

## Blending Innovation, Hospitality, and Sustainability: Community Entrepreneurship in Tinalah Tourism Village

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### Abstract

*Community-based tourism has increasingly been recognized as a strategic approach for sustainable rural development, particularly in developing countries such as Indonesia. Tinalah Tourism Village in Kulon Progo, Yogyakarta, serves as a representative case of how local communities act as primary agents in managing, marketing, and sustaining tourism initiatives. This study analyzes the role of community-based entrepreneurship in the development of Tinalah Tourism Village through the integration of innovation, hospitality, and sustainability. A qualitative approach was employed, primarily through an extensive literature review, complemented by validation from local practitioners. The findings reveal that innovation is manifested through the adoption of digital technologies for promotion, product diversification, and the enhancement of cultural storytelling. Hospitality is reflected in authentic visitor experiences characterized by direct interactions between tourists and residents, distinguishing the village from standardized mass tourism services. Sustainability is achieved by balancing economic gains with cultural preservation and environmental conservation, supported by active community participation. The study further highlights the alignment between practices in Tinalah Tourism Village and global theories of tourism and hospitality entrepreneurship, while also addressing the challenges of contextualizing international frameworks within the Indonesian local setting. This article concludes that community-based entrepreneurship can be positioned as a hybrid model that integrates both economic and social orientations, offering theoretical contributions and practical implications for the advancement of tourism villages.*

**Keywords:** *community-based entrepreneurship, tourism village, innovation, hospitality, sustainability.*

### INTRODUCTION

Community-based tourism is increasingly assuming a strategic position in sustainable development, particularly in developing countries such as Indonesia. Tourism villages have emerged as critical arenas for the development of entrepreneurial practices that not only pursue economic profit but also embody social, cultural, and environmental missions. Within this context, Tinalah Tourism Village in Kulon Progo, Yogyakarta, represents a compelling case of how local communities serve as the primary actors in managing, marketing, and sustaining tourism development.

The post-COVID-19 tourism landscape has revealed the vulnerabilities faced by small and medium-sized enterprises (SMEs) in the tourism and hospitality sector, including limited capital, market fluctuations, digital disruptions, and dependency on both domestic and international visitors (Hallak & Lee, 2024). At the same time, however, this situation has generated opportunities for tourism villages to innovate through more adaptive entrepreneurial processes, such as the use of digital media, cultural-based product diversification, and cross-sectoral collaborations (Walmsley, 2025).

In practice, community-based entrepreneurship extends beyond economic activity, functioning as a strategy for empowerment that strengthens local identity, fosters social resilience, and encourages youth participation. This aligns with the principles of social entrepreneurship, which emphasize the creation of social value alongside economic value (Zainol & Rahman, 2023).

To ensure a robust research foundation, Creswell (2023) highlights the importance of clearly formulating research problems, objectives, and questions so that academic writing moves beyond

mere description to contribute both theoretically and practically. Guided by this, the present study seeks to address the central question: how does community-based entrepreneurship contribute to the development of Tinalah Tourism Village, particularly through the integration of innovation, hospitality, and sustainability?

To enhance academic narrative, Pollock (2021) recommends employing storytelling techniques in scholarly writing. Such an approach enables the article to portray Tinalah Tourism Village as the “protagonist” of its narrative: a village that began with local initiatives, grew through community synergy, and now stands as a representation of competitive and sustainable tourism entrepreneurship practices. Accordingly, this article aims to:

1. Describe the practices of community-based entrepreneurship in Tinalah Tourism Village.
2. Analyze the role of innovation and hospitality in tourism village development.
3. Examine the contributions of community-based entrepreneurship to the sustainability of rural tourism.

The contribution of this study is twofold: enriching the literature on entrepreneurship in tourism and hospitality, and offering practical recommendations for the development of tourism villages in Indonesia and other regions with similar characteristics.

## LITERATURE REVIEW

### Social Entrepreneurship in Tourism

Entrepreneurship in tourism is viewed as a process of creating, managing, and developing businesses that generate both economic value and meaningful tourist experiences. Walmsley (2025) emphasizes that tourism is a dynamic arena where social, economic, and technological changes create new opportunities. Business model innovation, the adoption of digital technologies, and crowdfunding have become increasingly significant elements in tourism entrepreneurship practices.

Hallak and Lee (2024) further note that the tourism sector is dominated by small and medium-sized enterprises (SMEs), which face intense competition, seasonal fluctuations, and limited resources. Yet these very characteristics also make them more adaptive, particularly in the context of tourism villages that rely on social capital and local wisdom as competitive advantages.

### Hospitality Entrepreneurship

Hospitality is a fundamental aspect of tourism, as service quality remains the primary determinant of visitor satisfaction. Lee-Ross and Lashley (2008) explain that entrepreneurship in the hospitality industry is often associated with small-scale enterprises such as homestays, family-owned restaurants, and local cafés. Entrepreneurship in this sector emphasizes creativity, service innovation, and a focus on the quality of customer experiences.

In the context of tourism villages, hospitality extends beyond accommodation or culinary services to include immersive experiences that connect visitors with local culture. This aligns with the concept of service innovation, which combines professional service delivery with the authenticity of community values.

### Global Perspectives and Local Contexts

Community-based entrepreneurship refers to business practices driven by local communities for collective benefit. Ohe (2020) stresses that this model emphasizes collaboration among residents, the use of local resources, and the creation of economic value aligned with social and environmental sustainability.

Ratten (2021), in her study of Indonesia, highlights that many tourism villages originated from artisan entrepreneurship (e.g., handicrafts, culinary products, and traditional arts), which later evolved into the foundation of tourism. In contemporary contexts, this model has been transformed by digitalization and technology, enabling communities to expand market reach while maintaining cultural identity.

## **Social Entrepreneurship and Sustainability**

Zainol and Rahman (2023) underline the crucial role of social entrepreneurship in ecotourism, where social goals such as environmental conservation and community empowerment coexist with business objectives. The concept of value creation in socially based ecotourism positions entrepreneurship as a tool to strengthen community capacities while preserving ecological resilience.

From a global perspective, Walmsley (2025) also emphasizes tourism's potential as a pathway for empowerment and poverty alleviation. However, unethical entrepreneurial practices risk leading to exploitation. Hence, sustainability must remain a guiding principle in developing community-based tourism entrepreneurship.

## **Digital Innovation in Tourism Entrepreneurship**

Digital transformation is among the most decisive factors shaping contemporary tourism entrepreneurship. Hallak and Lee (2024) identify the adoption of digital technologies—such as virtual reality (VR), augmented reality (AR), sharing economy platforms, and crowdfunding—as key strategies for enhancing competitiveness.

In the context of tourism villages, digital innovation includes promotion through social media, the development of official websites, and the use of online travel agency (OTA) platforms. Such practices allow small-scale tourism villages like Tinalah to reach global tourist markets without depending on large-scale travel agencies.

## **Synthesis**

Based on the reviewed literature, several points can be concluded:

1. Tourism entrepreneurship today is shaped by business model innovation, digitalization, and a strong orientation toward sustainability.
2. Hospitality entrepreneurship in the context of tourism villages emphasizes authentic, culture-based services.
3. Community-based entrepreneurship provides an ideal framework for integrating economic, social, and environmental objectives.
4. Social entrepreneurship broadens the meaning of entrepreneurship by prioritizing social value and sustainability.
5. Digital innovation serves as a crucial bridge for tourism villages to compete in the global marketplace.

With this framework, research on Tinalah Tourism Village can be positioned as a relevant case study illustrating how community-based entrepreneurship integrates innovation, hospitality, and sustainability within tourism development.

## **RESEARCH METHODS**

This study employed a qualitative approach with a literature-based design. Creswell (2023) emphasizes that qualitative research can be conducted not only through interviews or field observations but also through the systematic and critical examination of relevant literature sources, including scholarly articles, books, and online documents. In this research, the primary data were obtained from published sources about Tinalah Tourism Village, such as internationally recognized reference books, journal articles, and official online reports from the village's website. These were complemented by secondary literature on tourism entrepreneurship, hospitality, and tourism village development.

Data collection was carried out by systematically reviewing information related to Tinalah Tourism Village alongside academic literature concerning entrepreneurship in tourism and hospitality. Academic e-books published by reputable international publishers such as Routledge, Springer, and Edward Elgar Publishing served as the theoretical foundation for this study. Online sources—including media articles, the village's official website, and university repositories—were also utilized

to provide contextual insights into community-based entrepreneurship practices in Tinalah. Sources were selected purposively, based on their relevance to the topic, credibility, and recency of information.

Data validation was conducted through triangulation by involving local practitioners. Information obtained from the literature and online sources was cross-checked with Galuh Fahmi, a practitioner and manager of Tinalah Tourism Village, who served as a key informant. This process ensured consistency between literature-based data and the realities of field practice, thereby grounding the study not only in conceptual analysis but also in empirical evidence.

Data analysis followed a thematic framework as recommended by Creswell (2023). Initial coding was applied to the main themes emerging from the literature, which were then organized into broader categories. For this research, the categories developed included community-based entrepreneurship, digital innovation, local hospitality, and sustainability. The thematic analysis provided the basis for constructing a conceptual synthesis of how community-based entrepreneurship contributes to the development of Tinalah Tourism Village.

Through this methodological approach, the study aims to present a comprehensive, critical, and contextual understanding of how innovation, hospitality, and sustainability are integrated into community-based tourism entrepreneurship practices.

## RESULTS

The contextual findings from Tinalah Tourism Village, locally known as *Dewi Tinalah*, located in Kulon Progo, Yogyakarta, illustrate a concrete example of community-based entrepreneurship developed through the integration of social innovation and digital technology (Agung, 2021; Murti, Handoko, & Wijaya, 2022). Emerging from a crisis—specifically the threat of displacement due to a dam construction plan—the local community successfully transformed this challenge into a collective momentum to pioneer community-based tourism (Saadah & Eddyono, 2025). Officially established on October 1, 2012, Tinalah Tourism Village has since been positioned as an instrument for community empowerment, cultural preservation, and sustainable economic development (Isnugroho & Winarno, 2024).

The foundation of Tinalah's transformation lies in its adoption of digital technology as a key catalyst for developing community-based business models. Digitalization has been realized through various innovations, including a mobile application equipped with reservation features, village profiles, notifications, and gamification elements that provide interactive experiences for visitors (Sulistyo & Fatmawati, 2022). Cashless payment systems using QRIS and digital wallets have also been implemented to facilitate transactions, while the provision of Wi-Fi infrastructure has further strengthened these technology-driven services (Rachmawatie, 2024). Comprehensive digital marketing strategies are carried out through the use of platforms such as TikTok, Instagram, YouTube, WhatsApp, and Facebook, supported by narrative-driven local content, search engine optimization (SEO), and lead magnet techniques such as the *Jogja Travel Guide* to build a visitor database (Pranaja, Sabarna, & Prahmana, 2023).

Beyond digital transformation, the village has also developed a wide range of community-driven creative economy products. Culinary offerings, handicrafts, and performing arts have been created both as complementary attractions and as tools for empowering residents (Isnugroho & Winarno, 2024). Family-based homestay management further reflects the active involvement of local communities in delivering authentic visitor experiences (Budisusila & Handoko, 2023). Collaborations with academics have also enhanced product development through training and innovative packaging design (Fatmawati & Sulistyo, 2022).

Quantitative data indicate significant achievements. In 2018, the village recorded 12,025 visits with revenues of IDR 259 million, which increased by 19.3% in 2019 to 14,904 visits (Saadah & Eddyono, 2025). Cumulatively, by 2024, Tinalah Tourism Village had hosted more than 15,000 travelers and 60,000 visitors from over 450 institutions. Socio-economic impacts are evident, including the creation of new jobs, increased household incomes, and heightened collective awareness

of environmental and cultural preservation (Putri, 2023). Local traditions such as *Merti Bumi Tinalah* and *Wiwitan Puncak Kleco* continue to be celebrated, functioning both as tourist attractions and as markers of cultural identity (Agung, 2021).

Tinalah's achievements have also been validated through prestigious external recognition. The village was listed among the top 50 in the *Anugerah Desa Wisata Indonesia (ADWI)* 2021 and was awarded 4th place in the Digital Tourism Village category by the Ministry of Tourism and Creative Economy (2021). In the following year, it received the Creative Tourism Destination Award (Gold Category for Digitalization) from the Yogyakarta Tourism Office (2023). In 2023, Tinalah won the Tourism Entrepreneurial Marketing Award in the Local Community Empowerment category and was also recognized as a Sustainable Tourism Village by the same institution. The pinnacle came in 2024, when Tinalah received the *Responsible Tourism Awards Southeast Asia* in the Employing and Upskilling Local Communities category (Tempo, 2024). These awards underscore the village's reputation as both an innovative and sustainable tourism destination.

Nevertheless, several challenges remain. First, the success of digitalization is heavily dependent on the leadership of a single sociopreneur, Galuh Fahmi Rizki, who acts as the driving force and digital literacy trainer. This reliance on a single figure poses a risk to sustainability without a leadership regeneration strategy. Second, gaps in digital skills among community members and limitations in internet infrastructure remain technical barriers that could undermine competitiveness (Putri, 2023). Third, the formalization of governance and administration in the tourism village requires strengthening, particularly in terms of accurate financial reporting and visitor data management (Isnugroho & Winarno, 2024).

Overall, these contextual findings suggest that Tinalah Tourism Village exemplifies community-based social entrepreneurship that effectively integrates digital innovation, creative economy initiatives, and community participation. However, its success also reveals a paradox of dependence on key individuals and structural capacity constraints. Consequently, Tinalah can be seen as an important laboratory for both academic inquiry and practical models of sustainable tourism village development that may be replicated in other regions of Indonesia (Saadah & Eddyono, 2025).

The literature review and collected data indicate that community-based entrepreneurship in Tinalah Tourism Village can be understood through three interrelated dimensions: innovation, hospitality, and sustainability. These dimensions do not function independently but are interconnected in shaping a distinctive and adaptive tourism ecosystem.

The first dimension, **innovation**, serves as the main driving force behind the development of Tinalah Tourism Village. The growth of digital literacy among village managers distinguishes Tinalah significantly from other tourism villages in Kulon Progo. Village managers utilize digital technologies through official websites, social media platforms, and locally rooted storytelling content to expand their market reach. This effort aligns with Walmsley's argument on the importance of digital transformation in tourism entrepreneurship, which enables small enterprises to access global consumers without relying on large travel agencies (Walmsley, Koens, & Milano, 2022). Innovation is also reflected in the diversification of tourism products, ranging from environmental education packages and cultural tourism to experiential activities such as live-in programs and camping grounds, which integrate natural resources with local wisdom.

The second dimension, **hospitality**, lies at the core of the visitor experience in Tinalah Tourism Village. Services extend beyond accommodation or food provision to encompass authentic experiences that foster direct interactions between visitors and the local community. This practice resonates with the concept of hospitality entrepreneurship as described by Lee-Ross and Lashley (2008), where the quality of personalized services is a primary attraction for tourists. The people of Tinalah position themselves not only as service providers but also as hosts who introduce visitors to their culture, history, and rural lifestyle. This strengthens the village's differentiation from mass tourism destinations that typically prioritize standardized services.

The third dimension, **sustainability**, is demonstrated through the village's efforts to balance economic benefits, cultural preservation, and environmental conservation. Tourism programs are

designed not to degrade the environment but rather to harness and conserve natural and cultural resources, including rivers, forests, and heritage sites. This concept aligns with the perspective of social entrepreneurship in ecotourism outlined by Zainol and Rahman (2023), which emphasizes the creation of social and environmental value alongside economic value. Local residents are actively involved in all aspects of management—from planning and implementation to evaluation—ensuring that tourism benefits are distributed equitably.

Beyond these three dimensions, the findings also reveal that entrepreneurship practices in Tinalah Tourism Village are strongly influenced by **social capital**. Solidarity among residents, community leadership, and networks with external stakeholders, including academics and local government, are decisive factors in building a competitive tourism ecosystem. This reflects Ohe’s (2020) concept of community-based entrepreneurship, which underscores that the success of rural tourism enterprises depends on the community’s capacity to self-organize and establish broader collaborative networks.

The results of this study suggest that community-based entrepreneurship in Tinalah Tourism Village is not merely an economic activity but also a **strategic model of rural development** that integrates innovation, hospitality, and sustainability within a single framework of tourism management. This model represents a best practice relevant to other tourism villages in Indonesia seeking to enhance competitiveness while preserving local identity.

**Table 1.** Three Main Dimensions

<b>Dimension</b>	<b>Description in Tinalah Tourism Village</b>	<b>Linkages to Literature</b>
<b>Innovation</b>	Utilization of digital technologies (website, social media, storytelling); diversification of tourism products such as environmental education, cultural tourism, live-in programs, and camping grounds	Walmsley (2025): digital transformation, business model innovation
<b>Hospitality</b>	Authentic experiences through direct interaction between tourists and the local community; services based on personal relationships, with residents acting as cultural hosts.	Lee-Ross & Lashley (2008): hospitality entrepreneurship, personal service quality
<b>Sustainability</b>	Maintaining a balance between economic benefits, cultural preservation, and environmental conservation. Active community participation throughout all management processes.	Zainol & Rahman (2023): social entrepreneurship, eco-tourism value creation.

Source: Researcher Processed Data, 2025

The table above highlights the three key dimensions of community-based entrepreneurship in Tinalah Tourism Village innovation, hospitality, and sustainability—along with their alignment to relevant literature. These dimensions collectively demonstrate that the village’s development model is not only grounded in local practices but also theoretically consistent with global discourses on tourism and hospitality entrepreneurship. By integrating digital transformation, authentic cultural experiences, and principles of social and environmental sustainability, Tinalah offers a hybrid framework that bridges local wisdom with international best practices.

## **Discussion**

Community-based entrepreneurship in Tinalah Tourism Village has successfully integrated innovation, hospitality, and sustainability into the management of rural tourism. This discussion critically examines these findings by linking them to international theories of tourism entrepreneurship while identifying the limitations and potential challenges that arise.

### **Innovation as the Driving Force**

The use of digital technologies in Tinalah Tourism Village aligns with Walmsley’s (2025)

argument on the importance of digital transformation in modern tourism. The official website, social media platforms, and narrative-driven local cultural content have become key strategies for market expansion. From the perspective of innovation, such practices can be regarded as adaptive responses by tourism SMEs to global trends.

Nevertheless, while digital innovation creates opportunities, several challenges cannot be overlooked. First, the digital literacy level among community members remains uneven. Although the core management team possesses adequate capacity, not all residents are able to utilize technology optimally. This creates potential participation gaps that may weaken the community-based entrepreneurship model. Second, dependence on major digital platforms (such as social media and online travel agencies) exposes the community to risks associated with algorithm changes, rising promotional costs, and intensifying global competition. Therefore, digital innovation should not be seen as a stand-alone solution but must be complemented by strategies for market diversification and strengthening the technological capacity of the wider community.

### **Hospitality as Core Identity**

The hospitality dimension highlights that Tinalah Tourism Village offers authentic experiences rooted in direct interactions between tourists and the local community. This finding supports Lee-Ross and Lashley's (2008) theory, which stresses the significance of personal service in small-scale hospitality enterprises. In this sense, Tinalah has built a strong differentiation compared to mass tourism destinations.

On the other hand, community-based hospitality also entails dilemmas. While direct community involvement enriches visitor experiences, it can also generate unbalanced workloads, leading to fatigue among participating residents. This phenomenon is noted in community tourism literature, where intensive participation without adequate compensation may reduce local motivation. Furthermore, highly variable service standards among households risk creating inconsistent tourist experiences. This underscores the need to establish minimum service standards while preserving the authenticity of cultural interactions.

### **Sustainability as a Foundational Principle**

Sustainability practices in Tinalah Tourism Village demonstrate a balance between economic, cultural, and environmental objectives. This approach is consistent with the concept of social entrepreneurship in eco-tourism, as articulated by Zainol and Rahman (2023). The active involvement of local residents in planning, implementation, and evaluation strengthens the social dimension, while nature-based tourism programs support environmental conservation.

However, sustainability also faces critical challenges. First, tourism market pressures may create trade-offs between income generation and conservation efforts. For instance, rising visitor numbers could increase the ecological burden on local ecosystems. Second, cultural sustainability is threatened by commodification, whereby local traditions risk being reduced to mere spectacles for tourists. In this regard, sustainability should not be understood as a fixed condition but as a dynamic process that requires continuous management through internal community regulations as well as external support from government and academia.

### **Social Capital and Community Entrepreneurship**

The primary strength of Tinalah Tourism Village lies in its social capital. Solidarity among residents, local leadership, and collaborative networks are decisive factors in its success. Ohe (2020) emphasizes that community-based rural tourism depends heavily on a community's capacity to build networks beyond its local boundaries. Tinalah has demonstrated this capability through partnerships with academics, government institutions, and media organizations.

However, dependence on key figures such as *Mas Galuh* also represents a potential weakness. The sustainability of the tourism village could be at risk if leadership remains concentrated in one or two individuals. Literature on community entrepreneurship highlights that models overly reliant on local champions often face challenges in leadership regeneration. For this reason, it is essential to broaden leadership structures and encourage the involvement of younger generations to ensure long-

term continuity.

### **Synthesis with International Literature**

When viewed through a global framework, the practices of Tinalah Tourism Village represent an integration of artisan entrepreneurship (Ratten, 2021) and digital entrepreneurship (Hallak & Lee, 2024). Tinalah originated from a foundation of local crafts and cultural traditions and later expanded by leveraging digital technologies. This hybrid model illustrates that tourism entrepreneurship in Indonesia has a distinct trajectory, differing from the contexts of developed countries.

Nevertheless, a critical point to be raised is that much of the international literature tends to emphasize best practices from countries with advanced infrastructure. In Indonesia, limitations in digital infrastructure, transportation, and funding often present barriers. Thus, adopting global theories without local adaptation risks producing biased interpretations. This study underscores the importance of contextualized entrepreneurship, whereby entrepreneurial theories are applied with due consideration of local social, economic, and cultural conditions.

### **Theoretical and Practical Implications**

From a theoretical standpoint, this study enriches the literature by demonstrating that community-based entrepreneurship can be positioned as a hybrid between social entrepreneurship and hospitality entrepreneurship. Tinalah provides a concrete example of how innovation, hospitality, and sustainability complement one another in creating value. This model challenges the conventional dichotomy between economic and social orientations in entrepreneurship, as field practices reveal that both can operate simultaneously.

From a practical perspective, the findings offer valuable lessons for other tourism villages. Digital innovation has proven to be vital, but it must be accompanied by digital literacy training for residents. Culture-based hospitality serves as a strength, but it requires the establishment of basic service standards. Sustainability should remain a guiding principle, though it must be managed carefully to avoid the commodification of culture. Social capital has been shown to be highly effective, but it must be paired with leadership regeneration strategies to ensure long-term resilience.

### **Limitations and Future Research Agenda**

The main limitation of this study lies in its reliance on literature-based analysis complemented by practitioner validation, without direct interviews with tourists or other tourism stakeholders. This restricts the range of perspectives obtained. For future research, fieldwork employing mixed methods, as recommended by Creswell (2023), will be essential to capture tourist experiences, assess tangible economic impacts, and explore internal community dynamics in greater depth.

In addition, future studies could further examine the roles of gender, youth, and advanced digitalization (e.g., virtual reality and augmented reality) in tourism village development. This direction aligns with global trends in experience-based tourism that increasingly emphasize technology and sustainability.

## **CONCLUSION**

This study reaffirms that community-based entrepreneurship plays a central role in the development of Tinalah Tourism Village. By integrating innovation, hospitality, and sustainability, the village has successfully created a tourism ecosystem that is adaptive, authentic, and competitive. Innovation is particularly evident in the use of digital technologies for promotion and product diversification. Hospitality emerges through authentic experiences offered directly by the community, while sustainability is realized through environmental conservation, cultural preservation, and active citizen participation in management.

Theoretically, this study contributes to the understanding of entrepreneurship in tourism and hospitality by demonstrating that community-based tourism entrepreneurship can be positioned as a hybrid between social entrepreneurship and hospitality entrepreneurship. The integration of these three dimensions shows that economic and social orientations are not inherently contradictory, but

rather can operate synergistically within the framework of rural tourism development.

From a practical standpoint, the model developed in Tinalah Tourism Village offers valuable lessons for other tourism villages in Indonesia. Digital innovation must be accompanied by improved digital literacy among residents to ensure broad-based participation. Hospitality services should maintain cultural authenticity while being supported by minimum service standards to guarantee consistent visitor experiences. Sustainability requires clear internal community regulations to avoid the pitfalls of cultural commodification and environmental exploitation.

In terms of policy implications, both local and national governments need to provide support through training, funding access, and policies that encourage inter-village collaboration. By doing so, tourism villages can be strengthened as pillars of sustainable development, integrated into broader agendas of poverty reduction, women's empowerment, and cultural preservation. Despite its contributions, this study has limitations due to its reliance on literature and practitioner validation without in-depth interviews with tourists or other business actors. Future research should therefore adopt mixed-methods approaches that enable quantitative assessments of economic impacts and qualitative analyses of tourist experiences and community dynamics.

Overall, this study demonstrates that Tinalah Tourism Village is not merely a tourist destination but a living laboratory of community-based entrepreneurship, showcasing how innovation, hospitality, and sustainability can be effectively combined in practice. This model provides evidence that rural tourism can serve as an inclusive, resilient, and sustainable instrument of development when managed by communities with entrepreneurial spirit.

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