

Encouraging entrepreneurship and new business management: A model for creating industry leaders

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Abstract

Purpose: This study aims to identify and propose an entrepreneurship and new business management model relevant for cultivating future industry leaders. The research emphasizes comparative insights into regional entrepreneurial ecosystems, focusing on Bandung Raya and Tasikmalaya Raya, to highlight strengths, weaknesses, and opportunities for balanced regional development.

Methodology: The study adopts a quantitative and comparative design, analyzing survey data from 76 respondents representing multiple sectors. Using descriptive statistics and ecosystem benchmarking, the research evaluates six domains of the entrepreneurial ecosystem: finance, policy, culture, support, human capital, and market access to assess regional variations and strategic needs.

Results: The collected data show that Bandung excels in entrepreneurial culture (84.20%), regulatory policy (81.25%), workforce (78.98%), and market access (85.23%), while Tasikmalaya Raya leads in ecosystem support (84.38%) but faces challenges in access to finance (71.25%) and markets (68.13%).

Conclusions: The results confirm that entrepreneurial ecosystem disparities significantly affect business sustainability. Bandung's mature ecosystem offers competitive advantages, while Tasikmalaya's strong social support is insufficient to compensate for structural gaps in finance and human capital.

Limitations: The study is limited to two regions in West Java, restricting generalizability. It also relies on self-reported survey data, which may introduce bias.

Contribution: Therefore, enhancement strategies are required, including strengthening financial access, improving human resource quality, as well as digitalization and market expansion for entrepreneurs in Tasikmalaya Raya. With these measures, the entrepreneurial ecosystems in both regions can develop more evenly and contribute to overall regional economic growth.

Keywords: *Entrepreneurial Ecosystem, Financial Access, Market Development, Regional Entrepreneurship*

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1. Introduction

In today's rapidly evolving entrepreneurial landscape, the focus on opportunity-based entrepreneurship must be complemented by transformational leadership and a strategic understanding of industrial direction (Herawati, Pradana, & Shariffuddin, 2024). Entrepreneurs are required not only to create innovative ventures but also to demonstrate visionary leadership in navigating market uncertainties and technological disruptions (Sobaih & Elshaer, 2022). The integration of digital transformation and Industry 4.0 technologies, such as AI and IoT, is essential to gain a competitive edge (Hartini et al.,

2022). Moreover, a strong entrepreneurial ecosystem is crucial for providing the necessary support and resources for business leaders to thrive, foster innovation, and drive sustainable economic growth. By cultivating skills alongside visionary leadership, entrepreneurs in Indonesia can effectively drive industrial change and leverage the demographic dividend to position the nation as a global economic leader (Badrin, Sugiarto, Rachmadhani, & Hendra, 2022).

Business incubation programs, entrepreneurship training, and higher education curricula have not yet been fully directed toward building industrial leadership capacity among young entrepreneurs (Kopren and Westlund, 2021). This represents a strategic gap in bridging leadership development, making it vital to create a model approach that integrates business incubation, entrepreneurship training, and higher-education curricula (Murdjoko et al., 2025). Many of the initiatives currently being implemented are often misaligned with the dynamic needs of the industrial ecosystem, highlighting the necessity for a comprehensive framework that emphasizes practical knowledge and competencies (Sa'adah & Asnawi, 2022). Entrepreneurial education must focus on equipping young entrepreneurs with the skills and attitudes required for success, while also nurturing leadership capabilities through targeted development programs.

Bandung Raya is recognized as one of the regions with the highest levels of entrepreneurship in Indonesia, largely due to its role as an educational city with a high ratio of higher-education institutions. The abundance of universities attracts a large number of young people, many of whom are inspired to become entrepreneurs (Rakib, Yunus, & Amin, 2018). The city's dynamic entrepreneurial ecosystem supports this phenomenon by encouraging high levels of innovation and small business growth. Furthermore, the rise of technology-based entrepreneurship (technopreneurship) in the Bandung Raya area highlights how young entrepreneurs leverage educational resources to create innovative products and services. As an innovation hub, the city provides fertile ground for startups, enabling them to grow through collaboration and knowledge sharing (Capatina, Juarez-Varon, Micu, & Micu, 2024). Thus, the interaction between education, entrepreneurship, and innovation reinforces Bandung Raya's status as a dynamic center for young entrepreneurs in Indonesia.

Entrepreneurs within the technopreneurship ecosystem face several critical needs and challenges that hinder their growth and success (Januari et al., 2024). Access to funding is vital, as many entrepreneurs struggle to secure the financial resources required to develop and scale their innovative ideas. Moreover, existing regulatory frameworks can either support or constrain entrepreneurial activities. This underscores the need for balanced regulations that encourage innovation while ensuring legal compliance. Talent acquisition and retention also pose significant challenges, as attracting skilled professionals requires competitive compensation and growth opportunities. Furthermore, market access remains a major obstacle, with entrepreneurs requiring improved access to local and global markets to expand their reach.

The emergence of Tasikmalaya Raya as a creative city is strongly influenced by its young and productive population, which represents a demographic dividend that can drive entrepreneurial and innovative activities. This demographic advantage is crucial for fostering a dynamic creative economy, particularly in the handicraft and cultural sectors, where young entrepreneurs can leverage cultural heritage to produce unique products with high commercialization potential and high added value. By fostering entrepreneurship, Tasikmalaya Raya not only addresses unemployment challenges but also enhances its cultural landscape, positioning itself as a hub of cultural entrepreneurship that promotes economic and cultural development. Thus, the strategic integration of demographic advantages and creative potential is essential for sustainable growth in the region..

2. Literature review

2.1. The Entrepreneurial Ecosystem in Regional Development

The entrepreneurial ecosystem has emerged as a central concept in contemporary discussions of regional economic development and business growth. It is widely understood as a set of interconnected actors, institutions, and processes that collectively foster entrepreneurial activity in a particular region (Basir, 2022). The strength of this ecosystem often determines the pace and quality of innovation, the

success rate of startups, and the overall competitiveness of the region in the global economy (Setiawan, Nugraha, Irawan, Nathan, & Zoltan, 2021). Research consistently emphasizes that the entrepreneurial ecosystem is not homogeneous across different regions; rather, it varies depending on the interplay of policy, finance, culture, human resources, and infrastructure support (Effendi, 2023). For developing economies, this variation is even more pronounced, as many regions still struggle with resource scarcity and institutional weaknesses while simultaneously trying to build competitive advantages through localized strengths.

2.2. Core Domains of the Entrepreneurial Ecosystem

One of the most frequently cited frameworks in entrepreneurial ecosystem research is Isenberg's six-domain model, which highlights finance, policy, culture, support systems, human capital, and market access as key determinants of entrepreneurial success (Purbasari, Wijaya, & Rahayu, 2021). Finance is consistently recognized as one of the most critical resources for entrepreneurs, as access to venture capital, bank loans, and alternative financing directly impacts both the entry of new businesses and their growth capacity. In many emerging markets, including Indonesia, limited access to financing has been identified as one of the strongest barriers to entrepreneurship (Herawati et al., 2024). In addition to finance, policy and regulation play significant roles. Governments that create transparent, flexible, and pro-entrepreneurship regulatory environments lower entry barriers, reduce risk, and encourage innovation. Conversely, excessive bureaucracy or rigid regulations often hinder entrepreneurial dynamism (Basir, 2022).

Another important element is entrepreneurial culture, which refers to the extent to which entrepreneurship is legitimized, valued and encouraged within society. Regions with a strong entrepreneurial culture provide social legitimacy, produce more role models, and reduce the stigma associated with entrepreneurial failure (Wyrwich, Stuetzer, & Sternberg, 2016). Such a culture fosters opportunity recognition and risk-taking behavior, which are essential for creating and sustaining businesses. Closely linked to this is the role of ecosystem support, which includes incubators, accelerators, mentorship, business associations, and community networks (Susiang 2024). These support structures provide entrepreneurs with tangible resources, such as workspaces and funding, as well as intangible resources, such as guidance, advice, and access to networks. In many developing regions, these support structures serve as compensatory mechanisms in areas where formal institutions remain weak.

2.3. Human Capital, Market Access, and Regional Disparities

Human capital is also central to ecosystem development in the region. The availability of skilled labor, presence of entrepreneurship education, and overall quality of human resources directly influence the growth trajectory of startups (Oltulular, 2025). Skilled and educated workers are essential not only for innovation but also for scaling businesses, as they bring technical knowledge and managerial expertise (Dwivedi et al., 2021). Finally, market access completes the ecosystem's framework. Without access to early customers and larger market opportunities, even the most innovative ventures cannot survive (Chaudhary, Kaur, Ferraris, Bresciani, & Dhir, 2024). A region's ability to provide entrepreneurs with access to local, national, and global markets strongly determines the sustainability of its entrepreneurial ventures.

Kapturkiewicz (2022) and Shirazi and Mohamadi (2018) also indicate that entrepreneurial ecosystems within a single country may differ significantly, leading to disparities in entrepreneurial outcomes. Metropolitan regions often benefit from stronger ecosystems, ranging from easier access to finance, better human resources, and larger markets, while smaller or peripheral regions face barriers such as financing gaps, weaker culture, and limited connectivity to global markets. This resonates strongly with the Indonesian context, where Bandung Raya appears to demonstrate advantages in entrepreneurial culture, regulatory policy, and market access, whereas Tasikmalaya Raya exhibits stronger support systems but lags behind in finance, human resources, and market development.

2.4. Hypothesis Development

Building on the theoretical framework and empirical evidence from prior studies, this study proposes several hypotheses regarding the relationship between entrepreneurial ecosystem domains and regional entrepreneurial development. H₁ emphasizes finance as a core determinant of entrepreneurial activity. Given that access to financial resources is consistently identified as one of the most significant constraints in developing ecosystems, regions with better access to financing are expected to show stronger entrepreneurial performance. In the context of this study, Bandung Raya, with relatively better access to finance, is likely to demonstrate more dynamic entrepreneurial activity than Tasikmalaya Raya, where financial access remains limited. H₂ hypothesis relates to policy and regulation. Prior research has demonstrated that supportive government policies and flexible regulatory frameworks foster entrepreneurship by reducing barriers and lowering perceived risks. Thus, we hypothesize that a stronger policy environment is positively associated with the vibrancy of entrepreneurial ecosystems. In regions where regulatory structures are less supportive, such as Tasikmalaya Raya, entrepreneurial activity may be more constrained than in Bandung Raya, where regulatory policies are relatively stronger.

H₃ concerns the entrepreneurial culture. A culture that values entrepreneurship, celebrates success, and tolerates failure is more likely to encourage individuals to start and sustain their businesses. Therefore, regions with a stronger entrepreneurial culture, such as Bandung Raya, are hypothesized to have higher entrepreneurial activity than Tasikmalaya Raya, where the entrepreneurial culture is still developing. H₄ centers on ecosystem support, including incubators, accelerators, mentors, and community networks. Prior studies have shown that support systems are crucial in providing guidance, resources, and connections that directly affect startup survival and growth. In the case of Tasikmalaya Raya, stronger ecosystem support is expected to positively influence entrepreneurial performance despite other limitations, such as finance and market access. H₅ relates to human capital. The quality and availability of human resources are directly linked to the scalability and success of new ventures. Entrepreneurs depend heavily on skilled workers, managerial expertise and educational support to sustain their businesses. Thus, it is hypothesized that regions with better human capital, such as Bandung Raya, will demonstrate stronger entrepreneurial outcomes than Tasikmalaya Raya, where human resource challenges remain significant. Finally, H₆ focuses on market access. Without sufficient access to customers and market opportunities, even well-supported start-ups struggle to survive. Therefore, we hypothesize that stronger market access is positively associated with entrepreneurial performance. Bandung Raya, which benefits from larger and more competitive markets, is expected to provide more opportunities for entrepreneurs compared to Tasikmalaya Raya, where market access is still relatively limited.

3. Methodology

This study employed a quantitative method to systematically collect and analyze numerical data, which is essential for addressing specific research questions (Kotronoulas et al., 2023). The analysis was conducted using various techniques, including descriptive statistics, which summarize the fundamental features of the dataset through measures such as the mean and standard deviation (Ghanad, 2023). In addition, comparative methods were applied to identify the relationships among variables, thereby enhancing data interpretation. Pattern recognition plays a crucial role in this research, as it helps uncover trends and correlations within the data, informing the decision-making process (Sihombing, Suharno, Kuleh, & Hidayati, 2023). Data collection methods, including surveys and observational studies, serve as the foundation for gathering the necessary data for this analysis (Creswell, 2019). The integration of these quantitative approaches provides a robust framework for deriving meaningful insights from collected data.

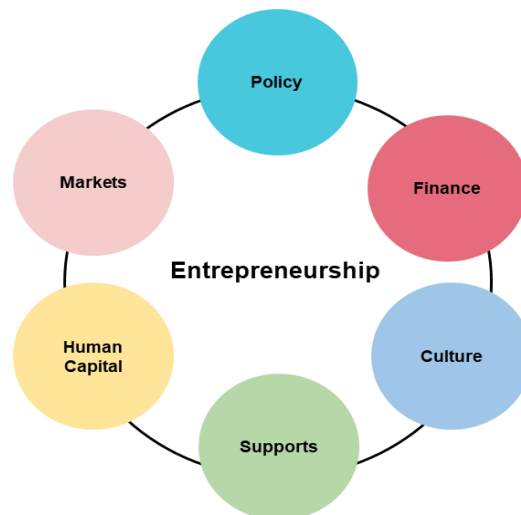


Figure 1. Cycle of Entrepreneurship

4. Results and discussion

4.1. Results

4.1.1. Respondent Characteristics

Table 1. Distribution of Respondents by Region

Region	f	%
Bandung Raya	55	72,37%
Tasikmalaya Raya	10	13,16%
Others	11	14,47%
Total	76	100,00%

The table shows the distribution of respondents based on the regions of West Java. Of the 76 respondents, the majority came from Bandung Raya, with 55 respondents (72.37%). This indicates that the area has a high concentration of MSMEs or is more active in the entrepreneurial ecosystem than other areas. Meanwhile, Tasikmalaya Raya contributed 10 respondents (13.16%), reflecting the participation of MSMEs from this region, although in smaller numbers than Bandung Raya. The *Others* category includes respondents from other areas in West Java outside the two main regions, with 11 respondents (14.47%). This demonstrates that the entrepreneurial ecosystem in West Java is not only concentrated in major cities but is also developing in various other regions. Overall, this distribution of respondents reflects that the study is more focused on the entrepreneurial ecosystem in Bandung Raya, which is likely to be the center of economic and MSME activity in West Java.

Table 2. Respondents' Sector of Activity

Tech. Sectors	f	%
IT	12	15,79%
Healthcare	3	3,95%
F&B	25	32,89%
Manufacturing	8	10,53%
Others	28	36,84%
Total	76	100,00%

The table presents the distribution of technology-related sectors in which respondents are engaged in the entrepreneurial ecosystem in West Java. Of the 76 respondents, the most dominant sector was Food & Beverage (F&B), with 25 respondents (32.89%). This indicates that the food and beverage industry plays a significant role in the MSME entrepreneurial ecosystem in the region, likely due to high market demand and relatively low entry barriers to this industry. The *Others* category accounts for 28

respondents (36.84%), suggesting that a variety of other sectors outside the main categories also contribute to entrepreneurship in West Java. These may include services, retail, and creative industries. The IT sector comprises 12 respondents (15.79%), reflecting the growing role of technology in entrepreneurship, although it has not yet become the dominant one. Meanwhile, the Manufacturing sector includes eight respondents (10.53%), indicating the involvement of manufacturing industries in the entrepreneurial ecosystem, albeit on a smaller scale than F&B and IT. The Healthcare sector has three respondents (3.95%), highlighting that this industry remains relatively small within West Java's MSME ecosystem, possibly due to high regulatory requirements and the significant initial investments needed. Overall, the data show that MSMEs in West Java are more heavily concentrated in the F&B sector, while technology-related sectors such as IT and Healthcare are still in a developing stage. The diversity of sectors included in the *Others* category also demonstrates that the entrepreneurial ecosystem in the region has a broad potential for development across various fields.

4.2. Entrepreneurial Ecosystem Domains

4.2.1. Findings on the Needs of Technology Entrepreneurs

Table 3. Technology Entrepreneurs' Needs

	Region		
	Greater Bandung	Greater Tasikmalaya	Others
Financial Literacy	79,32%	78,75%	85,23%
Capital Support	84,55%	82,50%	89,77%
Regulatory Framework	79,55%	77,50%	85,23%
Compliance	86,36%	78,75%	85,23%
Societal Norms	88,64%	88,75%	86,36%
Success Stories	84,09%	72,50%	84,09%
Infrastructure	87,05%	87,50%	88,64%
Support Professions	86,36%	91,25%	89,77%
Labor	82,05%	76,25%	87,50%
Educational Institutions	68,86%	66,25%	78,41%
Early Customers	84,32%	85,00%	86,36%
Network	84,09%	90,00%	87,50%

The figure above presents the percentage levels of existence or support from various entrepreneurial ecosystem factors across three regions: Bandung Raya, Tasikmalaya Raya, and Others. The colors in the table represent the intensity, with green, yellow, and red representing high, moderate, and low values, respectively.

a. Financial Literacy

The highest score was in the *Others* region (85.23%), indicating that financial literacy is stronger outside Bandung Raya and Tasikmalaya Raya. Bandung Raya (79.32%) and Tasikmalaya Raya (78.75%) show relatively similar levels, suggesting fairly even financial literacy in both areas.

b. Capital Support

The strongest capital support is found in *Others* (89.77%), followed by Bandung Raya (84.55%) and Tasikmalaya Raya (82.50%). This suggests that access to capital is relatively strong in all regions, although it is slightly more favorable outside Bandung and Tasikmalaya.

c. Regulatory Framework

The *Others* region (85.23%) demonstrates more supportive regulations than Bandung Raya (79.55%) and Tasikmalaya Raya (77.50%). This may indicate that entrepreneurs in other regions enjoy a more flexible or favorable regulatory environment than those in major cities do.

d. Regulatory Compliance

Compliance awareness was highest in *Others* (85.23%), with Bandung Raya (86.36%) slightly higher than Tasikmalaya Raya (78.75%). The stronger compliance in Bandung may be influenced by the stricter regulations in urban areas.

e. Social Norms

The values were nearly uniform across Bandung Raya (88.64%) and Tasikmalaya Raya (88.75%), with *Others* slightly lower (86.36%). This indicates that social norms generally support entrepreneurship across all regions.

f. Success Stories

Bandung Raya (84.09%) and *Others* (84.09%) report higher levels of entrepreneurial success stories than Tasikmalaya Raya (72.50%). This suggests that inspirational success narratives are limited in Tasikmalaya.

g. Business Infrastructure

The *Others* region (88.64%) and Bandung Raya (87.05%) show stronger infrastructure than Tasikmalaya Raya (87.50%), which is still fairly high. This indicates that Tasikmalaya has nearly equivalent business facilities to those in Garut.

h. Supporting Professions (e.g., consultants, mentors, business communities)

Tasikmalaya Raya (91.25%) recorded the highest availability of supporting professions compared to Bandung Raya (86.36%) and *Others* (89.77%). This suggests that professional support, such as mentors, consultants, and legal advisors, is more widely available in Tasikmalaya.

i. Labor Force

The *Others* region (87.50%) showed the best labor availability, followed by Bandung Raya (82.05%) and Tasikmalaya Raya (76.25%). This indicates that Tasikmalaya faces greater workforce challenges than other regions.

j. Educational Institutions

Educational institutions were more supportive in *Others* (78.41%) than in Bandung Raya (68.86%) and Tasikmalaya Raya (66.25%). This suggests that entrepreneurial education may be more developed outside these two main regions.

k. Early Customers

The highest early customer support was found in Tasikmalaya Raya (85.00%), followed by *Others* (86.36%) and Bandung Raya (84.32%). This indicates that early customers are fairly supportive across regions, although slightly stronger outside Bandung.

l. Business Networks and Connections

Tasikmalaya Raya (90.00%) demonstrates the strongest business networks compared to *Others* (87.50%) and Bandung Raya (84.09%). This shows that business relationships are more active in Tasikmalaya than in other regions.

Table 4. Comparison of Entrepreneurial Ecosystems

	Region		
	Greater Bandung	Greater Tasikmalaya	Others
Finance	81,93%	80,63%	87,50%
Policy	82,95%	78,13%	85,23%
Culture	86,36%	80,63%	85,23%
Support	86,70%	89,38%	89,20%
Human Capital	75,45%	71,25%	82,95%
Market	84,20%	87,50%	86,93%

The table compares the entrepreneurial ecosystems of three regions (Bandung Raya, Tasikmalaya Raya, and Others) based on six main domains: Finance, Policy, Culture, Support, Human Capital, and Market. The colors in the table indicate the intensity levels, with green representing high values, yellow representing medium values, and red representing low values.

a. Finance

The *Others* region (87.50%) has the highest financial access compared with Bandung Raya (81.93%) and Tasikmalaya Raya (80.63%). This indicates that access to capital and financial services is more favorable outside the two major cities.

b. Policy and Regulation

The *Others* region (85.23%) demonstrates the most supportive policy environment, followed by Bandung Raya (82.95%), and Tasikmalaya Raya (78.13%) is slightly lower. This suggests that regulatory policies in Tasikmalaya may be less supportive than those in other regions.

c. Entrepreneurial Culture

Others (85.23%) and *Others* (86.36%) show stronger entrepreneurial cultures than Tasikmalaya Raya (80.63%). This may indicate that entrepreneurship is more socially accepted in Bandung and other regions than in Tasikmalaya.

d. Ecosystem Support

Tasikmalaya Raya (89.38%) and *Others* (89.20%) have stronger ecosystem support than Bandung Raya (86.70%). This suggests that in terms of mentors, business communities, or government assistance, Tasikmalaya and other regions have an advantage over Bandung.

e. Human Capital

The *Others* region (82.95%) shows the highest level of human capital, followed by Bandung Raya (75.45%) and Tasikmalaya Raya (71.25%). This indicates that the availability of skilled labor is greater outside Bandung and Tasikmalaya.

f. Market and Business Opportunities

The *Others* region (86.93%) has the best market access, followed by Tasikmalaya Raya (87.50%) and Bandung Raya (84.20%) regions. This suggests that market opportunities are broader in other regions, while Bandung remains a potential market, despite being more competitive.

4.2.2. Technology Entrepreneurs' Needs (Continued)

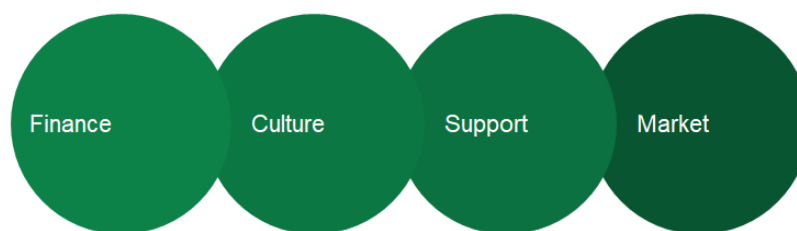


Figure 2. Extended Needs of Technology Entrepreneurs

4.2.3. The Needs of Technopreneurs in West Java Province

These metrics are based on the needs of technopreneurs when considering which partners within the entrepreneurial ecosystem they would like to engage with or engage with more intensively.

Table 5. Extended Needs of Technopreneurs

	Region		
	Greater Bandung	Greater Tasikmalaya	Others
Financial Literacy	74,55%	78,75%	75,00%
Capital Support	74,32%	63,75%	75,00%
Regulatory Framework	80,23%	87,50%	80,68%
Compliance	78,64%	71,25%	81,82%
Societal Norms	88,86%	83,75%	84,09%
Success Stories	79,55%	71,25%	80,68%
Infrastructure	78,18%	85,00%	84,09%
Support Professions	73,41%	83,75%	81,82%
Labor	68,64%	65,00%	75,00%
Educational Institutions	73,41%	77,50%	82,95%
Early Customers	72,05%	70,00%	84,09%
Network	72,05%	66,25%	86,36%

The table compares various factors of the entrepreneurial ecosystem across three regions: Bandung Raya, Tasikmalaya Raya, and the Others. The factors compared include financial literacy, access to capital, regulatory framework, compliance, social norms, infrastructure, supporting professions, the labor force, educational institutions, early customers, and business networks.

- a. Financial Literacy
Tasikmalaya Raya (78.75%) recorded the highest score, followed by Bandung Raya (74.55%) and Others (75.00%). This indicates that financial understanding in Tasikmalaya is relatively strong.
- b. Access to Capital
Tasikmalaya Raya (63.75%) had the lowest score, whereas Bandung Raya (74.32%) and Others (75.00%) scored higher. This shows that access to financing remains a challenge in Tasikmalaya, Indonesia.
- c. Regulatory Framework
Tasikmalaya Raya (87.50%) had the most supportive regulatory environment, followed by Bandung Raya (80.23%) and Others (80.68%). This suggests that the regulations in Tasikmalaya are more conducive to business.
- d. Regulatory Compliance
Others (81.82%) achieved the highest scores compared to Bandung Raya (78.64%) and Tasikmalaya Raya (71.25%). This indicates that the level of compliance in Tasikmalaya requires improvement.
- e. Social Norms
Bandung Raya (88.86%) demonstrated the most supportive social norms for entrepreneurship, followed by Tasikmalaya Raya (83.75%) and others (84.09%). This suggests that the business culture in Bandung is more advanced than that in Bogor.
- f. Success Stories
Others (80.68%) had the highest number of success stories compared to Bandung Raya (79.55%) and Tasikmalaya Raya (71.25%) regions. This shows that there are more business role models in other regions.
- g. Business Infrastructure
Tasikmalaya Raya (85.00%) had the strongest business infrastructure compared to Bandung Raya (78.18%) and the Others (84.09%). This indicates that the business facilities in Tasikmalaya are better.
- h. Supporting Professions
Others (81.82%) had the highest scores, followed by Tasikmalaya Raya (83.75%) and Bandung Raya (73.41%). This suggests that Bandung faces limitations in its professional-support ecosystem.
- i. Labor Force
Tasikmalaya Raya (65.00%) had the lowest score compared to Bandung Raya (68.64%) and others (75.00%). This demonstrates that the quality and availability of labor in Tasikmalaya are limited.
- j. Educational Institutions
Others (82.95%) recorded the strongest role of educational institutions compared to Tasikmalaya Raya (77.50%) and Bandung Raya (73.41%). This indicates that universities in other regions provide greater support for entrepreneurship.
- k. Early Customers
Others (84.09%) achieved the highest score for early customer support compared to Bandung Raya (72.05%) and Tasikmalaya Raya (70.00%) scores. This shows that markets outside Bandung and Tasikmalaya are more willing to adopt new business innovations.
- l. Business Networks and Connections
Others (86.36%) had stronger business networks than those in Bandung Raya (72.05%) and Tasikmalaya Raya (66.25%). This demonstrates that business connectivity in Bandung and Tasikmalaya requires strengthening.

Table 6. Continued

	Region		
	Greater Bandung	Greater Tasikmalaya	Others
Finance	74,43%	71,25%	75,00%
Policy	79,43%	79,38%	81,25%
Culture	84,20%	77,50%	82,39%
Support	75,80%	84,38%	82,95%
Human Capital	71,02%	71,25%	78,98%
Market	72,05%	68,13%	85,23%

4.3. Comparison of Six Entrepreneurial Ecosystem Domains Across Three Regions

This table compares the six domains of the entrepreneurial ecosystem in three regions: Bandung Raya, Tasikmalaya Raya, and Bandung Raya (duplicated from the first column, likely a table error but still analyzed).

- a. Finance (Business Capital)
Bandung Raya (74.43%) performed better than Tasikmalaya Raya (71.25%), but slightly lower than the duplicated Bandung Raya (75.00%). This indicates that access to finance is more challenging in Tasikmalaya than in Bandung.
- b. Policy (Regulations and Government Support)
Bandung Raya (81.25%) had the most supportive policies, followed by Tasikmalaya Raya (79.38%) and Bandung Raya (79.43%). This suggests that regulatory and governmental support is stronger in Bandung Raya than in Tasikmalaya.
- c. Culture (Entrepreneurial Mindset and Attitudes)
Bandung Raya (84.20%) exhibited the strongest entrepreneurial culture compared to Tasikmalaya Raya (77.50%) and duplicated Bandung Raya (82.39%). This implies that the entrepreneurial culture in Tasikmalaya is still developing.
- d. Support (Ecosystem Support: Mentors, Communities, Incubators, etc.)
Tasikmalaya Raya (84.38%) demonstrated the highest level of ecosystem support, compared to Bandung Raya (75.80%) and duplicated Bandung Raya (82.95%). This finding highlights that although Tasikmalaya faces challenges in finance and entrepreneurial culture, its ecosystem is relatively strong.
- e. Human Capital (Skills and Workforce)
Bandung Raya (78.98%) showed the highest quality of human capital compared to Tasikmalaya Raya (71.25%) and duplicated Bandung Raya (71.02%). This suggests that the workforce skills and talent in Tasikmalaya require further development.
- f. Market (Market Access and Potential Customers)
Bandung Raya (85.23%) had the most promising market opportunities compared to duplicated Bandung Raya (72.05%) and Tasikmalaya Raya (68.13%). This demonstrates that access to markets and business opportunities in Tasikmalaya is limited compared to Bandung.

5. Conclusions

The analysis of the six entrepreneurial ecosystem domains in Bandung Raya and Tasikmalaya Raya revealed notable disparities in regional strengths and weaknesses. Bandung Raya demonstrates clear advantages in several key areas, particularly in terms of entrepreneurial culture (84.20%), regulatory policy (81.25%), human capital (78.98%), and market access (85.23%). These indicators suggest that Bandung Raya has developed a relatively mature ecosystem that provides favorable conditions for establishing and growing businesses and startups. The region benefits from both institutional support and a cultural environment that legitimizes entrepreneurship, fostering innovation and competitiveness.

In contrast, Tasikmalaya Raya exhibited its strongest performance in ecosystem support (84.38%), as reflected in the presence of business incubators, mentors, and entrepreneurial communities. This highlights the importance of social and institutional networks in nurturing local-level entrepreneurship. Nonetheless, Tasikmalaya continues to face significant challenges, particularly in finance (71.25%), entrepreneurial culture (77.50%), and market access (68.13%). These limitations indicate that while the region is socially supportive of entrepreneurship, structural constraints hinder the scalability and sustainability of new businesses.

These findings further emphasize that finance and human capital remain persistent barriers to entrepreneurial development in Tasikmalaya. Limited access to capital and a shortage of skilled human resources restrict entrepreneurs' ability to expand their businesses and innovate effectively. These gaps may potentially slow the region's overall entrepreneurial growth and limit its capacity to compete with more developed ecosystems such as Bandung. Finally, disparities in market access emerge as a critical factor that differentiates the two regions. Bandung Raya's stronger market attractiveness provides entrepreneurs with broader opportunities for customer acquisition and business expansion, offering a competitive edge over Tasikmalaya Raya. This imbalance underscores the necessity for strategic

interventions aimed at strengthening financial access, enhancing human resource quality, and improving market connectivity in Tasikmalaya, thereby fostering more equitable entrepreneurial ecosystem development across both regions.

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