

Urban Ovop Ecosystem Model To Strengthen The Competitiveness Of Msmes And Educational Tourism In Depok City

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Article History

Received: 22-09-2026

Revised: 28-09-2026

Published: 30-09-2026

Keywords: *collaborative ecosystem; competitiveness; creative economy; educational tourism; MSMEs; OVOP*

ABSTRACT

This study aims to formulate an urban One Village One Product (OVOP) ecosystem model to strengthen the competitiveness of micro, small, and medium enterprises (MSMEs) and educational tourism in Depok City. The study uses an integrative qualitative approach with a multi-stakeholder synthesis design. Data sources include analytical documents from MSME informant groups, local governments, community groups, and academics. Data were analyzed through reduction, thematic coding, cross-actor comparison, and mapping against three OVOP principles: local yet global, self-reliance and creativity, and human resource development. The results indicate five main issues: the local identity of products is not yet strong; standardization and production capacity are not yet evenly distributed; the integration of MSME products with tourism experiences is still incidental; business digitalization differs between actors; and cross-actor collaboration has not been institutionalized sustainably. The study produces an urban OVOP ecosystem model with five pillars: product and destination identity, tourism experience integration, digital transformation and market access, strengthening actor capabilities and institutions, and data-driven collaborative governance. The novelty of this research lies in the shift of OVOP from a single-commodity approach to an orchestration of a portfolio of products, services, experiences, and actor networks within the context of metropolitan buffer cities. This model offers implementation stages including mapping and curation, tiered incubation, tourism value chain integration, market acceleration, and joint performance monitoring.

INTRODUCTION

MSMEs, the creative economy, and local tourism have an increasingly strategic relationship in regional economic development. Local products gain markets and a narrative

through tourism activities, while destinations gain differentiation through products, culture, and experiences that are difficult to replicate. In the context of Depok City, as an urban area adjacent to Jakarta, these opportunities arise in educational tourism, animal husbandry, processed food, crafts, creative services, and environmental and community-based activities.

This potential does not automatically translate into sustainable competitive advantage. Initial findings at D'Kandang Amazing Farm and Kampung 99 Pepohonan demonstrate strengths in their livestock base, family experiences, environmental education, food products, and natural settings. However, both locations face different challenges, such as dependence on specific visitor segments, operational cost pressures, limited access, inconsistent digital promotion, and weak integration of MSME products with the tourism experience.

At the MSME level, emerging issues include low standardization, weak local identity in brands and packaging, limited production capacity, unorganized financial records, and the still-dominant use of digital technology for simple communication and promotion. On the government side, training programs, legal requirements, exhibitions, financing, and digitalization are available, but they have not yet been fully structured as a sustainable superior product development process. Community communities demonstrate social capital, mutual cooperation, household skills, and the potential of the younger generation, but their participation remains more at the implementation stage than at the decision-making stage.

OVOP approach is relevant Because emphasize three principle Key elements: local yet global, self-reliance and creativity, and human resource development (Azizpour et al., 2023). In Indonesia, the development of SMEs through OVOP has placed in framework utilization source Power local, unique culture, quality product, continuity production and domestic market potential and exports (Ministry of Industry of the Republic of Indonesia, 2024a). However, the implementation of OVOP in urban areas need adaptation. Development unit No always shaped village with One commodities, but rather can in the form of regional clusters, destinations, communities, or chain connecting values various products and services.

The gap study located on still limited models that integrate perspective MSME actors, managers tourism, government, community, and academics to in One urban OVOP ecosystem. Many studies focus on products featured or village tour in a way separate, while connection between product, experience tourism, digital transformation, institutions, and governance collaborative Not yet Enough formulated as an operational model.

Based on gap This research aims to: (1) identify potential and constraints Power competition product local as well as tour education; (2) comparing perspective actor in implementation of OVOP; (3) formulating an urban OVOP ecosystem model; and (4) compiling stages implementation that can used government regions and stakeholders interest.

RESEARCH METHODS

The research used an integrative qualitative approach with a multi-stakeholder synthesis design. The units of analysis included MSMEs, educational tourism managers, local governments, community groups, and academics/experts. Data sources consisted of: (1) articles

and documentation of initial findings from D'Kandang Amazing Farm and Kampung 99 Pepohonan; (2) analytical documents of five MSME profiles; (3) analytical documents of local government informants; (4) analytical documents of community groups; and (5) analytical documents of academics or experts.

The analysis was conducted in four stages. First, data reduction to identify recurring issues. Second, thematic coding was conducted in the categories of local potential, competitiveness, innovation, digitalization, human resources, institutions, participation, and collaboration. Third, cross-actor comparisons were conducted to identify common ground, differences, and role gaps. Fourth, the findings were mapped to the OVOP principles and the formulation of an ecosystem model. The validity of the analysis was maintained through triangulation between documents and cross-actor comparisons.

RESULTS AND DISCUSSION

1. *Potential of Local Products and Educational Tourism*

D'Kandang Amazing Farm offers a livestock farm, cow's milk, goat's milk, yogurt, and educational activities such as milking, feeding, and waste processing. Innovations such as utilizing used cooking oil for candles and compost for fuel reinforce the environmental education aspect. Kampung 99 Pepohonan (99 Trees Village) boasts natural landscapes, farms, restaurants, cafes, lodging, family activities, and a distinctive community atmosphere. Both cases demonstrate that superior products extend beyond goods to services, experiences, stories, and the environment.

In the MSME sector, the main potential stems from the use of local materials, manual skills, authentic processes, customer relationships, order flexibility, and family and community involvement. Some players have reached cross-regional markets through marketplaces, while others still rely on local customers. This difference highlights the need for program segmentation based on business maturity.

Table 1. Synthesis of Potential and Constraints Across Actors

Actor	Main Potential	Dominant Constraints	Need	Implications of OVOP
MSMEs	Product uniqueness, local ingredients, authenticity, creativity, customer closeness	Standardization, capital, capacity, legality, packaging, digitalization	Multi-level incubation, certification, financing, marketing	Strengthening local yet global and self-reliance

Tourism manager	Farming, nature, education, culinary, family experience	Segment dependency, operating costs, access, branding	Package diversification, MSME integration, digital promotion	Products become travel experiences
Government	Training programs, legality, exhibitions, financing, promotions	Fragmented programs, unintegrated data, short mentoring	Roadmap, objective curation, cross-agency coordination	Government as orchestrator
Community	Mutual cooperation, culinary, crafts, arts, digital youth	Incidental participation, benefits not evenly distributed, limited creative space	Institutions, transparency of benefits, business space	Society as owner and actor
Academics	Research, model design, mentoring, evaluation	Project-based collaboration, research results are not always implemented	Living lab, incubation, joint indicators	Strengthening HRD and ecosystem learning

Source: Data processed by researchers 2026

2. The gap Local Identity and Standardization

Cross-sector findings indicate that the main problem is not the lack of products, but rather the weak identity-based differentiation in Depok City. This aligns with the findings of Koswara et al. (2020) in West Bandung Regency and Fanggidae & Agustian (2025) in Southwest Sumba, which also emphasized the importance of local identity-based differentiation in developing tourism-based OVOP. Local materials and traditional skills have been utilized, but they have not always been translated into names, visuals, packaging, stories, motifs, experiences, and marketing communications. As a result, products are easily compared to similar products from other regions.

Standardization is also uneven. Household-scale MSMEs face issues of consistent quality, hygiene, legality, certification, production capacity, and the ability to fulfill large orders. Meanwhile, more advanced MSMEs require support for expansion, supply chain management, data analysis, advanced certification, and intellectual property protection. Thus, a uniform policy risks ineffectiveness.

3. *Integration of MSMEs with Experience Tourism is still incidental*

Relationships between MSMEs and tourist destinations are often formed during exhibitions, bazaars, festivals, or specific activities. Products are not always permanently available at the destination, are not part of the tour package, and are not linked to production demonstrations or local stories. This situation means that the tourism value chain has not yet fully created a multiplier effect for the community.

A more robust model is an integrated experience: tourists see the process, try activities, purchase products, access digital content, and can rebook after their visit. This approach is relevant for D'Kandang and Kampung 99 and can also create opportunities for home-cooked food, crafts, art, photography, guides, and creative content.

4. *Uneven Digital Transformation*

D'Kandang and some MSMEs have more structured promotions, while Kampung 99 and traditional MSMEs still rely heavily on word of mouth, WhatsApp, or visitor content. This gap demonstrates that digitalization cannot be treated as a one-size-fits-all training package.

Beginning MSMEs require basic literacy, product photography, catalogs, digital payments, and transaction recording. Growing MSMEs require marketplaces, customer management, digital advertising, inventory recording, and sales dashboards. Advanced MSMEs require analytics, omnichannel, market expansion, and supply chain integration. This segmentation forms the basis of the tiered incubation design.

5. *Human Resources, Regeneration, and Institutions*

The principle of human resource development emerged as the most consistent need. One-time training was deemed insufficient, as practitioners needed practice, consultation, evaluation, and mentoring. Women's groups needed support for product standardization, bookkeeping, and market access; youth needed creative spaces, equipment, incentives, and digital management mandates; and artists needed exhibition spaces, documentation, regeneration, and IPR protection.

Institutions serve as a bridge between individual development and ecosystem development. Business groups, cooperatives, destination forums, or clusters can be used for raw material procurement, shared production facilities, quality control, collective marketing, and benefit sharing. Without institutions, actor capacity remains fragmented and dependence on government programs remains high.

6. *Collaborative Governance Is Not Yet Sustainable*

Governments, universities, communities, financing institutions, and businesses have collaborated, but many remain activity-based, a pattern also identified by Erwan (2023) in his analysis of OVOP stakeholder engagement in Aceh. After training, festivals, research, or community service is completed, there isn't always a follow-up mechanism. The primary issue isn't a lack of actors, but rather a lack of orchestration.

The necessary governance includes a coordination forum, a secretariat or management body, a shared database, a division of roles, a program calendar, a curation mechanism, performance indicators, and periodic evaluations. The government needs to shift from being an

activity organizer to an ecosystem orchestrator, while universities act as knowledge partners and living laboratories.

7. *Urban OVOP Ecosystem Model*

Based on the synthesis of findings, the urban OVOP ecosystem model is built on the following five pillars.

Table 2. Five Pillar Model of the Urban OVOP Ecosystem

Pillar	Focus	Main Program	Indicator
1. Product and destination identity	Local uniqueness, narrative, design, branding	Cultural mapping; identity design; product curation; IPR	Priority products; registered trademarks; narrative and visual standards
2. Integration of tourism experiences	Products as activities and experiences	Workshops; production tours; tastings; educational packages; permanent outlets	Number of packages; transactions per visitor; MSME involvement
3. Digital transformation and markets	Catalog, transactions, data, promotions	Digital content; marketplaces; CRM; dashboards; omnichannel	Market reach; conversion; repeat orders; sales data
4. Capabilities and institutions	HR, business groups, regeneration	Multi-level incubation; shared facilities; cooperatives/clusters; mentors	Incubation pass; quality consistency; production capacity
5. Data-driven collaborative governance	Coordination, role sharing, evaluation	OVOP Forum; integrated data; roadmap; financing; evaluation	Joint programs; integrated budgets; cross-sector achievements

Source: Data processed by researchers 2026

The five pillars do not stand alone. Local identity creates differentiation; tourism experiences open up consumption and learning spaces; digitalization expands markets and provides data; capabilities and institutions ensure consistency; and collaborative governance ensures cross-sector resources are moving toward a common goal.

8. *Stages Implementation*

Table 3. Model Implementation Stages

Stage	Agenda	Main Actor	External	Horizon
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1. Mapping and curation	Data on actors, products, culture, destinations, maturity levels	Local government, campus, community	Potential map and priority portfolio	0–6 months
2. Multilevel incubation	Legality, quality, packaging, bookkeeping, digital	MSME Service, mentor, campus	MSMEs are ready for the market according to class	6–18 months
3. Integration of the tourism value chain	Outlets, experience packages, event calendar, consignment	Destinations, MSMEs, communities	OVOP travel packages and sales channels	12–24 months
4. Market acceleration	Rebranding, market entry, partnership, expansion	Local government, private sector, platforms, banking	Regional/national markets and repeat orders	18–36 months
5. Monitoring and replication	Dashboard of indicators, evaluation, incentives, cluster expansion	OVOP Forum	Sustainable models and regional replication	Annual

Source: Data processed by researchers 2026

9. Contribution Theoretical and Practical

Theoretically, this research expands OVOP from a single-product orientation to an ecosystem portfolio approach. In an urban context, local value can be realized through a combination of products, services, experiences, narratives, and communities. The unit of analysis for OVOP does not have to be limited to village administrative boundaries but can be a thematic cluster or a destination value chain.

In practice, the model helps the government differentiate interventions based on the maturity level of MSMEs, connect programs across agencies, and transform exhibitions and training into sustainable development pathways. For destinations, the model expands revenue streams and strengthens their identity. For communities, the model creates opportunities for participation, regeneration, and equitable distribution of benefits.

CONCLUSION AND SUGGESTIONS

Strengthening the competitiveness of MSMEs and educational tourism in Depok City requires an ecosystem approach. The potential of local products, livestock, processed foods, crafts, the environment, and family experiences is readily available, but it has not yet been fully integrated into regional identity, the tourism value chain, digital systems, institutions, and shared governance.

The research resulted in an urban OVOP ecosystem model with five pillars: product and destination identity; tourism experience integration; digital transformation and market access; capabilities and institutions; and data-driven collaborative governance. The model is implemented through mapping and curation, tiered incubation, tourism value chain integration, market acceleration, and monitoring and replication.

The Depok City Government is recommended to develop a cross-regional OVOP roadmap, build an integrated database, establish a priority product portfolio, and establish a coordination forum with shared performance indicators. Mentoring programs should be differentiated for start-up, growing, and advanced MSMEs. Tourist destinations should provide outlets, workshop packages, production demonstrations, and a transparent consignment system. Universities should operate living labs for product design, digitalization, impact measurement, and model evaluation.

Further research should validate the model and test it across more destinations and MSME clusters. Quantitative measurements are also needed to assess the influence of local identity, innovation, digitalization, capabilities, and collaboration on community competitiveness and economic benefits.

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