

## Muslim-friendly tourism development through community-based entrepreneurship: A conceptual framework of Global Gotong Royong (G2R) Tetrapreneur

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### ABSTRACT

*The rapid growth of Muslim-friendly tourism highlights the need for a sustainable framework that goes beyond the mere provision of halal facilities and services. Despite increasing scholarly attention, limited studies have integrated community-based entrepreneurship as a central driver of Muslim-friendly tourism development. This study aims to propose a conceptual framework that combines community-based entrepreneurship with the G2R Tetrapreneur model to strengthen sustainable Muslim-friendly tourism practices. Adopting a conceptual approach, this paper synthesizes relevant literature on Muslim-friendly tourism, community-based enterprises, and entrepreneurial innovation. The proposed framework integrates four dimensions of the G2R Tetrapreneur—chainpreneur, marketpreneur, qualitypreneur, and brandpreneur—as strategic tools to empower local communities, ensure market responsiveness, maintain halal service quality, and enhance destination branding. The findings suggest that Muslim-friendly tourism development requires active community involvement and systemic entrepreneurial innovation to achieve inclusivity, competitiveness, and sustainability. The implications are twofold: theoretically, the study enriches the discourse on Muslim-friendly tourism by connecting it with community entrepreneurship and innovation models; practically, it offers policymakers, industry actors, and local communities a structured framework to design strategies for sustainable Muslim-friendly destinations. Future research is encouraged to empirically validate this framework across different socio-cultural contexts and explore its integration with digital entrepreneurship and policy governance.*

### ABSTRAK

Pertumbuhan pariwisata ramah Muslim yang sangat pesat menuntut adanya kerangka pembangunan berkelanjutan yang tidak hanya berfokus pada penyediaan fasilitas dan layanan halal. Namun, kajian akademis masih terbatas dalam mengintegrasikan kewirausahaan berbasis komunitas sebagai penggerak utama dalam pengembangan pariwisata ramah Muslim. Penelitian ini bertujuan untuk menawarkan sebuah kerangka konseptual yang menggabungkan kewirausahaan berbasis komunitas dengan model G2R Tetrapreneur guna memperkuat praktik pariwisata ramah muslim yang berkelanjutan. Dengan menggunakan pendekatan konseptual, penelitian ini mensintesis literatur terkait pariwisata halal, kewirausahaan komunitas, dan inovasi kewirausahaan. Kerangka yang diusulkan mengintegrasikan empat dimensi G2R Tetrapreneur—*chainpreneur*, *marketpreneur*, *qualitypreneur*, dan *brandpreneur*—sebagai instrumen strategis untuk memberdayakan komunitas lokal, meningkatkan orientasi pasar, menjaga kualitas layanan halal, serta memperkuat citra destinasi. Temuan menunjukkan bahwa pengembangan pariwisata ramah Muslim membutuhkan keterlibatan aktif masyarakat dan inovasi kewirausahaan yang sistematis untuk mencapai inklusivitas, daya saing, dan keberlanjutan. Secara teoretis, penelitian ini memperkaya literatur pariwisata ramah muslim dengan menghubungkannya pada kewirausahaan komunitas dan model inovasi. Secara praktis, kerangka ini dapat menjadi panduan bagi pembuat kebijakan, pelaku industri, dan komunitas lokal dalam merancang strategi pengembangan destinasi halal yang berkelanjutan. Penelitian lanjutan direkomendasikan untuk menguji secara empiris kerangka ini dalam berbagai konteks sosial-budaya serta mengeksplorasi integrasinya dengan kewirausahaan digital dan tata kelola kebijakan.

## INTRODUCTION

Muslim-friendly tourism has become a rapidly growing sector globally, as Muslim travelers' demand for Sharia-compliant destinations increases (Latif et al., 2025). Indonesia, as the world's largest Muslim population, has a concrete opportunity to establish a strategic position in the development of Muslim-friendly tourism (Santoso et al., 2021). However, significant challenges remain, particularly related to service fragmentation, inadequate infrastructure, and minimal local community involvement in the development of sustainable halal destinations (Amalia et al., 2024; Nirwani et al., 2024; Supina & Banse, 2023). In this regard, a community-based entrepreneurship approach becomes crucial in enhancing local responsiveness, strengthening community empowerment, and ensuring sustainability from the grassroots level of the destination.

Although a number of studies have explored technical aspects of Muslim-friendly tourism development such as halal service standardization, tourist attractiveness, and service attributes like the 8A framework (appearance, accessibility, attraction, amenities, accommodation, available packages, activities, and appraisal) the literature integrating the dimension of community-based entrepreneurship remains scarce (Nirwani et al., 2024). Other studies have highlighted local economic development initiatives through halal tourism in village-based destinations such as Setanggor and Kampung Gelgel; however, a conceptual framework that systematically maps both the entrepreneurial aspects and community values has yet to be developed (Amalia et al., 2024; Latif et al., 2025).

Furthermore, the Global Gotong Royong (G2R) Tetrapreneur approach, which integrates traditional values of *gotong royong* (mutual cooperation) with

the four pillars of entrepreneurship chainpreneur, marketpreneur, qualitypreneur, and brandpreneur is still relatively new and has rarely been applied in the context of community-based Muslim-friendly tourism (Makhasi et al., 2025). Consequently, a substantial gap exists between practical implementation and the conceptual framework capable of bridging these two domains.

This study aims to develop an innovative conceptual framework based on the G2R Tetrapreneur model, designed to integrate community-based entrepreneurship within the holistic development of Muslim-friendly tourism. By aligning the traditional value of *gotong royong* with four entrepreneurial dimensions value chain, market, quality, and brand this framework is expected to create a synergy between local community empowerment and the strengthening of sustainable and globally iconic halal destinations (Makhasi et al., 2025).

The academic contribution of this study primarily lies in its interdisciplinary integration of Muslim-friendly tourism studies, community entrepreneurship, and local cultural indexing, coupled with the innovative G2R Tetrapreneur framework, which has not been extensively explored in the domain of Islamic value-based tourism. From a practical perspective, the findings are expected to guide policy makers, village/community stakeholders, and tourism practitioners in designing inclusive, adaptive, and empowering destination development models rooted in local values and grassroots participation.

## LITERATURE REVIEW

### Muslim-friendly tourism

Muslim-friendly tourism refers to the provision of tourism products and services that suit the needs of Muslim tourists, including aspects of halal food consumption, prayer facilities, sharia-

compliant accommodation, and travel experiences that align with Islamic values (Latif et al., 2025; Santoso et al., 2021). Over the past decade, halal tourism has emerged as a significant global market segment, projected to be worth more than USD 274 billion by 2023 (Mastercard-CrescentRating, 2022).

As the world's largest Muslim-majority country, Indonesia holds immense potential in developing halal destinations. However, challenges persist, particularly regarding the lack of service standardization, halal certification, and the gap between government policy and local-level implementation (El-Gohary, 2016; Samori et al., 2016).

### Community-based entrepreneurship

Community based entrepreneurship refers to a form of entrepreneurship that emerges from local potential, is managed by the community, and is aimed at improving collective welfare through the utilization of local resources (Peredo & Chrisman, 2006). This approach emphasizes active participation, self-reliance, and sustainability, making it highly relevant within the context of tourism development.

In the tourism sector, community-based entrepreneurship has been shown to enhance community engagement, strengthen local cultural identity, and reduce economic disparities often caused by top-down development models (Kibler et al., 2015; Azmi & Ahmad, 2022). However, the existing literature indicates that the integration of community-based entrepreneurship within halal tourism remains underexplored, leaving substantial room for both theoretical advancement and practical application.

### Global Gotong Royong (G2R) Tetrapreneur

The Global Gotong Royong (G2R) Tetrapreneur concept represents an innovation in entrepreneurship based on the principle of *gotong royong* (mutual cooperation), developed as a model for strengthening local economic resilience, particularly within Indonesian rural communities (Makhasi et al., 2025). The G2R framework integrates four key pillars of entrepreneurship: chainpreneur (value chain enhancement), marketpreneur (market orientation), qualitypreneur (quality focus), and brandpreneur (brand development). This approach positions the community as the central driving force, fostering the creation of an inclusive, sustainable, and value-based entrepreneurial ecosystem rooted in local wisdom and collective participation (Fatimah, 2018). Although the concept has begun to gain recognition in the domains of village development and micro, small, and medium enterprises (MSMEs), its application within the field of halal tourism remains highly limited. Therefore, further investigation into its potential relevance and implementation in Muslim-friendly destination development is both timely and significant.

Conceptually, the terms chainpreneur, marketpreneur, qualitypreneur, and brandpreneur can be understood as different strategic orientations in entrepreneurship that emphasize specific dimensions of value creation. Chainpreneur refers to entrepreneurs who focus on centralized management and integration of business chains or networks to achieve operational efficiency, process standardization, and economies of scale through specialization and division of labor (Deng, 2014). Meanwhile, marketpreneur describes entrepreneurs who place market development and adaptation to consumer needs at the core of their business strategy,

including product innovation, distribution strategies, marketing communications, and responding to dynamic customer preferences to ensure business sustainability (Bhaskar, 2021; Daryana & Yudhistira, 2025; Winoto et al., 2021). In contrast, qualitypreneur refers to an entrepreneurial orientation that prioritizes quality as the primary value proposition, where quality is understood as the overall characteristics of a product or service that are able to meet the explicit and implicit needs of customers, thereby creating shared value for producers and consumers (Murugavel, 2017).

Brandpreneurs represent entrepreneurs who emphasize brand development and management as strategic assets, including through mass customization and open innovation approaches to strengthen the relationship between businesses and consumers and build adaptive and competitive brand identities (Hamid, 2009). Thus, these four concepts can be seen as complementary entrepreneurial orientation frameworks in building competitive advantages based on value chain integration, market sensitivity, quality assurance, and brand differentiation.

### **Integrasi muslim-friendly tourism, community-based entrepreneurship, dan G2R Tetrapreneur**

Several studies have discussed the development of halal tourism and community-based tourism separately, but the integration of the two through a G2R Tetrapreneur-based entrepreneurship framework is relatively rare in the literature. Research on halal tourism focuses more on the demand dimension, Muslim consumer behavior, and destination attractiveness factors (M. M. Battour et al., 2010); (Henderson, 2016).

Meanwhile, community-based entrepreneurship emphasizes the importance of local community

empowerment, collective participation, and economic sustainability in destination development (Kibler et al., 2015). On the other hand, the G2R Tetrapreneur concept offers a mutual cooperation-based entrepreneurial approach that integrates the value chain (chainpreneur), market orientation (marketpreneur), quality (qualitypreneur), and brand (brandpreneur) dimensions as a foundation for strengthening the local economy (Makhasi et al., 2025). However, the existing literature still treats these three domains separately and does not yet provide an integrative framework that systematically connects the specific needs of Muslim tourists with community-based entrepreneurship mechanisms structured in a comprehensive value chain model.

This conceptual gap underscores the urgency of developing a new theoretical framework that not only descriptively explains the relationships between variables but also maps the synergistic mechanisms between Muslim-friendly standards, community empowerment, and local value-based entrepreneurial strategies. Thus, this study positions G2R Tetrapreneur as a bridging framework that conceptually unifies halal market orientation, community entrepreneurial capacity, and destination quality and branding enhancement in a holistic model oriented toward sustainability and global competitiveness.

### **RESEARCH METHOD**

This study employs a conceptual research approach that focuses on developing a theoretical framework for advancing Muslim-friendly tourism through community-based entrepreneurship within the perspective of the G2R Tetrapreneur model. The conceptual approach was selected because the primary objective of this study is not to test empirical hypotheses but rather to

build new understanding and contribute to the literature by integrating relevant theories, practices, and innovative models (Jaakkola, 2020; Meredith, 1993).

The object of this research is the conceptual integration between Muslim-friendly tourism development and community-based entrepreneurship within the framework of the G2R Tetrapreneur model. The framework is designed to contribute to key stakeholders, including local communities, village- or community-based entrepreneurs, tourism industry practitioners, and policymakers involved in halal destination development. Geographically, the conceptual scope of this research is positioned within the developing Muslim-friendly tourism destinations, particularly in countries with strong communal cultural characteristics. Temporarily, this research is placed within a contemporary context, namely the global expansion phase of halal tourism and the restructuring of the tourism industry post-pandemic. This research was conducted to address the theoretical gaps that arise from the lack of integration of an Islamic values-based tourism approach with a structured value chain entrepreneurship model at the community level. The framework was constructed through a systematic conceptual synthesis and interdisciplinary integration of literature from tourism, entrepreneurship, operational management, and Islamic value studies.

The framework development was carried out through three main stages. First, a systematic literature review was conducted to map theories, models, and empirical findings related to halal or Muslim-friendly tourism, community-based entrepreneurship, value chain entrepreneurship, and destination branding. This study utilizes entirely qualitative secondary data sourced from reputable international journal articles indexed by Scopus, academic books,

global institutional reports on halal tourism, and policy documents relevant to destination development and community empowerment. Literature sources were identified through a structured search of academic databases such as Scopus, Web of Science, and Google Scholar using a combination of the keywords “Muslim-friendly tourism,” “halal tourism development,” “community-based entrepreneurship,” “value chain,” “destination branding,” and “Islamic sustainable development.” Inclusion criteria included publications in English, published in reputable international journals, having strong conceptual relevance to the research theme, and providing significant theoretical and empirical contributions. The selection process involved abstract screening, evaluation of methodological rigor, and assessment of theoretical suitability to the objectives of the model development.

The second stage is identifying research gaps by comparing dominant models of tourism development with a value chain-based entrepreneurship framework. This analysis highlights the absence of an integrative model that explicitly internalizes communal cultural values, such as mutual cooperation, into a structured and operational entrepreneurial dimension. The third stage is the process of conceptual synthesis and model construction. The analysis was conducted using thematic analysis and conceptual synthesis approaches (Torraco, 2005); (Gilson & Goldberg, 2015); (Prakoso et al., 2020).

In this process, key constructs such as halal compliance, community empowerment, value chain integration, quality assurance, and branding strategy were systematically grouped and mapped. Next, conceptual mapping was conducted to identify logical relationships between variables, clarify construct definitions, and formulate model boundaries and

propositions following a theory-building approach (MacInnis, 2011). The conceptual validity of the framework is strengthened through interdisciplinary triangulation by integrating perspectives from tourism management, entrepreneurship, operational management, and Islamic value-based governance (Giampiccoli, 2020).

Thus, the conceptual method used in this study is not merely descriptive, but rather a systematic approach to building a prescriptive and applicable theoretical model that can serve as a basis for further empirical research on the development of community-based Muslim-friendly tourism.

## RESULT AND DISCUSSION

The conceptual analysis conducted in this study resulted in a framework that integrates Muslim-friendly tourism, community-based entrepreneurship, and the G2R Tetrapreneur model as a holistic approach to developing sustainable halal destinations. This model positions local communities as the key actors in value creation through the four dimensions of the G2R framework: chainpreneur, marketpreneur, qualitypreneur, and brandpreneur. The integration illustrates that the success of Muslim-friendly tourism is not solely determined by the provision of halal facilities, but also by the capacity of local communities to manage value chains, respond to market demands, maintain quality standards, and build a strong destination image.

The literature review reveals that halal tourism research has predominantly focused on Muslim consumer demand, halal service standardization, and government regulation (M. Battour & Ismail, 2016; El-Gohary, 2016). Meanwhile, studies on community-based entrepreneurship have largely emphasized community empowerment in the context

of local economic development (Peredo & Chrisman, 2006; Kibler et al., 2015). By synthesizing these two domains, the framework developed in this study fills a gap in the existing literature by highlighting the synergy between Islamic values, community empowerment principles, and cooperative-based entrepreneurial innovation as embodied in the G2R Tetrapreneur model (Fatimah, 2018).

Furthermore, the analysis indicates that the G2R Tetrapreneur approach can enhance the competitiveness of Muslim-friendly destinations by creating a multi-layered economic ecosystem. The chainpreneur dimension strengthens linkages between local entrepreneurs and the tourism supply chain; marketpreneur emphasizes responsiveness to global Muslim traveler needs; qualitypreneur ensures halal compliance and service excellence; and brandpreneur builds a unique identity that bridges local values with international appeal (Makhasi et al., 2025). Thus, this framework reinforces that community-based halal tourism development should address not only spiritual and cultural aspects but also strategic, sustainable business dimensions.

The conceptual findings also underscore significant social and ethical implications. The proposed model has the potential to strengthen social inclusion, create employment opportunities, and reduce local dependency on external investors. However, it is essential to ensure that halal tourism practices do not fall into the commodification of religious symbols, but rather uphold sharia principles, sustainability, and social justice (Samori et al., 2016; Henderson, 2016). This provides a foundation for future empirical research to test the effectiveness of this framework across different destination contexts.

To further clarify the integration between Muslim-friendly tourism, community-based entrepreneurship, and

the G2R Tetrapreneur model, this study proposes a conceptual framework that illustrates the interrelationships among the core elements. The framework demonstrates that the development of Muslim-friendly tourism depends not only on the availability of halal facilities but also on community-based entrepreneurship as the driving force of sustainability. The G2R Tetrapreneur model, with its four dimensions chainpreneur, marketpreneur, qualitypreneur, and brandpreneur functions as a strengthening instrument that connects community potential with global market needs. This integration is expected to produce a Muslim-friendly tourism strategy that is inclusive, competitive, and sustainable.

The following figure presents the conceptual framework of this study:



**Figure 1. Conceptual framework of G2R Tetrapreneur in muslim-friendly tourism development**

As shown in Figure 1, this conceptual framework positions the local community as the core orchestrator, coordinating, integrating, and controlling the interactions between the value chain (chainpreneur), market orientation (marketpreneur), quality standards (qualitypreneur), and brand strategy (brandpreneur). With this central position, the community plays a role not only as a beneficiary but also as a co-creator of value and a strategic decision-maker, determining the direction of destination development. This framework

demonstrates that the success of Muslim-friendly tourism depends not solely on the availability of halal facilities, but also on the community's collective capacity to manage an integrated and sustainable entrepreneurial ecosystem.

Literature synthesis indicates that previous halal tourism studies have focused more on demand, Muslim tourist behavior, and service standardization (M. Battour & Ismail, 2016; El-Gohary, 2016), while community-based entrepreneurship studies have emphasized local economic empowerment without explicitly linking it to the halal value system (Kibler et al., 2015; Peredo & Chrisman, 2006). Through the framework in Figure 1, this study demonstrates that communities function as strategic bridges that transform sharia principles into structured business practices through the four dimensions of G2R Tetrapreneurship. Thus, this integration fills a gap in the literature by presenting a model that explains the operational mechanisms by which Islamic values, community participation, and entrepreneurial innovation mutually reinforce each other within a destination system.

Furthermore, these conceptual findings emphasize the primary role of communities as drivers of vertical and horizontal integration within destinations. Vertically, communities connect upstream and downstream actors in the tourism supply chain (chainpreneurs), ensuring a more equitable distribution of economic benefits. Horizontally, communities align global Muslim market preferences (marketpreneurs), halal quality and certification standards (qualitypreneurs), and destination identity narratives (brandpreneurs) within a single collective vision. A key lesson from this framework is that the competitiveness of Muslim-friendly destinations will be stronger when communities possess organized entrepreneurial capacity and are supported

by the value of mutual cooperation as their primary social capital.

The conceptual framework developed in this study is grounded on two main pillars: Muslim-friendly tourism and community-based entrepreneurship. Muslim-friendly tourism emphasizes the importance of providing services, facilities, and tourism experiences that comply with Sharia principles, such as the availability of halal food, prayer facilities, and ethical business practices (M. Battour & Ismail, 2016; Henderson, 2016; Wahab et al., 2023). On the other hand, community-based entrepreneurship focuses on empowering local communities as key actors in creating, managing, and benefiting from tourism activities (Peredo & Chrisman, 2006); (Aref et al., 2010). The synergy between these two pillars establishes the foundation for a more inclusive and sustainable halal tourism development model.

As a strengthening instrument, this study adopts the G2R Tetrapreneur model, which consists of four main dimensions. First, chainpreneurship emphasizes the enhancement of the local value chain by ensuring community involvement in the entire tourism process from production to distribution (Huang et al., 2023). Second, marketpreneurship highlights the importance of market orientation so that tourism products and services can compete at both regional and global levels (Samori et al., 2016). Third, qualitypreneurship focuses on maintaining halal standards and consistent service quality that align with Muslim tourists' expectations (El-Gohary, 2016). Fourth, brandpreneurship underscores the importance of destination image-building through branding strategies that emphasize Islamic identity, local cultural uniqueness, and sustainability (Rahman, 2014).

The integration of Muslim-friendly tourism, community-based entrepreneurship, and the G2R

Tetrapreneur dimensions results in a comprehensive framework that guides strategies for developing halal destinations. Through this framework, tourism is not merely viewed as an economic sector, but also as a medium for social empowerment, cultural identity strengthening, and the promotion of Islamic ethical values (Din, 1989; Henderson, 2016). Accordingly, this conceptual model provides a significant contribution both theoretically and practically theoretically, by advancing the literature on halal tourism, and practically, by assisting stakeholders in designing policies and implementation strategies.

From a theoretical perspective, this framework enriches halal tourism literature through an interdisciplinary approach that connects tourism theory, community-based entrepreneurship, and the G2R Tetrapreneur innovation model. It fills a gap in existing studies that have predominantly focused on consumer dimensions and service standardization (El-Gohary, 2016; Samori et al., 2016). From a practical perspective, the proposed model offers a new direction for managing Muslim-friendly destinations by positioning local communities as co-creators of value. Hence, local governments, destination managers, and business practitioners can utilize this framework as a strategic guideline in designing policies and community empowerment programs.

The social and ethical implications of this framework are also significant. With the community at the center of governance, this model minimizes the dominance of external investors and encourages a more inclusive distribution of value, while preventing halal tourism practices from being reduced to mere commodification of religious symbols. Instead, the principles of sharia, sustainability, and social justice serve as normative foundations internalized in each dimension of G2R. Thus, as visualized in Figure 1, this

conceptual framework not only explains the relationships between variables but also provides a strategic lesson that the transformation towards a sustainable, Muslim-friendly destination requires collective leadership from the community as a central actor in the orchestration of economic, social, and spiritual values.

## CONCLUSION

This study presents a conceptual framework for the development of Muslim-friendly tourism through community-based entrepreneurship, integrating the G2R Tetrapreneur model. In the context of this study, Muslim-friendly tourism is understood as a more inclusive approach than halal tourism; halal tourism generally refers to formal adherence to sharia standards and certification, while Muslim-friendly tourism emphasizes the provision of services, facilities, and experiences that are responsive to the needs of Muslim travelers without necessarily requiring comprehensive halal certification. Thus, halal tourism can be positioned as a subset of the broader spectrum of Muslim-friendly tourism, making the two interrelated but not entirely identical.

The study's results indicate that the success of Muslim-friendly tourism development is determined not only by compliance with sharia standards but also by the active involvement of local communities as key actors in the tourism value chain. The chainpreneur, marketpreneur, qualitypreneur, and brandpreneur dimensions of G2R Tetrapreneur serve as strategic instruments that connect local potential with global market needs, while simultaneously strengthening destination sustainability. Theoretically, the developed framework expands the literature by clarifying the conceptual distinctions and intersections between

Muslim-friendly tourism and halal tourism within a single, integrative, community-based model, and connecting perspectives from tourism, community entrepreneurship, and business model innovation. Practically, this framework offers strategic guidance for policymakers, industry players, and local communities in designing inclusive, competitive, and sustainable Muslim-friendly tourism development programs. With this conceptual clarification, the research successfully bridges terminological ambiguity in the literature and strengthens the relevance of the G2R Tetrapreneur model as an implementable approach at the destination level.

For future development, further research should empirically test this conceptual framework through case studies in various Muslim-friendly tourism destinations, both in Indonesia and abroad, to validate the conceptual relationship between the G2R dimensions and the level of readiness of Muslim-friendly services in different socio-cultural contexts. Exploring the integration of digital entrepreneurship with the G2R Tetrapreneur dimensions is also crucial for expanding global market access for Muslim tourists. Furthermore, governance and public policy aspects need to be studied more deeply, particularly regarding the harmonization of halal certification regulations and more flexible and adaptive strategies for developing Muslim-friendly destinations. By comprehensively considering social, ethical, and environmental dimensions, the development of Muslim-friendly tourism is expected to contribute not only to economic growth but also to the creation of an inclusive, equitable, and sustainable tourism ecosystem.

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