



# Strengthening Local Product Competitiveness through the Tetrapreneur Model: A Case Study of Mawa Raharja Village-Owned Enterprise in Cibiru Wetan, Bandung Regency

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## Abstract

This study aims to examine the implementation of the Tetrapreneur Model in the management of Village-Owned Enterprises Mawa Raharja in Cibiru Wetan Village, Bandung Regency, with a focus on enhancing the competitiveness of local products through four entrepreneurial dimensions: chainpreneur, marketpreneur, qualitypreneur, and brandpreneur. Employing a qualitative descriptive approach, the research collected data through in-depth interviews, participant observations, and document analysis involving BUMDes managers, unit heads, local entrepreneurs, and community beneficiaries. The Tetrapreneur theoretical framework guided the study and used thematic analysis techniques based on the Miles and Huberman model. The findings indicate that although Village-Owned Enterprises Mawa Raharja exhibits partial application of the Tetrapreneur Model, its implementation remains fragmented. The chainpreneur and marketpreneur dimensions have been initiated, yet lack strategic integration. Quality assurance efforts are present but informal, while brand development is the most underdeveloped. These results demonstrate that the model's effectiveness depends on cohesive and institutionalized implementation across all units. This study contributes practically by offering strategic recommendations for village policymakers and Village-Owned Enterprises practitioners to adopt a more integrated entrepreneurial approach. Theoretically, it enriches the literature on rural entrepreneurship and community-based enterprise models in semi-urban Indonesian contexts. Future research is encouraged to explore the quantitative effects of the Tetrapreneur Model and assess its long-term scalability and sustainability in other village settings.

**Keywords:** brandpreneur, village-owned enterprises, chainpreneur, qualitypreneur, tetrapreneur model

## 1. Introduction

Rural development has become a central focus in Indonesia's national policy agenda, particularly after the enactment of Law Number 6 of 2014 concerning Villages. The law grants autonomy to villages to manage their resources and optimize local potential for the betterment of community welfare. One of the strategic instruments initiated by the government to support village economic growth is the establishment of Village-Owned Enterprises, which serve not only as income-generating entities but also as a platform to enhance local entrepreneurship, employment opportunities, and self-reliance.

Despite its potential, empirical studies have shown that the operational effectiveness of many Village-Owned Enterprises remains low. In West Java, for instance, only a small proportion of over 5,000 registered Village-Owned Enterprises are classified as active or well-functioning. In Bandung Regency, the Village-Owned Enterprises activity rate remains critically limited, with only 13 out of 270 classified as active (Abdalloh, 2021). This underperformance signals the presence of structural, managerial, and strategic challenges that need to be addressed.

Village-Owned Enterprises Mawa Raharja in Cibiru Wetan Village represents a promising case with a wide range of business units, including clean water distribution, tourism services, waste management, trade and partnership units, and digital access provision. However, despite this diversity, its contribution to enhancing the competitiveness of local products remains constrained

due to fragmented business operations, inconsistent quality standards, lack of integrated branding, limited market research, and inefficient internal coordination.

To address these issues, the Tetrapreneur Model has emerged as an innovative framework that integrates four entrepreneurial dimensions- chainpreneur, marketpreneur, qualitypreneur, and brandpreneur—to systematically enhance the performance of Village-Owned Enterprises. According to (Rika Fatimah, 2019), the model provides a holistic approach to business development, emphasizing supply chain integration, customer-driven market planning, continuous quality improvement, and strategic branding. Previous studies (Maihani and Achwan, 2021);(Asra and Maulana, 2021) have demonstrated the potential of this model in improving Village-Owned Enterprises planning and competitiveness, although these studies were conducted in different regional and operational contexts.

Despite the growing interest in tetrapreneurship as a development strategy, there remains a gap in understanding how this model can be practically adapted and implemented within the institutional and socio-economic realities of Village-Owned Enterprises in urban-rural hybrid areas such as Cibiru Wetan. Thus, this research is positioned to examine how the Tetrapreneur Model can be applied to enhance the management capacity of Village-Owned Enterprises Mawa Raharja, focusing on increasing the competitiveness of local products and strengthening rural entrepreneurship.

The objective of this study is threefold: (1) to analyze the application of the Tetrapreneur Model in managing Village-Owned Enterprises Mawa Raharja; (2) to identify the obstacles in implementing this model; and (3) to formulate a contextualized Tetrapreneur-based strategy tailored to the needs of Village-Owned Enterprises in Cibiru Wetan. Employing a qualitative descriptive approach, data were collected through in-depth interviews, observations, and documentation analysis involving key stakeholders, including Village-Owned Enterprises directors, unit managers, local entrepreneurs, and community beneficiaries.

This study contributes both practically and theoretically. Practically, it provides strategic recommendations for Village-Owned Enterprises practitioners and village policymakers. Theoretically, it enriches the discourse on village entrepreneurship and community based business models by offering a grounded case study on the implementation of a multi-dimensional entrepreneurial framework in a semi-urban Indonesian village context.

## 2. Methods

This study employed a qualitative research approach with a descriptive design, aimed at providing a detailed and indepth understanding of the implementation of the Tetrapreneur Model in managing Village-Owned Enterprises, specifically BUMDes Mawa Raharja in Cibiru Wetan Village, Bandung Regency. The qualitative approach was selected to explore contextual, managerial, and entrepreneurial dynamics that quantitative methods cannot adequately capture (Tewal Bernhard, 2019). The study was guided by the Tetrapreneur Model developed by (Rika Fatimah, 2019), which integrates four dimensions of entrepreneurial strategy chainpreneur, marketpreneur, qualitypreneur, and brandpreneur as a holistic framework for enhancing competitiveness, especially in rural based economic institutions. This model emphasizes the importance of entrepreneurial connectivity, market orientation, quality assurance, and brand development in driving sustainable rural enterprise growth.

The research was conducted at the office and operational units of Village-Owned Enterprises Mawa Raharja, located in Cibiru Wetan Village, Cileunyi Sub District, Bandung Regency, West Java, Indonesia. As a Village-Owned Enterprise that manages multiple business units including clean water supply, digital services, tourism, waste management, and local trade Village-Owned Enterprises Mawa Raharja represents a relevant and strategic case for analyzing the practical application of the Tetrapreneur Model in strengthening village-level economic competitiveness.

The target population in this study consisted of internal and community stakeholders of Village-Owned Enterprises Mawa Raharja: the management team, unit heads, collaborating micro entrepreneurs, and local community members. Purposive sampling was used to select information rich participants who have direct involvement in Village-Owned Enterprises operations and strategic decision-making processes. A total of 10 informants were interviewed, consisting of: 1 Director, 4 unit managers (covering trade, tourism, clean water, and waste), 2 local entrepreneurs who are business partners of Village-Owned Enterprises, and 3 community members who benefit directly from BUMDes services and programs.

Data were collected using three primary methods. First, indepth semi structured interviews were conducted to explore the experiences, perceptions, and implementation challenges related to

each Tetrapreneur dimension. Interview questions were structured around the core elements of chainpreneur (supply chain integration), marketpreneur (market segmentation and promotion), qualitypreneur (service and product quality), and brandpreneur (identity and branding strategies). Second, participant observations were conducted in the field to observe how each unit operated, how services were delivered, and how coordination and administration were handled across units. Observations were particularly focused on routine operations such as service delivery, sales events, coordination meetings, and administrative practices. Third, document analysis was carried out on organizational documents such as organizational charts, business plans, financial reports, meeting minutes, promotional materials, and village development records. Document analysis checklists were developed to ensure systematic review and data consistency.

Data analysis followed the Miles and Huberman (Sugiyono, 2020) model, consisting of three main stages. First, data reduction, where raw data from interviews, observation notes, and documents were condensed and coded into relevant themes such as strategic planning, internal coordination, customer engagement, service quality, and branding gaps. Second, data display in the form of summary tables and matrices enabled pattern identification across different units and Tetrapreneur components. Third, conclusion drawing and verification involved synthesizing emerging findings in relation to the research objectives and theoretical framework. Manual thematic coding was applied to all data sources and cross-validated through peer review to ensure consistency and analytic rigor. Triangulation of interviews, observations, and documents strengthened the credibility of the findings, while member checking with selected informants ensured that the interpretations accurately reflected participant perspectives.

To ensure the validity and reliability of the study, several strategies were employed: triangulation of data sources and collection methods, prolonged engagement in the field, peer debriefing with academic supervisors, and systematic documentation of all research steps. Consistent interview protocols, transcription procedures, and audit trails were established to reinforce methodological transparency. Ethical considerations were also prioritized informed consent was obtained from all participants, and the study was conducted in accordance with the research ethics standards of the host institution, Polytechnic STIA LAN Bandung. The methods section describes the steps followed in the execution of the study and also provides a brief justification for the research methods used. It should contain enough detail to enable the reader to evaluate the appropriateness of your methods and the reliability and validity of your findings. Furthermore, the information should enable experienced researchers to replicate your study.

The methodology section contains the approach used in producing scientific articles. Specifically for scientific research articles, the methodology section includes research methods, populations, samples, and data analysis steps.

### **3. Findings and Discussion**

#### **3.1 Findings**

The study examined the implementation of the Tetrapreneur Model, which comprises chainpreneur, marketpreneur, qualitypreneur, and brandpreneur in Village-Owned Enterprises Mawa Raharja. The results are summarized in the following table:

<b>Tetrapreneur Component</b>	<b>Implementation Practices</b>	<b>Obstacles Encountered</b>	<b>Research Findings</b>
Chainpreneur	Product procurement and resale via Unit Perdagangan and mitra (partners)	Supply dependency; lack of upstream integration	Chain linkage still partial and informal
Marketpreneur	Sales through WhatsApp, local events, and unit promotion	Lack of digital marketing skills and tools	Market reach limited to surrounding areas
Qualitypreneur	Product repackaging and service training (e.g., for air artesis and wisata)	No standard operating procedures (SOP); inconsistent quality	Quality control exists but not standardized
Brandpreneur	Use of “Mawa Raharja” branding in signage and some packaging	No unified visual identity; weak brand strategy	Branding is fragmented across units

**Table 1.** Analysis of Tetrapreneur Model Implementation in Village-Owned Enterprises Mawa Raharja

Source: Field interviews, observations, and document analysis (2025)

## 3.2 Discussion

### 3.2.1 Chainpreneur Dimension

The partial integration of supply and distribution activities reflects Village-Owned Enterprises Mawa Raharja’s current position within the local value chain. Although business relationships exist, particularly in the Unit Perdagangan and through limited mitra (partner) networks, these efforts remain informal and reactive. There is no structured upstream collaboration or digitalized inventory system. Thus, the chainpreneur approach as described by Rika Fatimah (2019) is only partially implemented.

### 3.2.2 Marketpreneur Dimension

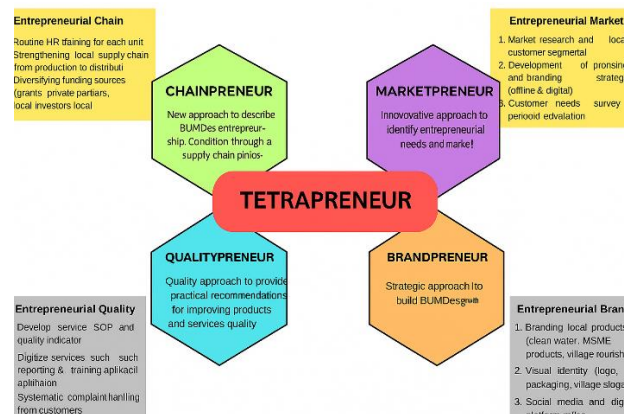
The marketing of BUMDes products is still limited to basic tools such as WhatsApp broadcasts and bazaar participation. While these efforts demonstrate initiative, they are insufficient to reach broader consumer segments or develop a long term marketing strategy. The lack of digital skills and absence of market research significantly restricts the BUMDes' ability to develop targeted promotion. This finding partially confirms the theoretical concept of marketpreneur, which calls for structured, customer-oriented strategies (Maihani and Achwan, 2021)

### 3.2.3 Qualitypreneur Dimension

Quality assurance mechanisms are uneven across BUMDes units. While some units such as air artesis and wisata attempt to maintain service consistency, the absence of formal SOPs, limited training, and lack of quality monitoring tools hinder systematic improvement. The reliance on improvisation rather than institutional standards shows that the qualitypreneur dimension is only partially in place, in contrast to the theoretical expectation of standardized service excellence (Asra and Maulana, 2021).

### 3.2.4 Brandpreneur Dimension

Brand development remains the weakest link in the Tetrapreneur Model application. The use of the BUMDes name across units is inconsistent, and there is no comprehensive brand guideline to ensure visual or narrative coherence. Products such as pupuk and air artesis lack distinctive logos or packaging. The absence of social media strategy further weakens market presence. Thus, this dimension is not confirmed, contradicting the theoretical model which emphasizes strong brand identity as a driver of competitiveness (Rika Fatimah, 2019).



**Figure 1.** The Tetrapreneur Model of Village-Owned Enterprises Mawa Raharja  
Source: Developed by the author based on the tetrapreneur model theory (2025)

Figure 1 describes the tetrapreneur Model as a strategic and integrated entrepreneurship framework for enhancing the performance and competitiveness of Village-Owned Enterprises. This model consists of four interrelated component chainpreneur, marketpreneur, qualitypreneur, and brandpreneur each representing a key entrepreneurial dimension that Village-Owned Enterprises should develop systematically.

#### Chainpreneur

This component emphasizes strengthening the entrepreneurial supply chain, including; regular capacity building and training for unit-based human resources, strengthening local supply chains from production to distribution, and diversifying funding sources through grants, private partnerships, and local investors. It introduces a supply chain-based approach to understanding and improving the entrepreneurial conditions of Village-Owned Enterprises.

#### Marketpreneur

This dimension focuses on market-driven strategies, aiming to align BUMDes services and products with local consumer demand through; market research and segmentation, offline and digital marketing and branding strategies development, and regular surveys to evaluate changing customer needs.

It provides an innovative method to match entrepreneurial activities with actual market opportunities.

#### Qualitypreneur

This pillar relates to quality management and service improvement, advocating for; standard Operating Procedures (SOPs) and service quality indicators, digitalization of services (e.g., complaint handling, reporting, training apps), and systematic and responsive complaint-handling mechanism. It offers practical recommendations to continuously improve the quality of BUMDes products and services.

#### Brandpreneur

The final dimension highlights strategic brand development, including; branding local products such as clean water, MSME goods, and village tourism, creating a consistent visual identity (logos, slogans, packaging) and optimizing social media and digital platforms to enhance visibility and market reach. This approach positions branding as vital in building public trust and product recognition.

## 4. Conclusion

Conclusions explain the study findings that are relevant to the research question and objectives without using statistical data. The conclusion section includes the implications of further research and research. This study explored the implementation of the tetrapreneur model consisting of chainpreneur, marketpreneur, qualitypreneur, and brandpreneur in the management of Village-Owned Enterprises Mawa Raharja, with the aim of enhancing the competitiveness of local products and services in Cibiru Wetan Village. The findings reveal that while elements of the model are being practiced, their application remains fragmented and lacks strategic integration.

The chainpreneur aspect is evident in the operational structure of the trade and partnership units, but supply chain coordination and financing mechanisms are not yet fully optimized.

Marketpreneurship has been initiated through local promotional efforts and basic sales channels, but the absence of a structured market strategy and limited use of digital platforms constrain broader market penetration. In terms of qualitypreneurship, some units have shown initiative in improving service delivery; however, the lack of standard operating procedures and service benchmarks undermines consistency. The weakest component is brandpreneurship, where the branding of products and services remains inconsistent, limiting the Village-Owned Enterprises visibility and customer loyalty.

The findings indicate that while the tetrapreneur model offers a promising framework for improving Village-Owned Enterprises performance, its success depends on a cohesive and integrated implementation across all units. The partial application of the model limits its potential impact on improving competitiveness and local economic empowerment.

This study contributes to understanding rural entrepreneurship by contextualizing the tetrapreneur model within the operational reality of a multi-unit village enterprise. The findings highlight the need for capacity-building programs, institutional support, and strategic alignment to ensure that entrepreneurial models are adopted and internalized within the Village-Owned Enterprises management system.

Implications for future research include recommending for practitioners and policymakers, this study underscores the importance of building managerial capabilities, strengthening inter-unit coordination, and developing unified marketing and branding strategies to maximize the potential of BUMDes as engines of local development. For future research, there is an opportunity to explore the quantitative impact of integrated Tetrapreneur based strategies on economic indicators such as income generation, employment, and product innovation. Longitudinal studies could also assess the sustainability and scalability of the model in various rural and semi-urban contexts across Indonesia.

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