



Coastal Community Entrepreneurship Development Based on Marine Tourism in Pinrang Regency

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ABSTRACT

The coastal areas of Pinrang Regency have significant potential for marine resources, fisheries, and marine tourism, but their utilization as a source of livelihood for the community has not been optimal. The entrepreneurship condition of coastal communities still faces various obstacles, including limited managerial capacity, human resources, access to capital, product innovation, and marketing. This study aims to analyze the conditions and characteristics of coastal community entrepreneurship and map potential business models developed based on marine tourism in Pinrang Regency. The study was conducted from March–May 2026 in the coastal area of Suppa District Pinrang Regency, involving 74 fishing households as respondents. Primary data were obtained through structured interviews, while secondary data came from various relevant documents and sources. The analysis was conducted using the Business Model Canvas (BMC) approach, which includes nine business model elements in four business sectors: fishery product trading, fishery product processing, culinary businesses, and tourism providers and services. The results of the study indicate that community entrepreneurship has developed naturally through the utilization of local resources, experience, skills, and social networks. The main strength of the business lies in the ability to create value for customers, build relationships with customers, and establish partnerships. However, businesses are still predominantly micro-scale, dependent on owners and families, and have limited marketing reach. Business development needs to be directed at strengthening human resource capacity, digitalizing marketing, product innovation and diversification,

expanding markets, and strengthening strategic partnerships so that marine tourism can become a sustainable source of livelihood for coastal communities.

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1. INTRODUCTION

The coastal areas of Pinrang Regency have significant marine and coastal resource potential, encompassing coastal ecosystems, marine waters, and biodiversity, which offer the potential to be developed as a basis for marine tourism. However, this potential has not been optimally utilized to improve the quality of life of coastal communities. Coastal communities play a vital role in the economy as major contributors to marine resources. (Adhiyaksa & Sukmawati, 2021; Avianti et al., 2023; Bachmann et al., 2025). Most of the people work as fishermen and still depend on the capture fisheries sector which is vulnerable to seasonal fluctuations, climate change, and limited capital (Fatkhurahman et al., 2024; Helmi & Ramadhani, 2025). Uncertainty in production results, resulting in low and unstable incomes for coastal households.

Marine tourism-based entrepreneurship development offers a sustainable livelihood alternative by integrating economic, social, and environmental aspects. Marine tourism is not only oriented towards increasing income but also towards coastal environmental preservation, strengthening local wisdom, and active community participation as key actors (Kittichotsatsawat et al., 2024). However, based on the results of the survey and initial interviews with several fishing households around the coast of Lowita Beach, it shows that the development of coastal community entrepreneurship still faces various obstacles, such as the still low entrepreneurial capacity of coastal communities, which is characterized by limited managerial skills, tourism product innovation, access to

capital, and weak human resources and marketing networks. The economic activities of coastal communities are still highly dependent on the capture fisheries sector which is vulnerable to seasonal fluctuations, climate change, and coastal environmental degradation (Kriegl et al., 2022). This condition causes instability in coastal household incomes and has implications for a low quality of life, both from an economic, social, and environmental perspective.

On the other hand, existing marine tourism development tends to be partial and not yet based on an entrepreneurship model integrated with the principles of ecological sustainability and social empowerment. The lack of local potential-based planning, weak governance, and the absence of a marine tourism entrepreneurship development model that is contextual to the characteristics of the coastal areas of Pinrang Regency are the main inhibiting factors. If this condition continues, the opportunities for marine tourism areas as a source of sustainable alternative livelihoods will not be able to meet the challenge of improving the quality of life of coastal communities. The urgency of this problem indicates the need for contextual, adaptive, and socio-economic-based coastal community entrepreneurship development based on the socio-economic and ecological characteristics of the Pinrang Regency coast. This study aims to analyze the conditions and characteristics of coastal community entrepreneurship and identify the potential and problems in marine tourism development in Pinrang Regency.

2. METHOD

This study uses a descriptive mixed method approach, which combines descriptive quantitative information with qualitative interpretation to analyze the characteristics and conditions of entrepreneurship of coastal communities and map marine tourism-based business models. The quantitative component was used to describe the socioeconomic characteristics of respondents, livelihood patterns, household income levels, experience of participating in entrepreneurship training, and access to business capital. Meanwhile, qualitative information obtained through structured interviews was used to understand community perception, entrepreneurial motivation, business strengths and weaknesses, and characteristics of business models run by coastal communities.

This research was conducted in March - May 2026 in the Coastal Area of Suppa District, Pinrang Regency, South Sulawesi Province. The location was chosen purposively with the consideration that, in the coastal area of Suppa District there are still gaps in the utilization of coastal and marine tourism potential to improve community welfare and there are still obstacles to entrepreneurship development including managerial capacity, tourism product innovation, access to capital, and marketing networks that have implications for income instability and low quality of life of coastal communities.

The data used in this study consisted of primary data and secondary data. Secondary data was obtained from various relevant sources, including documents from the Suppa District Government, the Pinrang Regency Tourism Office, the Central Statistics Agency (BPS) of Pinrang Regency, scientific journals, books, research report results, as well as policy and regulatory documents related to tourism development, including Pinrang Regency Regional Regulation Number 1 of 2016 concerning the Tourism Business List, Pinrang Regency Regional Regulation Number 29 of 2011 concerning the Levy on Recreation and Sports Venues, and the Pinrang Regency tourism development master plan document. Meanwhile, primary data was obtained through structured interviews using questionnaires to fishing households in the coastal areas of Suppa District. Interviews were conducted to obtain information about the socio-economic characteristics of the community, household income, livelihood diversification, entrepreneurial capacity, and community access to capital and markets.

The research population consisted of 285 fishing households. The number of samples was determined using the Slovin formula with an error rate of 10%, so that 74 households were obtained as research respondents. Furthermore, the selection of respondents was carried out by purposive sampling by considering the suitability of the respondents' characteristics with the research objectives (Noor et al., 2022; Rozaki et al., 2025; Saksono et al., 2023). The data obtained was then used as a basis for analyzing the entrepreneurial conditions of coastal communities and mapping community business models through the Business Model Canvas (BMC) approach.

The data analysis in this study used the Business Model Canvas (BMC) approach to identify, map, and evaluate the business models of coastal community entrepreneurship based on marine tourism in Pinrang Regency. The analysis was conducted by examining nine BMC elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Santoso, 2025; Sarkar et al., 2024). The BMC mapping process consists of four stages. First, the data from interviews and questionnaires are compiled based on business activities and the characteristics of each respondent. Second, relevant information is identified and grouped based on the nine elements of the BMC. Third, answers or information that have similarities are grouped into thematic categories for each element of the BMC. Fourth, the categories that have been formed are synthesized into the BMC for each business sector, then compared to identify the similarities of strengths, weaknesses, and business development needs of coastal communities, including trade in fishery products, processing of fishery products, culinary businesses, and tourism provider services and services.

Mapping of interview results based on the nine elements of the Business Model Canvas (BMC) can be seen in Table 1.

Table 1. Mapping Interview Results Based on Nine Elements of Business Model Canvas (BMC)

No	BMC Element	Analytical Focus	Empirical Information
1	Customer Segments	Identify key customer groups	Local households, retailers, stalls, restaurants, tourists, workers, and consumers from outside Suppa District
2	Value Propositions	Value/advantages offered	Product freshness, competitive price, local taste, service, travel experience
3	Channels	How the product/service reaches customers	Direct sales, via social media
4	Customer Relationships	How to maintain customer relationships	Personal communication, good service, receiving feedback
5	Revenue Streams	Source of income	Sales of fish, processed products, food/beverages, tourist services, guide service fees, rental of tourist facilities, tour packages, and transportation services.
6	Key Resources	Key resources	Financial capital, raw materials for fishery products, labor of owners and family members, experience in running a business, product processing and handling equipment, storage and cooling facilities, transportation facilities, and business networks.
7	Key Activities	Main activities	Raw material procurement, sorting, quality control, storage, processing, packaging, pricing, marketing, distribution, customer service, tour guides, visit arrangements, and facility maintenance.
8	Key Partnerships	Key partners	Fishermen, suppliers, traders, retailers, culinary actors, tourism awareness groups, village governments, destination managers, lodging owners, travel agents, and MSME actors.
9	Cost Structure	Cost component	Expenses for the purchase of raw materials, additives and packaging, labor costs, transportation and distribution, equipment maintenance, storage/cooling, promotion, and operational costs of tourist services.

3. RESULT AND DISCUSSION

A. General Conditions of Respondents and Coastal Community Entrepreneurship

Entrepreneurship in the coastal communities of Suppa District is currently developing, utilizing the potential of marine resources, fisheries, local products, and tourism activities as a source of livelihood. The characteristics of community businesses are still dominated by micro-scale and based on the utilization of local resources, such as fishery trade, fishery product processing, culinary businesses, and coastal tourism services. This condition indicates that the community already has initial entrepreneurial capital in the form of experience, skills, local knowledge, and social networks, but its utilization has not been fully directed into an integrated business model with high added value. Table 2 explains the social, economic conditions, and entrepreneurial experience of the coastal communities of Suppa District.

Table 2. Social, Economic Conditions, and Entrepreneurial Experience of Coastal Communities in Suppa District

No	Respondent Characteristics	Category	Frequency (people)	Percentage (%)
1	Gender	Man	50	67.57
		Woman	24	32.43
		Amount	74	100.00
2	Age Group	≤ 30 Years	8	10.81
		31-40 Years	18	24.32
		41-50 Years	25	33.78
		51-60 Years	17	22.97
		≥60 Years	6	8.11
		Amount	74	100.00
3	Level of education	No school	3	4.05
		Elementary School/Equivalent	28	37.84
		Junior High School/Equivalent	24	32.43
		High School/Equivalent	17	22.97
		Diploma/Master's	2	2.70
		Amount	74	100.00
4	Number of Family Members	1 – 3 People	18	24.32
		4 – 5 People	39	52.70
		>5 People	17	22.97
		Amount	74	100.00
5	Main Livelihood	Fisherman	52	70.27
		Culinary	6	8.11
		Fishery Product Processor	5	6.75
		Trader	8	10.81
		Tourism Services	3	4.05
		Amount	74	100.00
6	Livelihood Side	Culinary	24	32.43
		Trade	20	27.02
		Fishery Product Processing	18	24.32
		Tourism Services	12	16.21
		Amount	74	100.00
7	Household Income/Month	<Rp 2.000.000	25	33.78
		Rp 2.000.000- Rp 3.999.999	32	43.24
		Rp 4.000.000- Rp 5.999.999	12	16.22
		>Rp 6.000.000	5	6.76
		Amount	74	100.00

8	Entrepreneurship	Once	12	16.21
	Training Experience	Never	62	83.78
Amount			74	100.00
9	Access to Business Capital	Owner's equity	57	77.02
		Bank/Financial Institution	7	9.45
		Cooperative/Group	10	13.51
	Amount		74	100

The coastal communities of Suppa District have essentially developed entrepreneurial activities based on the utilization of local resource potential, work experience, household economic needs, and community social networks. These activities are not only related to capture fisheries, but also develop towards fishery product trade, product processing, culinary businesses, services, and activities related to coastal tourism areas. This condition indicates that coastal community entrepreneurship has grown naturally, although most are still micro-scale and have not been fully managed in an integrated business model. Coastal community entrepreneurship can be analyzed based on four main aspects, namely (1) the community's meaning of their business, (2) motives for running a business, (3) perceived weaknesses, and (4) community strengths in managing the business. These aspects are explained more clearly as follows:

1. Coastal Communities' Interpretation of Their Businesses

Interview results showed that 81.33% of respondents generally viewed business not solely as a profit-making activity, but as part of a strategy to meet family needs, maintain a livelihood, and build economic independence. Business was viewed as something that could be undertaken based on existing capabilities and the resources available in the surrounding environment.

“For us, this business isn't just about making a profit. The important thing is that we can help our families' needs and utilize what's available around us..” (Respondent 01, 44 years old).

This statement shows that the meaning of entrepreneurship in coastal communities is still very close to the concept of *livelihood entrepreneurship*, namely businesses that develop as part of a household livelihood strategy. People don't always start businesses based on formal business plans, but often start from experience, needs, skills, and available opportunities. On the other hand, there is a tendency for people to begin viewing business as an activity that needs to be developed. As many as 72.00% of respondents can interpret business as an opportunity to earn additional income while utilizing coastal potential that has not yet provided optimal added value.

“If the beach and its marine resources are managed properly, they can actually become a business. Not only can you sell fish, but visitors can also buy food and products from the local community..” (Respondent 02, 50 years old).

This interpretation is important in the context of marine tourism development because it demonstrates a shift in perspective from resource utilization to value creation. This is crucial in marine tourism development because communities play a role not only as resource users but also as providers of products, services, experiences, and tourist attractions. Based on research, Aminulloh et al. (2026) and Mamengko et al. (2020) show that *community-based tourism* can be a mechanism to increase community involvement in coastal tourism management and expand economic benefits for local communities.

2. Coastal Community Motives Explain Business

Business motives reflect the reasons that drive people to maintain and develop their economic activities. Interviews revealed that 88.00% of respondents stated that they started businesses to meet household needs.

“If you rely solely on fishing, your income won't always be consistent. If you have a side business, at least you'll have some extra income to cover your daily needs..” (Respondent 03, 36 years old).

This statement indicates that economic motives are the primary driver of entrepreneurship in coastal communities. Businesses are not only a means of generating profit but also serve as a livelihood diversification mechanism to mitigate the risk of income uncertainty from fishing activities. The 62.67% of respondents who stated that business is an effort to reduce dependence on marine resources is a significant

finding. This means that developing marine tourism-based entrepreneurship has the potential to be an alternative to strengthen the economic resilience of coastal households.

"If there is a business opportunity related to tourism, we want to try, especially if it can increase income." (Respondent 06, 31 years old)

Based on this statement, it shows that society has *opportunity orientation*, although they still need support to turn opportunities into real business activities. These findings are in line with research (Ruiz-Ballesteros & del Campo Tejedor, 2020) regarding tourism, it can be an instrument of economic diversification if the community is actively involved as actors and beneficiaries.

3. Perceived Weaknesses in Managing a Business

Weaknesses experienced in managing a business include the ever-increasing cost of raw materials, while product prices must be maintained consistently. Consumers sometimes take sudden price increases very seriously, although not all consumers always have a problem with price changes. This is especially true in the culinary and fishery processing industries. 78.37% of respondents stated that raw material fluctuations are a barrier to maintaining business profits.

"Raw material prices often rise, especially primary ingredients. If we raise our selling prices immediately, customers often ask questions and some reduce their purchases. So we have to adjust gradually to ensure our customers continue to buy." (Respondent 04, age 52 years).

This statement demonstrates that rising raw material prices are not only a production cost issue, but also related to consumer price sensitivity and a business's ability to retain customers. Therefore, businesses face the choice of raising selling prices, maintaining prices at the cost of lowering profit margins, or implementing efficiency measures in the production process. Based on research, Handayani & Syam (2025) stated that rising raw material prices can drive up selling prices, while declining purchasing power makes consumers more sensitive to price changes. Another weakness is retaining existing customers to keep them loyal. Retaining existing customers is a weakness due to intense competition and changing consumer tastes. 81.08% of respondents stated that increasingly intense business competition and changing consumer tastes are factors that make it difficult for businesses to retain customers.

"If you want customers to keep coming back, you have to maintain quality. If the taste changes or the service is poor, customers will likely choose another place." (Respondent 05, age 55 years).

This statement shows that consumer loyalty is not formed automatically, but needs to be maintained through consistent product quality, appropriate pricing, good service, and the ability to understand changing consumer needs. This is consistent with research Taufik et al. (2022) and Naini et al. (2022). This indicates that product quality, service quality, and customer satisfaction are important factors related to customer loyalty. Another weakness is the difficulty in finding committed and competent human resources. High unemployment rates and limited job opportunities do not make it easy to find the human resources we need; in fact, it remains difficult. As many as 77.02% of respondents stated that obtaining a workforce with the competencies and commitment needed by the business remains a challenge.

"Finding people to work is actually not that difficult, but finding someone who is willing to work seriously, responsibly, and according to the job required is what is difficult." (Respondent 06, age 40 years).

This statement indicates that the problem faced is not only labor availability, but also quality, skill suitability, discipline, and active workforce involvement. This condition is increasingly important because most coastal community businesses are still micro-scale, and production activities are largely carried out by the owner and family members. In fishery processing businesses, for example, the main activities are still largely carried out by the owner and family, while additional labor is usually hired when production volumes increase. Similarly, in culinary businesses, most processing activities are still carried out solely by the owner, while employees assist more with sales activities. These findings align with research (Tovan et al., 2022) and Eri Yuni Hastuti et al. (2025) which shows that human capital has a positive and significant influence on MSME performance.

4. The Strength of Coastal Communities in Managing Business

A key strength that can serve as capital for entrepreneurship development is the ability of coastal communities to make business decisions. Based on interview data, 84.00% of respondents stated they had experience running their own businesses. With this experience, business decisions are generally not based entirely on formal planning, but also on knowledge gained through learning from everyday experiences. This is illustrated by the following interview excerpt:

“We’ve been in business for a long time, so we know what our customers are typically looking for. If raw materials are scarce or prices rise, we adjust our purchase quantities and find material options that still meet our customers’ needs.” (Respondent 07, 59 years old)

This statement indicates that business experience has shaped coastal communities' ability to read market conditions and make adaptive decisions. This ability is evident in decisions regarding the quantity of raw materials purchased, the choice of products marketed, and adaptations to changing customer needs. Thus, experience not only serves as individual capital but also forms the basis for developing adaptive skills in running a business. These findings align with research Chen & Pan (2019) experience provides new insights into work, improves skills, and gives entrepreneurs greater mastery of their activities. Experience also enables entrepreneurs to better navigate unforeseen circumstances, enabling their businesses to continue growing.

B. Overview of Micro-Scale Coastal Community Entrepreneurship Business Models

Based on the general overview outlined above, the following is a description of the coastal community's entrepreneurial business model, illustrated through a Business Model Canvas (BMC) in the areas of fisheries trading, fisheries product processing, culinary businesses, service providers, and coastal tourism. This is based on interviews with 74 small-scale fishing households. Each business sector is further explained as follows:

1. Trade in Fishery Products

Customer Segments the fishery trade sector primarily comprises local households, retailers, stalls, and restaurants. Tourists visiting coastal areas also represent a potential segment that can be developed. This situation indicates that the business market is actually quite diverse, but currently, it still tends to be oriented towards the local market and repeat customers. The value offered/value propositions these include the freshness of fishery products, the availability of a wide variety of seafood, and relatively competitive prices. The proximity of business owners to fishermen is an advantage, allowing products to be obtained relatively quickly after the catch.

Marketing channels (channels) is still dominated by direct sales. Social media is starting to be used as a promotional channel, but its utilization needs to be increased so that it functions not only as a means of communication, but also as a medium for introducing products, receiving orders, building customers, and expanding markets. This micro-business has already established a strong network relationship with its customers by continuously listening to their suggestions and maintaining good communication. Because this business is still classified as a micro-enterprise, its only source of income is the sale of fishery products produced by the family itself. In micro-scale fishery trading businesses, key activities it is not carried out by a single party, but involves several interconnected actors in the business chain. Based on the characteristics of the fisheries business model, primary activities include procurement of fishery products, sorting and quality control, storage, pricing, marketing, distribution, and customer service.

Key resources still constrained by limited capital, storage and cooling facilities, fishery product handling equipment, transportation facilities, and human resource capacity. Key partnership this indicates that the coastal fishery trade in Suppa District has established partnerships with fishermen, traders, culinary entrepreneurs, and regular customers. However, these partnerships remain informal and primarily transaction-oriented, particularly in supply and marketing.

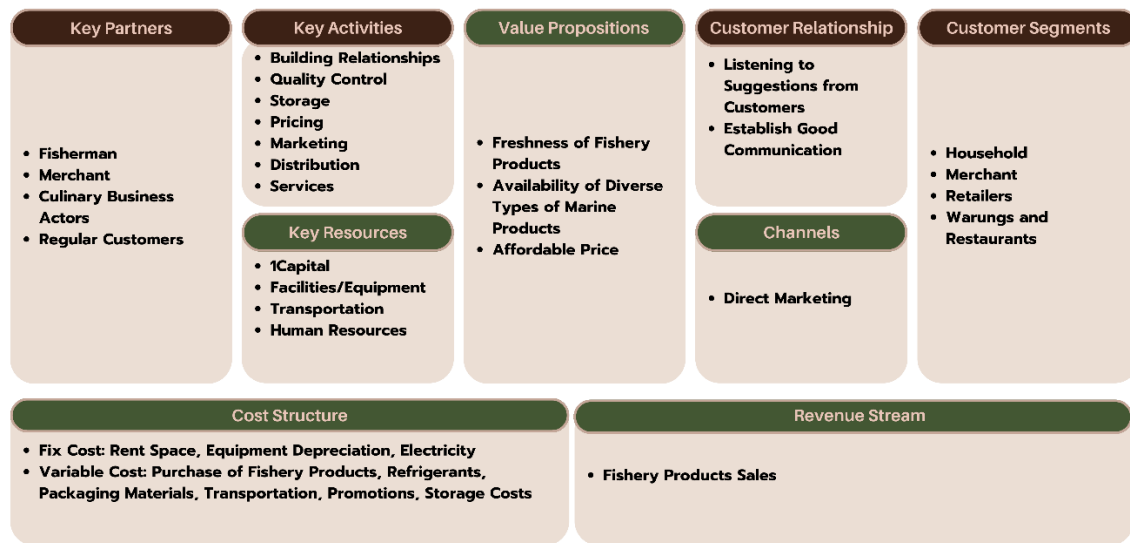


Figure 1. BMC Trade in Fishery Products

2. Processing of Fishery Products

Customer Segments fishery processing businesses consist of fishing households, traders, restaurants, culinary entrepreneurs, and tourists. These groups have a direct relationship with the consumption, distribution, and utilization of fishery products. Value proposition this business produces fishery products that have added value, are practical, hygienic, have a distinctive taste, and have a local identity. This macro-enterprise prioritizes quality and excellent customer relationships, offering product replacements if there are customer complaints. It also routinely offers discounts to existing customers to strengthen its presence. Customer relationship marketing channels are still limited to direct sales, WhatsApp, and social media, so market reach is not optimal. However, consistent status updates on social media are a way to attract consumer attention and interest.

Key activities most fishery product processing businesses are still operated directly by the business owner and family members. Key activities include raw material procurement, sorting, cleaning, processing, packaging, storage, quality control, marketing, and distribution. As production volumes increase, some businesses employ additional or casual labor to assist with the production and packaging processes. Because the activities are still carried out in-house, the dominant human resource is assisted by employees for product sales only. Key partnerships are well-established between resellers and consistent raw material suppliers. Revenue streams still selling products such as processed fish, smoked fish, salted fish and shredded fish, both directly and indirectly.



Figure 2. BMC Processing of Fishery Products

3. Culinary

Customer Segment the culinary business consists of households, workers, domestic tourists, and customers from outside Suppa District. This micro-scale business builds value proposition by consistently maintaining quality and offering lower prices than competitors. Another unique feature of this culinary business is that it consistently discusses menu preferences with its customers. Building strong relationships with customers is key to success for micro-enterprises. Channels this culinary business still markets directly to consumers and has not yet used online sales. Key activities building relationships and identifying consumer needs is still predominantly done in-house. Key resources stem from the business's dependence on the owner as its primary human resource. Most processing activities are still carried out by the owner himself, while employees assist primarily with sales activities.

Key resources due to the business's dependence on the owner as its primary human resource, the owner still performs most of the processing activities himself, while employees assist more with sales activities. Customer relationship built with friendly service, maintaining taste and cleanliness, accepting consumer input, and maintaining the desires of old customers. Key partnership the relationship between fishermen, raw material suppliers and tourism destination managers has been quite good and consistent. Revenue Streams still focused on direct sales of food and beverages. The overall business model canvas for a culinary business is presented in Figure 3.



Figure 3. BMC Culinary

4. Tourism Providers and Services

Customer segment the target of this business are local tourists, tourists from outside the area and community groups. Value proposition what this business offers is the ease of obtaining tourism services, the experience of enjoying coastal areas, personal service, and relatively affordable prices. Channels in this business through direct promotion to online communities with the help of various social media such as Instagram, Facebook and TikTok. Customer relationship built through friendliness, trust, personal service, providing a good experience during the tour and asking for impressions of the service provided. Key activities the activities of this business include tourist services, guiding, providing tourist facilities, arranging visiting schedules, maintaining equipment, maintaining tourist safety and comfort, and promoting services.

Key partnership the stakeholders of this business are tourism awareness groups, fishermen, village governments, culinary actors, inn owners, travel agents, and MSME actors. Cost structure (cost structure) in the tourism service provider and service business, it is still classified as low cost and is still carried out by the individual and several temporary employees. Key resources in terms of human resources, it is still predominantly done by oneself, however, some activities are assisted by temporary employees, generally still relying on the owner or business actor themselves, with limited workforce involvement. Revenue streams this includes fees for guide services, tourist facility rentals, tour packages, and transportation services. The overall business model canvas (BMC) for tourism service providers is presented in Figure 4.

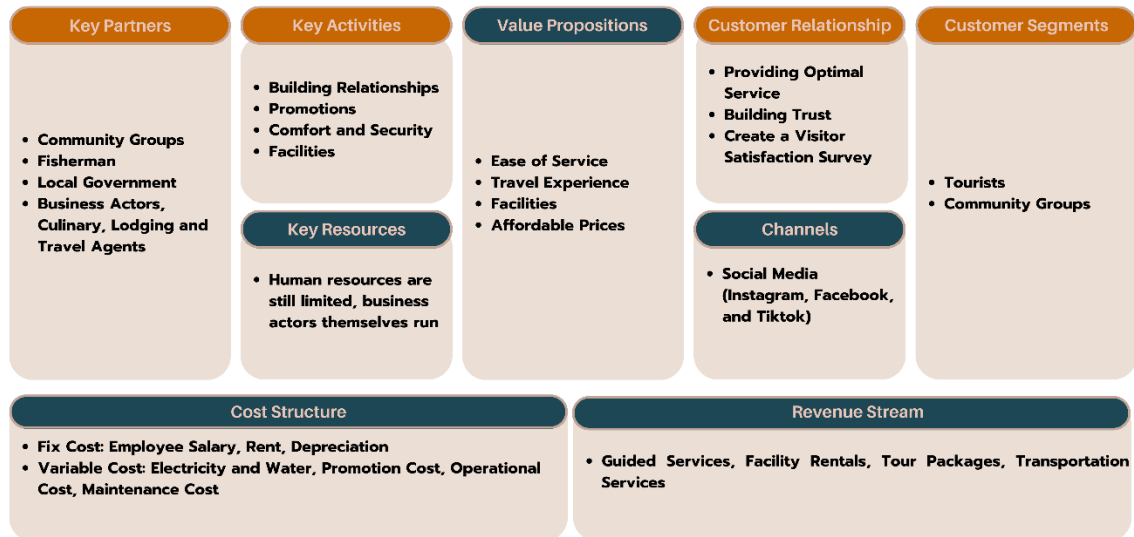


Figure 4. BMC Tourism Providers and Services

Based on the business model canvas (BMC) descriptions of the four participants above, the strengths and weaknesses of each business model can be identified. The strengths and weaknesses of the business model canvas are presented in Table 3.

Table 3. Mapping of BMC Strengths and Weaknesses in Each Business

No	Business fields	Strength	Weaknesses
1	Trade in fishery products	- Value Proposition - Relationship - Key Partnership	- Key Resources - Channels
2	Processing of fishery products	- Value Proposition - Customer Relationship - Partnership	- Key Resources - Channels - Activities
3	Culinary	- Value Proposition - Customer Relationship - Key Partnership	- Channels - Key Resources - Key Activities
4	Tourism Providers and Services	- Value Proposition - Channels - Customer Relationship - Key Partnership	- Key Resources - Key Activities

Here are the results feedback grid of the four coastal community business sectors in Suppa District, which are summarized in the feedback grid image. The advantages of the four coastal community businesses are seen in the business's ability to create value for customers (value proposition) and building partnership relationships and networks. According to (Marhaeni et al., 2023; Ramadhan et al., 2025) social capital in the form of relationships, trust, and cooperation between stakeholders has an important role in tourism development. The fisheries trade offers advantages in terms of fresh products at competitive prices. Fish processing can produce products with added value, practicality, hygiene, and distinctive flavors. Similarly, culinary businesses offer quality products at affordable prices and with distinctive flavors. Tourism providers and services offer easily accessible coastal tourism services, tourism experiences, and affordable prices. Furthermore, relationships and partnership networks with several stakeholders have been established.

The future challenge for businesses is that production and operational activities are still heavily dependent on the owner and family. This situation has the potential to limit production capacity, marketing reach, and the business's ability to expand its market. Another challenge is that marketing channels still tend to be direct and local, necessitating future strategic considerations to address this. Key areas of focus for change include strengthening human resources, reducing dependence on the owner, expanding marketing channels, and strengthening partnerships. The use of social media and digital channels needs to be optimized so that marketing is not solely dependent on the local market. Furthermore, task allocation and workforce capacity building are needed to ensure more effective production and operational activities. Partnerships with various stakeholders also need to be more structured to support market expansion and business sustainability. According to Rupeika-Apoga & Petrovska (2022); (Bahtiar et al., 2025); (Lutfiani et al., 2025) appropriate technology and a workforce with adequate digital skills can facilitate the digitalization process of MSMEs, while limited skills are one of the obstacles.

One idea that presents a development opportunity for coastal community businesses is to actively create content on TikTok and Instagram Ads to increase product awareness among the wider public. Faizal Sapthiarsyah & Junita (2024) and Fu et al. (2024) social media and digital marketing have a positive impact on MSME performance through market expansion, increased brand awareness, and strengthened customer engagement. Furthermore, customer satisfaction surveys are also essential for business owners to understand their customers' desires and expectations. Based on research, Shofiyatus Zahro & Miranti (2024) stated that satisfaction, commitment, and business relationship aspects play a role in building loyalty. Therefore, customer satisfaction surveys can be a source of information for businesses to make continuous improvements. From a production perspective, the use of the latest technology is necessary to maintain product quality and quantity and ensure the long-term sustainability of the business. Costa Melo et al. (2023) and Bindeeba et al. (2025) digital transformation can contribute to the economic, social, and environmental dimensions of business sustainability. The overall feedback grid summary of the entire business model canvas (BMC) in the coastal community business sector is shown in Figure 5.

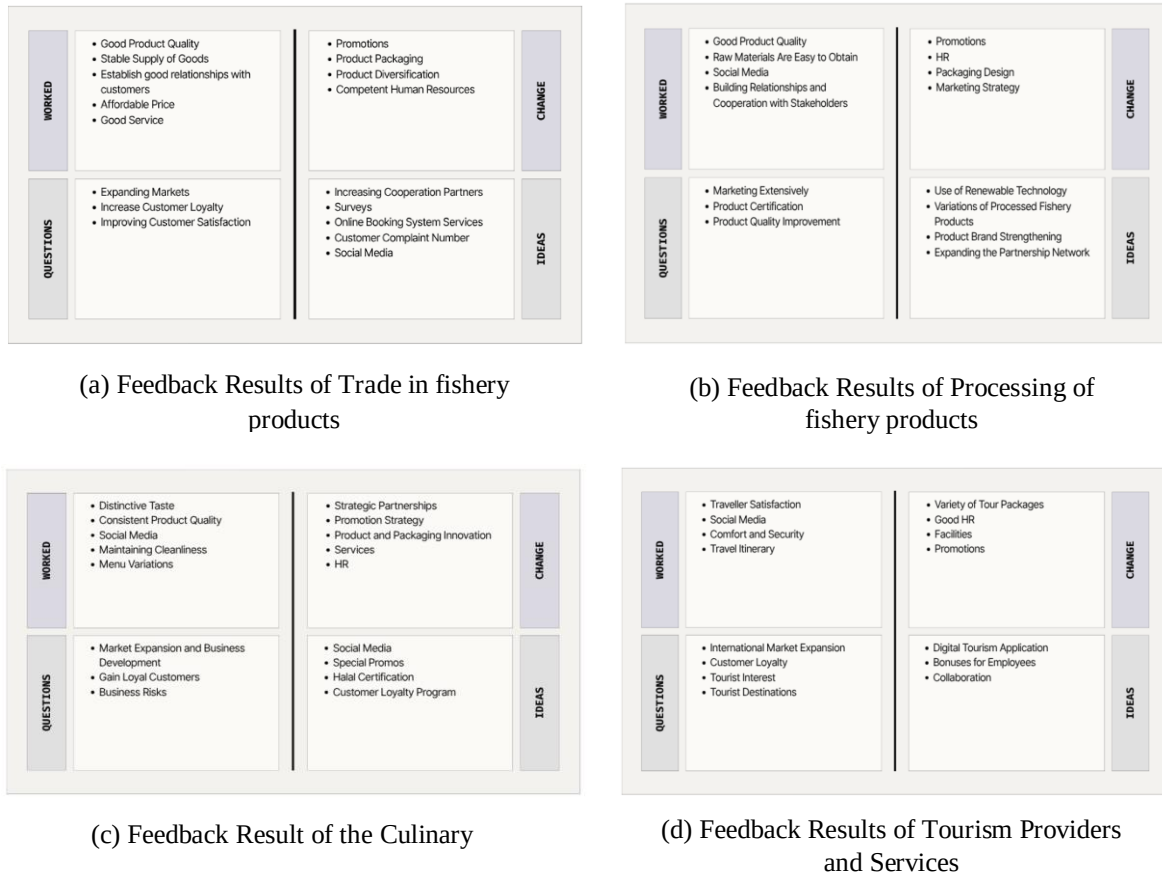


Figure 5. Summary of Feedback Grid from All Business Model Canvases (BMC) in the Coastal Community Business Sector

4. CONCLUSION

The results of the study show that the entrepreneurship of coastal communities in Suppa District, Pinrang Regency has developed through the use of local resources, experience, skills, social networks, and marine tourism potential. Business activities include trade in fishery products, processing of fishery products, culinary businesses, and tourism providers and services. Although most of the businesses are still micro-scale and have not been managed in an integrated manner, the community already has a strong entrepreneurial capital and views the business as a strategy to meet household needs and reduce dependence on seafood. The Business Model Canvas (BMC) mapping shows that the main strength of coastal community businesses lies in the ability to create value for customers, build relationships with customers, and establish partnerships. However, business development still faces obstacles in the form of dependence on owners and families, limited human resources, marketing that is still locally-oriented, and the use of digital channels is not optimal. Therefore, the development of coastal community entrepreneurship based on marine tourism needs to be directed at strengthening human resource capacity, reducing dependence on owners, optimizing digital marketing, product innovation and diversification, expanding markets, and strengthening partnerships. This research still has limitations, such as the use of the Business Model Canvas (BMC) and feedback grids which are only used to map the characteristics, strengths, weaknesses, and needs of business model development, so that it has not quantitatively measured the economic performance and impact of marine tourism on coastal communities. Therefore, further research needs to integrate quantitative indicators, such as business performance and income, tourist behavior and spending, customer satisfaction levels, digital marketing effectiveness, and household livelihood diversification. This approach is expected to broaden understanding of the relationship between community entrepreneurship, marine tourism activities, and strengthening the local economy, as well as a reference in developing and testing a more integrated, adaptive, and sustainable marine tourism-based entrepreneurship model for coastal communities.

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6. CONFLICT OF INTEREST STATEMENT

There is no conflict of interest.

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