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# CASE STUDY

MBA UiTM CAWANGAN JOHOR  
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# **Case Study: Global Business Strategy And Sustainability**

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**SERIES 2**

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# **Global Entrepreneurial Strategy: Community-Based Tourism Approach**

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## **ABSTRACT**

Community-based approach in tourism sector is one of the global entrepreneur strategies. By empowering local communities and incorporating their cultural heritage into tourist offerings, the destinations can create unique and engaging experiences for visitors while supporting local economies and preserving cultural traditions. This case study highlighted the importance of cultural empowerment in global activities and provide valuable insights for the management organizations, entrepreneurs, and policymakers looking to enhance the sustainability and competitiveness of their tourism offerings.

**Keywords:** global entrepreneurship, tourism, local community

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## **PREFACE**

Padang is a coastal city in West Sumatra, Indonesia known for its rich cultural heritage and stunning natural landscapes. By leveraging the cultural resources of the community, entrepreneurs in Padang had an opportunity to create innovative and sustainable businesses that cater to the needs of both local and international tourists. The city has a long and vibrant history that dates back to ancient times, with influences from various cultures such as the Minangkabau people, the Dutch colonialists, and the Indian and Arab traders. These influences have shaped the city's unique identity and contributed to its rich cultural heritage. One of the most prominent features of Padang's cultural background is its cuisine. The city is famous for its flavourful and spicy dishes, such as rendang, sate Padang, and gulai. These dishes are the reflection of the Minangkabau culture, known for its traditional culinary arts and practices. In addition to its culinary heritage, Padang also boasts a rich history that is evident in its architecture and landmarks. The city is the home to many historical sites, such as the Padang Old Town, which features colonial buildings from the Dutch era. The city also has several museums, such as the Adityawarman Museum, which showcases the history and culture of West Sumatra. Furthermore, religion also plays a significant role in Padang's cultural background, with Islam being the main belief in the city. The minarets of mosques can be seen towering over the cityscape, reminded residents and visitors alike of the city's religious heritage.

## **INVESTIGATION INITIATED**

The dilemma of tourism sector in Padang involved the balancing economic growth with environmental sustainability to remain competitive. Although this region is abundant in natural treasure, there are few setbacks to tackled:

- 1) The lack of sufficient transportation networks, limited availability of utilities, and gaps in infrastructure in remote areas of Padang hindered business operations, logistics, and connectivity. This has led to restricted the growth potential of entrepreneurial ventures. Additionally, insufficient access to contemporary technology, digital tools, and technical resources impeded the innovation, productivity, and competitiveness of entrepreneurs in Padang as their capacity to take advantage of global opportunities is restricted.
- 2) The lack of access to formal banking services, credit facilities, and financing options hindered the expansion of entrepreneurial endeavours in Padang, especially for female entrepreneurs and small-scale businesses.
- 3) The lack of extensive market integration hindered the ability of entrepreneurs to expanded their business reach and engaged in international trade, thus limited their export potential and the expansion of their business presence.
- 4) The lack of adequate support structures, networking opportunities, mentorship programs, and entrepreneurship education initiatives hindered the development of a dynamic ecosystem that fosters entrepreneurial innovation, collaboration, exchange. and knowledge exchange.



## **STAKEHOLDER ENGAGEMENT**

Prior to site visit, the community in Padang was actively engaged in various community-based tourism entrepreneurial activities. The local residents demonstrated a strong commitment in preserved their cultural heritage while simultaneously created sustainable economic opportunities.

The tourist was engaged with local artisans and craftsmen at the central market who crafts traditional Minangkabau symbolic product such as songket weaving and wood carvings. Through tourism activity, they were able to generated income and acknowledgement from the tourist with their crafts. Notably, curators, educators and administrators play a crucial role in preserved and promoted Padang culture. Tasks such as organized exhibitions, provide guided tours and hosted cultural events ensured that both tourists and local had an access to comprehensive information about Minangkabau heritage. Furthermore, local guide served as a local ambassadors, shared stories, traditions and local knowledge with tourist through engagement with local businesses to enriched experience for visitors.

The homestay program, run by local families, adds value by allowed the tourists to engaged with cultural experiences through traditional meals and cultural workshops. The interaction fostered deeper connections between the tourists and the local community, promoted mutual understanding and respect. In addition, the cultural identity was seen in its traditional snacks, handmade souvenirs, arts performance, hoteliers and restaurants; each of the businesses implemented Minangkabau elements in its environment.

Most importantly, an interaction with government officials and local tourism board played vital roles in promoted Padang as an attraction to the tourists. The implementation of policies to preserved cultural sites, supported by local artisans

through grants, training and launched marketing campaigns to attracted international tourists helped the region to boost its global entrepreneurship in tourism sector via community-based tourism approach.

### **ENHANCEMENT OF COMMUNITY ENGAGEMENT**

Enhancement of community engagement and participation in tourism industry considered as an initiative to generate income for local communities, stimulated economic growth, and create job opportunities, thereby reduced poverty and enhance livelihoods via several ways:

- 1) *Strengthen cross-cultural collaboration* – a collaboration with international stakeholders such as tourism boards, cultural organizations, and diplomatic engagement has promoted Padang as one of the cultural destinations in the world and facilitated cross – border tourism exchange has established the region as a hub of cultural diversity and creativity.
- 2) *Policy recommendations for sustainable tourism* – adhered to environmental policy and sustainable practice such as management of waste, the efficiency usage of energy and the conservation of natural resources by the community preserved the ancient cultural. This involved protected the historical sites, preserved intangible cultural heritage and fostered the preservation of local customs.
- 3) *Key roles of local governments* – monetary assistance such as grants, loans and subsidies which are specifically allocated to foster innovation and support cultural as well as investment in infrastructure (e.g. transportation, communication, and public amenities) to the local community is pivotal to facilitated entrepreneurial endeavours. Additionally, a conducive regulatory

framework that eliminated bureaucratic issue empowered local entrepreneurs through streamline the procedures in registered businesses and provide cultural tax exemption.

- 4) *Role of educational institutions* – acted as catalysts, institutions provide knowledge, skills, and resources to local community by enhanced their capabilities to managed and benefited from tourist activities. It is also extended to education, training, research and partnerships. An education and training program such as hospitality management, cultural heritage preservation, entrepreneurial skills, and sustainable tourism practices enhanced the managing skills which in turn ensured sustainable economic benefits and cultural preservation. Additionally, a further assessment on local cultural heritage, sustainable tourism practices and community engagement open an opportunity to developed new tourism product or improve the current practices. Likewise, incorporated cultural education and awareness into curriculum amplified the preservation and promoted cultural heritage which in turn enriched the tourist experience and attracted tourists to discovered new experiences.
- 5) *Role of entrepreneurs and business community* – by integrated local culture into business model, the entrepreneur created unique, authentic experience that highlighted and preserved cultural heritage. Through innovative idea and opportunities for local community, cultural product was able to entered tourism industry, thereby fostered regional growth and cultural preservation. Through collaboration between businesses and community, cultural empowerment in tourism industry has created an economic benefit not only the community but also ensured sustainable preservation.

## FUTURE DIRECTION

It is proved that community-based approach was an effective strategy for global entrepreneurial in Padang tourism industry. However, there are few handicapped issues addressed in this case study. The recommendation was:

- 1) *Cultural exchange programs* – Ministry of Tourism and Creative Economy in Padang should establish cultural exchange program with other country to promote cross-cultural understanding, showcase traditional arts and performances, and foster mutual appreciation of each country's unique cultural heritage.
- 2) *Infrastructure development* – Ministry of Public Works and Public Housing should invest more on infrastructure in Padang to improve transportation networks, enhanced accommodations, and upgrade tourist facilities which in turn will elevate the overall tourism infrastructure and attract more visitors as well as amplified seamless and enjoyable travel experience to the tourists.
- 3) *Digital marketing strategies* – utilization of digital strategy such as collaboration with influencer from other country, offered virtual experiences and engaged with online travel community and forum will increase visibility and attract a wider tourist to Padang.
- 4) *Adventure tourism opportunities* – developed adventure tourism opportunities in Padang to cater to adventurous travellers who are seeking outdoor activities, adrenaline-pumping experiences, and off-the-beaten-path adventures. Promoting activities such as hiking, surfing, diving, and wildlife encounters can attract thrill-seekers and nature enthusiasts to explore the diverse landscapes of both destinations.

## **CONCLUSION**

In the ever-evolving landscape of global entrepreneurship within the tourism sector, leveraging cultural empowerment as a strategy plays a pivotal role in fostering sustainable and community-driven economic growth. Through tourism-driven entrepreneurship, local community gained substantial economic benefit by selling their crafts, traditions, and stories, entrepreneurs which in turn generate income streams that support livelihoods. Furthermore, empowering communities through cultural engagement in tourism offers a multifaceted advantage for global entrepreneurial strategies. By promoted authenticity, sustainability, economic empowerment, capacity building, inclusivity, diversification, and favourable policy environments, entrepreneurs can drive positive transformation in tourism destinations worldwide. These strategies not only boost economic performance but also preserve and celebrate cultural heritage, ensuring a rich legacy for future generations.