

THESIS BY PROJECT

**TOURISMPRENEURSHIP DEVELOPMENT FOR
GENERATING REVENUE IN THE TEACHING
FACTORY GALLERY BY POLIMDO**



POLITEKNIK NEGERI BALI

VEREN TINESIA TURANGAN

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BADUNG
2025**

THESIS BY PROJECT

Prepared as one of the requirements for obtaining a
Master of Applied Tourism (M.Tr.Par) degree
in the Tourism Planning Study Program, Applied Master Program
in the Tourism Department of Politeknik Negeri Bali



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PRAKATA

Praise Puji Syukur penulis panjatkan kehadapan Ida Sang Hyang Widhi Wasa/Tuhan Yang Maha Esa karena berkat dan rahmat-Nya penulis dapat menyelesaikan tesis yang berjudul: **“Tourismpreneurship Development for Generating Revenue in the Teaching Factory Gallery by Polimdo”**. Penyusunan tesis ini sebagai salah satu syarat untuk kelulusan pada Program Studi Perencanaan Pariwisata, Program Magister Terapan, Jurusan Pariwisata, Politeknik Negeri Bali.

Pada kesempatan ini penulis ingin mengucapkan terimakasih kepada semua pihak yang telah membantu dalam menyelesaikan tesis ini, kepada:

1. I Nyoman Abdi, S.E., M.eCom selaku Direktur Politeknik Negeri Bali yang telah memberikan kesempatan kepada penulis untuk menempuh perkuliahan dan memberikan fasilitas dalam perkuliahan di Politeknik Negeri Bali.
2. Dr. Ni Nyoman Sri Astuti, SST.Par., M.Par. selaku Ketua Jurusan Pariwisata Politeknik Negeri Bali yang telah memberikan kesempatan kepada penulis untuk menempuh pendidikan khususnya di Jurusan Pariwisata Politeknik Negeri Bali.
3. Dr. Dra. Ni Gst Nym Suci Murni, M.Par. selaku Ketua Program Studi Perencanaan Pariwisata Program Magister Terapan yang telah banyak memberikan arahan, pedoman serta motivasi kepada penulis selama proses penyusunan tesis ini.

4. Prof. Dr. Gede Ginaya, M.Si sebagai pembimbing I yang telah memberikan banyak arahan, bimbingan, dan motivasi kepada penulis selama proses penyusunan tesis ini.
5. Dr. I Ketut Utama, MA sebagai pembimbing II yang telah memberikan banyak arahan, bimbingan, dan motivasi kepada penulis selama proses penyusunan tesis ini.
6. Prof. Dr. I Putu Astawa, SE., MM sebagai dosen Program Studi Perencanaan Pariwisata, Program Magister Terapan yang telah memberikan banyak bimbingan dan dukungan kepada penulis selama proses penyusunan tesis ini.
7. Keluarga tercinta, yang selalu memberikan dukungan, motivasi, dan masukan berharga kepada penulis selama proses penyusunan tesis ini.

Kritik dan saran yang membangun dari berbagai pihak sangat diperlukan untuk menyempurnakan penulisan tesis ini. Besar harapan penulis agar tesis ini dapat bermanfaat bagi semua pihak. Akhir kata tidak lupa penulis menyampaikan permohonan maaf apabila masih terdapat kesalahan dalam penulisan tesis ini.

Badung, August 29th 2025



Veren Tinesia Turangan

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REVENUE IN THE TEACHING FACTORY GALLERY BY POLIMDO OF
POLITEKNIK NEGERI MANADO**

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ABSTRACT

This study aims to explain the stages, strategies, and models. Primary data was obtained directly at the research location through interviews, observations, and focus group discussions (FGD) with Teaching Factory Galeri by Polimdo. Meanwhile, secondary data was obtained from a summary of sales reports from one of the MSMEs. The results of this study were obtained through a qualitative approach by analyzing data from in-depth interviews, direct observation, and focus group discussions (FGD). The main findings show that this process provides practical learning for students, helping them understand the motivations and operational challenges in the field. In addition, collaboration with MSME vendors has been shown to increase their sales and brand visibility. Overall, this study concludes that a holistic understanding of the five main phases and ten areas of knowledge in project management is crucial for success, as it can reduce risks and produce better outcomes, especially in complex projects.

Keywords: *Tourismpreneurship, Revenue, development model, PMBoK*

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ABSTRAK

Penelitian ini bertujuan untuk menjelaskan tahapan, strategi, dan model. Data primer diperoleh secara langsung di lokasi penelitian melalui wawancara, observasi, dan diskusi kelompok terfokus (FGD) dengan Teaching Factory Galeri oleh Polimdo. Sementara itu, data sekunder diperoleh dari ringkasan laporan penjualan salah satu UMKM. Hasil penelitian ini diperoleh melalui pendekatan kualitatif dengan menganalisis data dari wawancara mendalam, observasi langsung, dan diskusi kelompok terfokus (FGD). Temuan utama menunjukkan bahwa proses ini memberikan pembelajaran praktis bagi mahasiswa, membantu mereka memahami motivasi dan tantangan operasional di lapangan. Selain itu, kolaborasi dengan vendor UMKM telah terbukti meningkatkan penjualan dan visibilitas merek mereka. Secara keseluruhan, penelitian ini menyimpulkan bahwa pemahaman holistik terhadap lima fase utama dan sepuluh area pengetahuan dalam manajemen proyek sangat penting untuk kesuksesan, karena dapat mengurangi risiko dan menghasilkan hasil yang lebih baik, terutama dalam proyek yang kompleks.

Kata kunci: *Tourismpreneurship, Revenue, development model, PMBoK*

CHAPTER I

INTRODUCTION

1.1. Background

In the tourism industry, entrepreneurship refers to the process of creating, managing, and developing businesses that focus on providing services and goods related to tourist experiences. This sector covers many things, from food and accommodation to tourist attractions, but it is very important for economic growth, job creation, and preserving local culture. Tourism entrepreneurship is becoming increasingly important as a driver of innovation and local competitiveness due to public interest in tourism, especially in the post-pandemic era. In this situation, the Manado State Polytechnic (Polimdo) serves as an educational institution that not only educates students with theoretical knowledge but also provides them with opportunities to develop tourism entrepreneurship concepts through teaching factories. Therefore, the culinary and handicraft segments are very promising areas for students to explore their entrepreneurial potential.

The culinary and handicraft segments, which have great business opportunities, are not only accessible to the general public but can also be utilized by students at various universities in Indonesia in their academic processes. Based on data from the Ministry of Tourism and Creative Economy (2023), Indonesia's culinary industry is valued at IDR 1,483 trillion with a growth rate of 9.8% per year, while creative handicraft products contribute IDR 1,200 trillion to the Gross Domestic Product

(GDP). In North Sulawesi alone, there are 5,340 culinary MSMEs and 2,150 handicraft artisans with potential for collaboration. Many students have creative ideas as a potential that has not been fully explored, so not many have entered into these business opportunities. This has prompted universities in Indonesia, including the Manado State Polytechnic, to provide a platform for their students to be creative and produce products based on their ideas.

The platform provided by the university is a laboratory, namely a teaching factory. Laboratories in vocational colleges play a significant role in the learning experience of students. Here, students have the opportunity to develop practical skills through the direct application of concepts learned in class. This allows them to optimize and even master various skills relevant to their field of interest or study. Therefore, optimal utilization of laboratories is key, and one way to achieve this is through the integration of student learning with higher education laboratory facilities. In line with this, research conducted by Suwandi, et al. (2023) shows the success of implementing a production unit-based teaching factory (tefa), as seen from the evaluation results which show a positive impact on teachers and schools as well as the infrastructure and human resources that support this learning. In addition, the evaluation process was also carried out by determining the criteria for success and benchmarks during the process, such as student performance in completing individual and group work, as well as the achievement of increasing and stable order targets.

One of the vocational colleges that provides a platform for students to gain experience and creativity is the Manado State Polytechnic (Polimdo). The Polimdo Gallery has become one of the most popular entrepreneurship laboratories among students because, in addition to providing experience related to the world of business and marketing, this laboratory can also be used by students to create products that can be marketed in the gallery. The abundance of creative and innovative products can attract both internal (campus environment) and external (community) parties. This indicates the potential for business and tourism, both in terms of culinary offerings and handicraft products.

In addition to products marketed offline, in this case those displayed in the gallery, to support the business and tourism potential of Gallery by Polimdo, digital marketing can be utilized in the tourism sector and the promotion of local products, which is increasing in line with the rapid development of technology and the transformation of dynamic consumer behavior patterns. In this context, challenges to traditional marketing methods demand innovation and adaptation to digital trends. In this rapidly developing digital era, media transformation and changes in consumer behavior are the main characteristics that shape the current environment. Technological developments and global connectivity have opened up new opportunities in approaching the market, especially through digital marketing, which is capable of reaching a wider and more diverse audience. Particularly in the tourism sector, where the appeal of destinations and local

products is the main focus, the use of digital marketing has a significant impact. Through online platforms, the promotion of tourist destinations and regional products can reach a larger market potential. According to Paendong, et al. (2023), the application of technology in the digital era facilitates all matters in various aspects. The internet, as a very popular digital technology, is currently used to manage business administration and marketing for business actors.

Gallery by Polimdo, which was established in 2022 and is still growing, markets products not only from internal sources (students) but also from external sources, namely MSMEs in Manado City. The business process at Gallery by Polimdo, which involves students and generates profits, focuses on marketing MSME products, both those produced by students and the surrounding community, through the Gallery as a learning laboratory. Students are involved in activities such as market research, decision-making, and digital marketing, all of which contribute to increased sales and product profitability. This business process begins with product identification, where students, either individually or in groups, or in collaboration with the community, develop or discover potential MSME products to market. Next, students conduct market research to understand the target audience, competition, and market trends, then develop a comprehensive business plan. After that, MSME products are produced and packaged well, ensuring quality and visual appeal. In the marketing and sales stage, students use various marketing channels, including digital

marketing, to promote products at Galeri by Polimdo and other platforms. Finally, sales performance is evaluated periodically, and feedback is used to improve products, marketing strategies, and overall business processes. Through this process, students gain hands-on experience in running a business, which can be a business model that helps develop marketing and entrepreneurship skills, as well as make a real contribution to the growth of MSMEs and the local economy. This shows the potential of Galeri by Polimdo to expand beyond the campus. However, despite the growth of Galeri by Polimdo, there has been no innovation from the management, whose marketing target is still small, namely within the campus environment. In fact, Galeri by Polimdo should be able to spread its wings outside, attracting the interest of the community to come and visit. Thus, the products produced that can support the culinary and handicraft tourism sectors can be further developed.

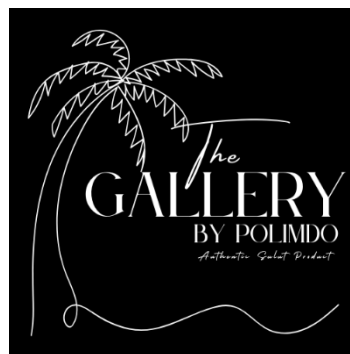


Figure 1.1 Logo Gallery Polimdo

Source: Gallery by Polimdo

This attracts the interest of the community to visit Gallery by Polimdo. Therefore, there are no restrictions on who can visit Gallery by Polimdo, as it is not limited to students, lecturers, or Polimdo employees. The gallery

also welcomes visitors from outside the community, thereby supporting the development of products that can boost the culinary and handicraft tourism sectors. If the culinary and handicraft products from students and local SMEs displayed at the gallery are increasingly sold or attract more external interest, this indicates there is potential for the Gallery by Polimdo to expand further.

However, the management needs to innovate to facilitate Gallery by Polimdo in engaging external parties, in this case the wider community, so that Gallery by Polimdo can not only function as a teaching factory but also as a real business that can generate profits from the teaching factory and, on the other hand, support tourism. This is because the more people who know about Gallery by Polimdo, the more it can promote tourism in the culinary and handicraft segments marketed at Gallery by Polimdo, which can also benefit the institution or university because it will make more people outside the campus more familiar with Polimdo.

The pentahelix concept is crucial in this research because it involves synergy and collaboration among five key actors: the Government, the Tourism Industry, Higher Education Institutions, Civil Society, Media and Culture-based Communities, and communities from the natural environment, which contribute to economic growth and tourism development in the Polimdo Gallery. The development of the Polimdo Gallery involves various stakeholders, both internal (students, lecturers, staff, campus management) and external (local MSMEs, companies, local

government, community, media). This can be done by applying the pentahelix concept, which emphasizes the importance of collaboration between internal and external stakeholders to achieve economic synergy. The pentahelix concept can be a strategic approach in the development of Galeri by Polimdo, where the gallery requires cross-sector collaboration so that it does not stagnate and continues to grow.

Through collaboration between the government, academics, business actors, communities, and the media, Galeri by Polimdo has the potential to develop into a more dynamic, innovative, and relevant creative space for the community. This collaboration can be realized through partnerships, training, and promotion. The active involvement of various stakeholders has the potential to create strong economic synergy, which is manifested through increased production, expanded marketing, increased income, and tourism development. Strong pentahelix collaboration, which involves the active role of students, the involvement of MSMEs, government support, and partnerships with companies, is essential to achieve maximum economic synergy potential.



Figure 1.2 Student Work Products

Source: Galley by Polimdo

The Polimdo Gallery still shows limitations in terms of development, where there has been no significant innovation, both in promotional strategies and in content management and activities. This condition causes the gallery to appear stagnant and unable to attract a wider audience. Therefore, more focused and sustainable development efforts are needed to increase the attractiveness and relevance of the gallery as a creative and educational space.

This study aims to identify and address several significant gaps in the existing literature, particularly those related to the development of the tourism business and the integration of vocational education with the tourism sector in Indonesia. Although there are many studies on entrepreneurship in the tourism industry, such as that conducted by Solvoll et al. (2015), which highlights the importance of innovation in this sector, most of these studies do not consider the specific aspects of vocational education. Furthermore, the study by Baggio and Cooper (2010) on interactions in the tourism ecosystem has not explored in depth how collaboration between businesses and educational institutions can create sustainable economic synergies. Therefore, this study will investigate the teaching factory model that can strengthen the relationship between education and tourism at the Manado State Polytechnic.

Based on this background, the author will develop a Business Project entitled “TOURISMPRENEURSHIP DEVELOPMENT FOR GENERATING REVENUE IN THE TEACHING FACTORY GALLERY

BY POLIMDO” which will provide suggestions or recommendations for universities and galleries to be able to expand the teaching factory field broadly, in this case, it can become a real business that can have a positive impact.

1.2. Formulations of Problem

1. How is tourismpreneurship implemented in the Teaching Factory Gallery of Polimdo to generated sustainable revenue
2. How can a tourismpreneurship development model be designed to optimize revenue generation and strengthen the economic role of the Teaching Factory Gallery?

1.3. Objectives of the Study

1. Describe the stages and strategies employed in tourismpreneurship development for generate revenue within the teaching factory of Politeknik Negeri Manado.
2. Describe the step model in tourismpreneurship development to generate revenue within the teaching factory of Politeknik Negeri Manado.

1.4. Significances of the Study

1.4.1. Theoretical Benefit

This research will serve as a strong foundation for the author in continuing their academic and professional career, particularly in the fields of tourism, entrepreneurship, and management.

1.4.2. For Teaching Factory Politeknik Negeri Manado

By focusing on tourismpreneurship, the gallery can build networks and collaborate with various stakeholders, including tourism industry players, the government, and local communities, which will be beneficial in the long term

1.4.3. For Government

The results of this research will encourage the government to enhance collaboration with educational institutions, the industry, and local communities, creating a beneficial synergy for the development of the tourism sector.

CHAPTER VI

CLOSING

6.1 Conclusion

The application of project management methodology is crucial for the success of any project. This study highlights the integration of various methods in project management, which consists of five main phases. The first phase, Initiating, focuses on starting the project by identifying its vision and objectives. Next, the Planning phase involves designing all aspects of the project, including time, cost, and resources. Then, during the Executing phase, the established plans are carried out. The Monitoring & Controlling phase aims to track project progress and control any deviations that may occur. Finally, the Closing phase marks the completion of the project and the evaluation of the results achieved in this context, there are ten knowledge areas that must be mastered in project management. The first is Integration Management, which connects all parts of the project, followed by Scope Management, which defines the project boundaries. In addition, Time and Cost Management functions to regulate working hours and budgets, while Quality Management ensures that the final outcomes meet established standards. Resource Management also needs to be handled effectively, as does Communication Management, which governs the flow of information among stakeholders. Other knowledge areas include Risk Management, to identify and address potential issues; Procurement Management, to fulfill the need for goods and services; and Stakeholder Management, which ensures proper engagement with stakeholders. The interconnection between project phases is very strong, particularly the Closing

phase, which is closely linked to Planning and Monitoring & Controlling, allowing for a comprehensive evaluation of outcomes and the completion of all activities. Therefore, in project management practice, training that emphasizes the integration of phases and knowledge areas is essential. The use of effective monitoring tools and techniques is also highly recommended to enhance project effectiveness. In conclusion, holistic project management is the key to success, as a thorough understanding of all phases and knowledge areas can reduce risks and yield better outcomes in complex projects.

6.2 Recommendation

Based on the findings, future research can focus on several key recommendations to enhance the success of similar projects in the future.

1. It is recommended to reinforce management integration during the project initiation phase to ensure that all stakeholders are engaged from the outset. Moreover, more detailed planning is required, particularly in cost and time management, to ensure the project runs more efficiently and in a well-organized manner. Improving Execution Effectiveness
2. To optimize project outcomes, it is suggested to enhance quality standards and improve the efficiency of resource management during the execution phase.

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