community, or project. Its primary purpose is to evaluate how opportunities and threats in the broader environment influence development strategies. By assigning weights to the relative importance of each external factor and ratings to their current impact, EFAS translates qualitative observations into quantitative insights that can guide decision-making.

The key usefulness of EFAS lies in its ability to identify and anticipate external dynamics that shape development outcomes. For example, in the context of rural tourism villages, EFAS highlights opportunities such as government support programs, digital market expansion, and multi-actor collaboration, while also exposing threats such as regulatory inconsistencies, market competition, and environmental risks. This dual perspective enables stakeholders to proactively design strategies that leverage favorable conditions while mitigating potential challenges.

EFAS is also valuable because it promotes strategic alignment with the external environment. By quantifying the influence of external factors, EFAS helps decision-makers ensure that community-based initiatives remain responsive to policy changes, market trends, and socio-environmental shifts. This responsiveness is particularly critical in sectors like tourism, where consumer preferences and regulatory frameworks evolve rapidly.

Table 3. EFAS Analysis

External Factors	Weight	Rating	Score	Explanation
Opportunities (O)				
Growing digital tourism platforms and e-commerce market	0.15	4	0.60	Expands market reach for both tourism and local products.
Strong government and CSR support for tourism villages	0.20	4	0.80	Provides funding, regulatory backing, and promotional access.
Multi-actor synergy through pentahelix collaboration	0.15	3	0.45	Enhances institutional capacity and cross-sector collaboration.
Potential for media and influencer partnerships	0.10	3	0.30	Strengthens visibility and branding of Okura as a tourism destination.
Threats (T)				

External Factors	Weight	Rating	Score	Explanation
Increasing competition from other tourism villages	0.15	3	0.45	Challenges Okura's positioning and market share.
Inconsistency in government regulations and policies	0.10	2	0.20	Creates uncertainty for long-term investment and planning.
Shifting tourist preferences and global travel trends	0.10	2	0.20	Requires continuous adaptation and innovation.
Environmental risks (river degradation, floods)	0.05	2	0.10	Threatens sustainability of eco-tourism activities.
Total EFAS	1.00		3.10	External environment provides more opportunities than threats, with high potential for leveraging digitalization and policy support.

Source: Research Results, 2025

The External Factor Analysis Summary (EFAS) yields a total score of **3.10**, suggesting that Okura Tourism Village is positioned in a favorable external environment where opportunities significantly outweigh threats. The most promising opportunity lies in the growth of digital tourism platforms and e-commerce markets. The increasing reliance on digital technologies in tourism consumption—ranging from online booking systems to social media marketing—provides Okura with new channels to expand its market reach. Digital platforms also allow rural entrepreneurs to bypass traditional intermediaries and directly access consumers, thereby improving profit margins and brand visibility.

A second key opportunity is the strong support from government programs and corporate social responsibility (CSR) initiatives. The Indonesian Ministry of Tourism and Creative Economy has formalized the *Desa Wisata* program as a national priority, channeling resources into infrastructure, training, and promotional activities. Additionally, CSR initiatives from private companies can provide funding and facilities for tourism development, particularly in areas where public budgets are limited. The pentahelix collaboration model which integrates academia, business, government, community, and media offers another external advantage. Multi-actor collaboration has been shown to strengthen institutional capacity, diffuse innovation, and build resilience against external shocks. In Okura's case, this collaboration is still in its formative stage but holds significant potential for creating a robust governance structure for sustainable tourism.

The role of media and influencer partnerships also represents an emerging opportunity. Strategic collaborations with media outlets and social media influencers can amplify Okura's visibility, attract a wider demographic of tourists, and establish the village as a recognizable tourism brand within and beyond Riau Province. On the other hand, Okura faces several external threats. The most immediate is intensifying competition from other tourism villages across Indonesia. With more than 1,200 officially recognized tourism villages,

Okura must differentiate itself through branding and niche positioning to avoid being overshadowed by better-resourced competitors.

Another challenge comes from policy and regulatory inconsistencies at the local and national levels. Frequent changes in tourism regulations or bureaucratic hurdles can discourage long-term investment and create uncertainty for local businesses. In addition, shifting tourist preferences and global travel trends pose a threat. The tourism industry is highly dynamic, with consumer demands constantly evolving toward experiential, digital, or wellness-based tourism. Without continuous adaptation, Okura risks losing relevance. Finally, environmental risks such as river degradation and flooding threaten the sustainability of eco-tourism activities. Given Okura's reliance on natural resources, environmental degradation could undermine its entire tourism value chain.

4. Role of Pentahelix Actors

The pentahelix framework emphasizes five key actors in tourism village development: academia, business, government, community, and media. Academia contributes through research, training, and innovation. In Okura, local universities organized FGDs, digital marketing workshops, and product development. Academics also play roles in designing sustainable business models. Business contributes CSR support and market access. For example, collaboration with retail or digital marketplaces could expand Okura's distribution. Arif, Arifin, & Pangestuti (2022) found that MSME-business partnerships enhanced resilience during the pandemic. Government provides regulation, legality, and infrastructure. While the Ministry of Tourism and Creative Economy introduced the Sustainable Tourism Village Program (2020), stronger local implementation is required via district tourism offices.

Community groups (Pokdarwis, MSMEs, cultural collectives) act as primary stakeholders. Okura's success relies heavily on local participation and social cohesion. Media functions as a channel for branding and storytelling. Yet, its role in Okura remains limited. Wardani, Kamiliyah, & Farhan (2023) underscore that digital media promotion is critical for tourism villages. Currently, pentahelix synergy in Okura remains partial. Moving forward, a formal multi-stakeholder forum could strengthen integration and collective agenda-setting. More clearly, the roles of actors in the pentahelix framework can be seen in the following infographic:

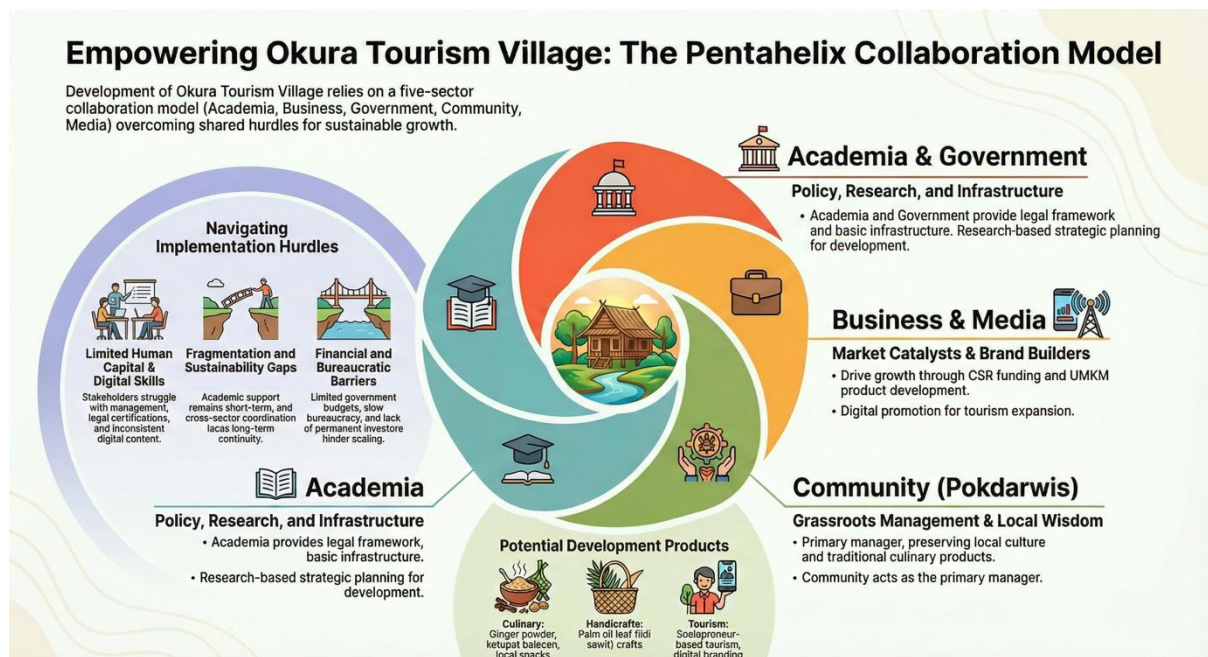


Figure 2. The roles of actors in the pentahelix framework

The various strategic roles that must be performed by pentahelix actors are also described in the following table:

Table 4. The Primary Roles that must be performed by pentahelix actors

Stakeholder Actor	Primary Role	Main Challenges	Development Opportunities	Source
Academic	Providing education and training for the community, conducting research and mapping village potential, and assisting in tourism development planning and strategies.	Assistance tends to be short-term (ceremonial), limited resources and program continuity, and research results are not always implemented.	Student Community Service (KKN) and applied research, FGD collaborations and training based on local needs, and acting as a knowledge broker among pentahelix actors.	[1]
Business	Providing CSR support for tourism facilities, assisting in the promotion and development of local MSME products, and acting as a catalyst in the tourism supply chain.	Lack of permanent investors in Okura Village, MSMEs are still individual and small-scale, and CSR focuses more on tourism development rather than	Development of local products (ginger powder, palm leaf crafts, ketupat belacan, etc.), CSR collaboration with academics and government for	[1]

		supporting elements like MSMEs.	sustainable programs, and potential to attract investors for sociopreneur-based tourism.	
Government	Formulating supporting policies and regulations, providing basic infrastructure and funding support, and facilitating collaboration between actors and tourism promotion.	Limited budget and slow bureaucracy, sub-optimal cross-sector coordination, and lack of program sustainability.	Central policy support and village funds, synergy with CSR from State-Owned Enterprises (BUMN) or private sectors, and cooperation with universities and digitalization of promotion.	[1]
Community	Key actors in community-based tourism management (Pokdarwis, women farmers groups, fishermen groups), providing typical culinary items, managing village potential, and preserving local wisdom/environment/culture.	Limited management capacity and skills, weak legality, halal certification, and packaging for MSMEs, and minimal knowledge of management and digital marketing.	Strengthening the institutions of Pokdarwis, MSMEs, and village tourism cooperatives, optimizing MSMEs based on local wisdom with cross-actor support, and digital branding for tourism and local product promotion.	[1]
Media	Promoting tourism destinations through social media and local publications, helping build the branding of Okura Tourism Village, and disseminating information on tourism activities and MSME products.	Digital promotion is still limited and inconsistent, low community content management skills, and promotion reach has not yet reached national or international markets.	Optimization of social media (Instagram, TikTok, WhatsApp) for branding, collaboration with local/regional influencers, and utilization of digital tourism platforms to expand market reach.	[1]

Source : *Research Results*, 2025

Table 4 shows the roles, constraints, and development opportunities of each pentahelix actor in supporting sociopreneur-based tourism in Okura Village. The government and academics have been quite active in providing assistance and formulating strategies, but the contributions of the business world, community, and media still need to be strengthened to be more optimal. The main constraints faced by most actors are limited capacity and suboptimal management of potential. Nevertheless, development opportunities remain wide open through cross-sector collaboration, digital optimization, and strengthening of local institutions oriented towards sustainability.

Within the pentahelix framework, the dominance of academics and government in supporting Okura Village needs to be complemented by a more active role from the business sector, community, and media. Businesses can play a role as strategic investors who help with access to capital and product distribution. The media, especially digital media, has a vital role in building the branding of tourist villages, expanding promotion, and attracting younger generations of tourists. Local communities themselves need to be strengthened through institutions such as tourist village cooperatives that are able to integrate MSMEs and tourism awareness groups (Pokdarwis) to be more structured and sustainable.

The results of this study are in line with the findings of Wahyuni et al. (2019), which emphasize the importance of multi-actor collaboration in the development of sustainable tourism villages. However, this study contributes more specifically to the application of the concept of sociopreneurship in a local context, highlighting how a social orientation can be integrated with business strategies to increase the competitiveness of tourism villages. The integration of the sociopreneurship model with the pentahelix approach provides a conceptual basis that can be replicated in other tourism villages in Indonesia. Thus, Okura Village can be used as an example of how synergy between actors can bring about inclusive, competitive, and sustainable tourism.

Discussion: Governance Analysis of the Sociopreneurship–Pentahelix Model

The findings confirm that Okura Tourism Village possesses diversified tourism potential and active community-based enterprises, yet the key contribution of this study lies in explaining how these potentials are mediated by governance arrangements. The IFAS score (2.70) indicates moderate internal strength, while the EFAS score (3.10) reflects a favorable external environment. However, these strategic positions cannot be fully understood without examining the underlying pentahelix governance configuration that shapes coordination, resource mobilization, and institutional performance.

From a governance perspective, the pentahelix configuration in Okura operates in a partially institutionalized and uneven manner. Coordination among actors remains largely informal and project-based, primarily facilitated through ad hoc meetings, training programs, and occasional focus group discussions rather than a formalized multi-stakeholder forum. This limits the continuity of collaboration and weakens strategic alignment across actors. The absence of a structured coordination platform indicates a gap in network governance mechanisms, where interactions are not yet supported by clear rules, routines, or shared decision-making procedures.

In terms of role allocation and authority, the governance structure exhibits an asymmetrical pattern. Government and academic actors play dominant roles in agenda-setting, capacity building, and program facilitation, reflecting their stronger access to

resources, knowledge, and institutional legitimacy. Community actors function as primary implementers, particularly in managing tourism activities and developing sociopreneurial products. However, the roles of business and media actors remain underdeveloped. The business sector's involvement is largely limited to sporadic CSR initiatives without long-term investment or integration into the local value chain, indicating weak market linkage and resource commitment. Similarly, media actors have not yet functioned as strategic partners in destination branding and digital promotion, as evidenced by limited online visibility, inconsistent content production, and low engagement metrics across digital platforms. These conditions suggest that the pentahelix model in Okura has not yet achieved balanced actor participation, a key requirement in collaborative governance.

The issue of accountability further illustrates governance limitations. Current arrangements rely heavily on informal social accountability within the community and administrative accountability through government programs, but lack clearly defined performance indicators, reporting mechanisms, and role-based responsibility systems across actors. This creates ambiguity regarding who is accountable for outcomes such as MSME development, tourism promotion, or capacity building. As a result, governance effectiveness is constrained by weak accountability structures, particularly in cross-sector collaboration.

From an institutional capacity perspective, the identified weaknesses—limited digital literacy, lack of certification, weak branding, and managerial constraints—reflect not only individual capability gaps but also systemic governance challenges. These include insufficient policy support for MSME formalization, limited access to training and financing, and weak institutional coordination in delivering capacity-building programs. Thus, the IFAS score of 2.70 can be interpreted as an outcome of institutional underperformance, rather than merely internal operational weaknesses. The EFAS score of 3.10 indicates strong external opportunities, particularly in digital market expansion, government support, and CSR programs. However, the ability to leverage these opportunities depends on governance capacity. The current pentahelix configuration shows limited effectiveness in translating external opportunities into collective action due to fragmented coordination and uneven actor engagement. This highlights a critical governance gap between opportunity availability and institutional readiness.

Furthermore, the study reveals that public value creation and social inclusion remain emerging rather than fully institutionalized outcomes. While sociopreneurial activities in Okura demonstrate potential for inclusion—through community participation, local product development, and income generation—the absence of formal mechanisms to ensure equitable access, benefit distribution, and representation of marginalized groups limits their transformative impact. Social inclusion is therefore present in practice but not yet embedded in governance structures or performance indicators.

Overall, these findings suggest that the development of Okura Tourism Village is constrained not by a lack of potential, but by the incomplete institutionalization of collaborative governance mechanisms. The pentahelix model functions as a conceptual framework but has not yet been fully operationalized in terms of coordination structures, accountability systems, and balanced actor participation. Strengthening governance arrangements—through formal coordination forums, clearer role distribution, measurable accountability systems, and enhanced engagement of business and media actors—is essential to transform existing potential into sustainable and inclusive public value outcomes.

Conclusion

This study shows that the main constraint in developing Okura Tourism Village lies not in resource limitations, but in the weak institutionalization of collaborative governance. Although the village demonstrates strong socio-cultural assets and favorable external opportunities (EFAS 3.10), its moderate internal capacity (IFAS 2.70) reflects structural gaps in digital capability, certification, branding, and managerial systems. The findings further reveal that the pentahelix model remains only partially operationalized. Collaboration is informal and episodic, coordination mechanisms are not institutionalized, and accountability arrangements are unclear. While government and academia dominate capacity-building efforts, the limited engagement of business and media actors constrains market integration, investment flows, and digital visibility. This imbalance weakens the overall effectiveness of multi-actor governance and limits the translation of opportunities into sustainable outcomes. By integrating sociopreneurship and the pentahelix framework, this study advances a governance-centered approach to rural development, emphasizing that public value creation depends on the alignment of coordination structures, role clarity, institutional capacity, and accountability systems.

Importantly, social inclusion is not an automatic by-product of tourism development, but a governance outcome that must be deliberately designed through inclusive participation, equitable access, and fair distribution of benefits. From a policy perspective, the study highlights the urgency of shifting from program-based interventions to institutional strengthening, including the establishment of formal coordination platforms, clearer role allocation, measurable accountability mechanisms, and stronger integration of business and media actors. Without these reforms, the sustainability and inclusiveness of sociopreneurship-based tourism will remain limited. Despite its contributions, this study is based on a single case and qualitative approach. Future research should employ comparative and longitudinal designs, as well as quantitative impact assessments, to validate and refine the sociopreneurship-pentahelix governance model across diverse contexts. Ultimately, the success of rural tourism development depends less on the availability of local resources and more on the capacity of governance systems to coordinate actors, align interests, and generate inclusive public value.

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