

**IMPLEMENTATION OF PENTAHHELIX FRAMEWORK ON THE DEVELOPMENT OF PUJON KIDUL TOURISM VILLAGE, PUJON DISTRICT, MALANG REGENCY****Nirwikara Widhiwidhana Prasetyanto\*, Lucyana Trimo, and Iwan Setiawan**

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**ABSTRACT**

Tourism village can be defined as a combination of accommodation, attractions and supporting facilities that are integrated with the life, traditions and local wisdom of rural communities. The development of tourist villages is a form of community-based tourism. The development of a tourist village needs synergy and collaboration from various stakeholders. This study aims to explain the role of stakeholders within the Pentahelix framework in the development of community-based agro-tourism in the Pujon Kidul Tourism Village, Pujon District, Malang Regency that never mentioned yet in previous research by using Miles and Huberman interactive model. The results of the study show that the stakeholders involved in tourism development in Pujon Kidul Village are academics (Universities and the Smart Village Foundation), business (BUMDes Sumber Sejahtera, travel agents and BNI Bank), community, government and the media. Academics play a role in research, development and community empowerment. Businesses, especially BUMDes Sumber Sejahtera, play a role in managing various tourism business units. The community acts as the main actor in tourism management. The government plays the role of planner, policy maker and promotes investment. The media plays a role in helping the promotion of tourist destinations in Pujon Kidul Village. The suggestion that needs to be done is to give priority to the community within the pentahelix framework. In order for the community to be capable of becoming the main actor of development of Pujon Kidul tourism village.

**Keywords:** *community-based tourism, pentahelix, tourism village***BACKGROUND**

Tourism is a sector that can have a positive impact on the Indonesian economy. This is because Indonesia itself has the potential for abundant natural resources and human resources with various cultures and languages. The objectives of developing tourism in Indonesia are to spur economic growth, increase people's welfare, eradicate poverty, create jobs, support the preservation of the natural environment and its resources, preserve culture, maintain the image of the nation, foster a sense of love for the motherland, strengthen national unity and improve relations between nation (Law No.10 Year 2009 Concerning Tourism, 2009). The tourism sector itself contributed to Gross Domestic Product of 4.1% and was the largest foreign exchange with a value of US\$ 19.2 billion in

2018. Indonesia also received 16,106,954 foreign tourist visits. (National Statistic Bureau, 2020) The government's seriousness in developing tourism is aimed at investing Rp 5.3 trillion from 2020 to the first quarter of 2022 (Ministry of Tourism and Creative Economy, 2022b)

One effort to ensure that profits in the tourism sector can benefit the community is the development of tourism villages. The tourism village itself is a form of accommodation, attractions and supporting facilities that are integrated with the life, traditions and local wisdom of rural communities (Nuryanti 1993). The aim of developing a tourism village is in the context of accelerating rural transformation in social, economic and cultural aspects by spurring village development in an efficient manner (Coordinating Ministry of Maritime Affairs and Investment, 2021). The development of the rural tourism sector cannot be separated from highlighting the rural agricultural sector as an attraction. This is due to the concept of a tourist village which presents the daily life of the community, especially in agriculture as an attraction for tourists (Irshad, 2010). The development of rural tourism is a form of community-based tourism. Community-based tourism is a platform for local communities to gain economic benefits by offering tourism products that include local people's lives, culture and natural resources (Sita & Nor, 2012). Community-based tourism also fosters local community participation in managing local tourism destinations (Jamal & Gets, 1995).

One of the areas in Indonesia that is active in developing tourism villages is Malang Regency. Malang Regency itself has great tourism potential with a topography that varies from the lowlands covering the coast to the highlands. Malang Regency is currently developing 18 tourist villages where two of them, namely Pujon Kidul Tourism Village and Gubugklakah Tourism Village, have received certification for tourism villages with the highest category, namely "Independent" (Ministry of Tourism and Creative Economy, 2022a; National Statistic Bureau, 2021).

Pujon Kidul Village is an agro-tourism village located in Pujon District, Malang Regency. Pujon Kidul Tourism Village through its flagship attraction, Café Sawah, has succeeded in attracting the attention of tourists. Apart from Café Sawah, there are a number of attractions as well as tour packages in the form of agricultural education (picking vegetables, picking fruit) and also the opportunity to stay at the homes of villagers. To drive the wheels of the village economy through the tourism sector, in 2015 the BUMDes Sumber Sejahtera as Pujon Kidul Village – owned business enterprise was formed. BUMDes Sumber Sejahtera has the authority to manage Café Sawah, parking and tour tickets, village tour packages, souvenir centers, clean water, and an integrated waste management site. Local people are allowed to open businesses in the tourism sector by complying with applicable regulations. In 2019, the Pujon Kidul Tourism Village managed to attract 601,858 tourists. Because of its success in attracting many visitors, Pujon Kidul Tourism Village has received a number of awards such as the best Agro Tourism Village from the Ministry of Villages in 2017 and the peak in 2021, Pujon Kidul Village won an Inspirational Independent Tourism Village award from the Ministry of Tourism and Creative Economy at the Indonesian Tourism Village Award (ADWI) year 2021.

The success of developing a community-based agritourism village in Pujon Kidul Village cannot be separated from the role of various stakeholders. Stakeholders are groups or individuals who can influence the goals of an organization (Freeman & McVea, 2001). Collaboration between stakeholders in the development of community-based tourism is very important so that community

empowerment through tourism can have a positive impact on society (Giampiccoli, 2020). Even though there are roles from various stakeholders, in the development of community-based tourism, the community is not only an object but acts as a subject in tourism development. Community involvement as a subject in tourism development will create sustainable tourism development (Lundberg, 2017). The development of tourism villages should be focused on the integrated and collaborative development of the 5 important elements of the Pentahelix which consist of the community or social institutions, government, business, academia and the media (Coordinating Ministry of Maritime Affairs and Investment, 2021). A number of studies related to the role of stakeholders using the pentahelix framework in the management of tourist villages have been carried out, but this research has never been carried out in Pujon Kidul Village. Based on this explanation, this research aims to explain role of stakeholders within Pentahelix framework in developing community-based agritourism development in Pujon Kidul Tourism Village, Pujon District, Malang Regency.

## RESEARCH METHODS

The determination of the research location was carried out purposively in the Pujon Kidul Tourism Village, Pujon District, Malang Regency. The village was chosen because Pujon Kidul Village was considered successful in managing community-based tourism villages. This is shown by Pujon Kidul Village which was able to attract up to 601,858 visitors in 2019 and won the best Agro Tourism Village award from the Ministry of Villages in 2017 and the Independent Inspiring Tourism Village from the Ministry of Tourism and Creative Economy in 2021. This study uses a qualitative approach. A qualitative approach is defined as research that explores and understands the meaning of an individual or group in a problem, both the problem of the individual itself and social problems (Creswell, 2009). The research method used is the case study method. Case study is a method that describes a case comprehensively along with the results of the analysis (Hancock & Algozzine, 2006). The case study method is used to see how the role of stakeholders with the pentahelix framework is in the success of tourism management in Pujon Kidul Village.

The data used in this study are primary data and secondary data. Primary data was collected through field observations and in-depth interviews with informants. Observations were made by visiting research locations directly to see what tourism activities were like and see how accommodation and supporting amenities were available. In-depth interview process was done by 19 informants. The questions asked are related to what are the roles of each stakeholder, what are the benefits obtained and what are the obstacles encountered during their involvement in tourism development in Pujon Kidul Village. The informants consisting of representatives from stakeholders, namely academia (five informants), business (two informants), community (ten informants), government (one informant) and the media (one informant). The criteria of interviewed informants are people who are involved in tourism development in Pujon Kidul Village with their respective stakeholders. The determination of informants was carried out purposively and was carried out using the snowball sampling method. Snowball sampling is a technique for determining informants where the number of informants will increase along with the information obtained (Sugiyono, 2014). The

Implementation of Pentahelix Framework on the Development of Pujon Kidul Tourism Village (Prasetyanto et al., 2023)

first two informants interviewed were the Director of BUMDes Sumber Sejahtera and also the Head of Pujon Kidul Village. The number of informants increased along with the information provided by the two informants. The secondary data collected is in the form of information that supports and strengthens the primary data found in the field. The secondary data collected from regional regulations, development plans, village profiles and supporting literature such as guidelines for managing tourism villages that issued by Ministry of Tourism and Creative Economy.

Data analysis in this study was carried out using the Miles & Huberman interactive data analysis method. The selected data analysis is an interactive model proposed by Miles and Huberman with the following steps: 1) Data reduction is done since data collection begins. The researcher makes a summary, based on the results of interviews with informants based on the research focus that has been determined, 2) Displaying data is a description of a set of information, presented in the form of narrative text. 3) verification and drawing conclusions are interpreted as data interpretation activities. Data interpretation is the process of discovering the meaning of the resulting data (Mutiani et al., 2020). In the context of this study, the information obtained from in-depth interviews and observations was sorted according to the research focus, re-verified through a data triangulation process and presented in this article.

## **RESULT AND DISCUSSION**

### **Pujon Kidul Tourism Village Profile**

Pujon Kidul Village is a village located in Pujon District, Malang Regency. Pujon Kidul Village is located in a mountainous area with an altitude of 1,100 meters above sea level. Pujon Kidul Village is directly adjacent to Ngroto Village to the north, Pujon Lor Village to the east, Perhutani Forest, Blitar Regency to the south and Sukomulyo Village, Ngantang District to the west. Pujon Kidul Village has three hamlets namely Krajan Hamlet, Maron Hamlet and Tulungrejo Hamlet. Data for 2019 shows that Pujon Kidul Village has a population of 4381 people consisting of 1,222 heads of households (KK).

Tourism development in Pujon Kidul began in 2014 to solve social problems in Pujon Kidul Village, namely high unemployment, rampant circulation of liquor and high crime rates. The main attraction in the Pujon Kidul Tourism Village, Café Sawah was started in 2016 which is located in the village's agricultural pavilion. Over time, the popularity of Café Sawah continues to increase, thus opening up opportunities for other villagers to open businesses in the tourism sector. Since then, a number of other tourist attractions have emerged, such as The Roudh 78, Café & Resto Lumintu, Fantasy Land and Bukit Nirwana. The Pujon Kidul Tourism Village also provides a number of tour packages such as agricultural education, animal husbandry education, comparative study packages, living with village communities and others. In addition, many residents are involved in other tourism businesses such as souvenir kiosks, culinary kiosks, vegetable and fruit stalls and also homestay businesses.

A large part of tourism in Pujon Kidul Village is managed by BUMDes Sumber Sejahtera. BUMDes Sumber Sejahtera was founded in 2015 with the aim of being the motor of the village economy. BUMDes Sumber Sejahtera has the authority to manage Café Sawah, parking and tickets, Implementation of Pentahelix Framework on the Development of Pujon Kidul Tourism Village (Prasetyanto et al., 2023)

tour packages, live-in homestays, clean water and integrated waste management. In addition, the community is also allowed to open attractions and other tourism businesses as long as they follow the rules set by the village (Village Regulation No. 3 of 2019 concerning Development of Tourism Areas and Tourism Businesses, Tourist Attractions and Other Tourism Supports in the Pujon Kidul Tourism Village Area) The regulation requires all tourism business actors to maintain *Sapta Pesona* (Safe, Orderly, Clean, Cool, Beautiful, Friendly and Memories), pay waste and water fees to BUMDes Sumber Sejahtera and not sell goods and activities that violate decency norms.

### **Implementation of Pentahelix Model in Rural Community-Based Agritourism Development in Pujon Kidul Village**

The pentahelix model can be defined as synergy and collaboration between stakeholders in implementing a program so that each stakeholder is on the same goal in implementing the program (Emerson et al., 2012). The pentahelix model is widely used in analyzing linkages between stakeholders in tourism development (Halibas et al., 2017). The pentahelix model sees collaboration from various types of stakeholders consisting of academia, business, government, community and media or can be shortened to ABCGM (Susanti et al., 2022). The success of a program requires good synergy and collaboration from all stakeholders in the pentahelix model. Good coordination between stakeholders will increase the possibility of a program to be successful (Colapinto & Porlezza, 2012; Mohr & Spekman, 1994). Stakeholder relationships in developing tourism villages through the pentahelix framework are illustrated in Figure 1.



**Figure 1.** Pentahelix Model in Tourism Village Development

Source: Coordinating Ministry of Maritime Affairs and Investment, 2021

The following is the role of each stakeholder involved in tourism development in Pujon Kidul Village:

#### 1. Academia

Academics within the pentahelix framework are a source of knowledge. Academics within the pentahelix framework have a role as drafters. Academics as drafters play a role in increasing the capacity of human resources as well as in terms of certification for quality improvement (Slamet et al., 2017). Academics need to be involved in tourism development because academics have the resources and capabilities in developing concepts and theories related to tourism development. The involvement of academics is needed so that a tourism business continues to generate continuous competitive advantage (Sturesson et al., 2009). Tourism managers need to collaborate with stakeholders involved in tourism research and development such as universities in tourism product planning, market exploration and industry trends to obtain scientifically proven results and forecasts related to orientation to the tourism industry (Arionessi et al., 2015). Academics also involved in increasing the capacity of tourism human resources. Education to be able to compete in the tourism industry requires a lot of practical training. In addition, resources in the tourism sector need to be trained in their social skills so they can interact with many people and serve tourists well. Such training is not taught in formal schools (Azanza et al., 2022).

There are two academic stakeholders involved in tourism development in Pujon Kidul Village including Universities and Smart Village Foundation. Universities have a big role in tourism development in Pujon Kidul Village. Universities itself have a role in tourism consulting, research and development. The Pujon Kidul Tourism Village give opportunities for academics, both students and lecturers, for various universities to conduct research in Pujon Kidul Village. The presence of academics will assist Pujon Kidul Tourism Village in developing tourism in terms of research and development. One of the results of the contribution obtained from the results of academic research is the application of QRIS at Cafe Sawah. In addition, Pujon Kidul Village provides an opportunity for students who are conducting real work practice to empower the community there. A number of universities have sent their students to carry out empowerment programs, one of which is UIN Sunan Kalijaga Yogyakarta which organizes market school training programs for tourism business actors in order to support the digitization of tourism businesses.

Smart Village Foundation is a non-profit organization that focuses on training and development tourist villages and village-owned enterprise (BUMDes) that founded by one of Pujon Kidul citizen. Smart Village Foundation itself designs a training model for village communities to master skills in tourism. In addition, the Smart Village Foundation also provides training and coaching in terms of soft skills. The training held is in the form of training for service excellence and public speaking, building a winning character mentality, building professional behavior at work and also BNSP certification assistance for workers in the tourism sector. The Smart Village Foundation has the output to produce human resources both in the Pujon Kidul Tourism Village and also in other tourist villages that are assisted not only to be able to master tourism skills but are able to manage tourism and also organize their own village-owned enterprise (BUMDes) in a professional manner. The training includes procedures for establishing the vision and mission of the organization, preparing the main duties and work programs for the unit, preparing budget plans and work unit reports, assisting staff competency tests and assisting work unit operations. The existence of the Smart Village Foundation helps the people of Pujon Kidul village to obtain tourism-related education and training due to the gap between education in formal schools and the needs of the tourism industry. The Implementation of Pentahelix Framework on the Development of Pujon Kidul Tourism Village (Prasetyanto et al., 2023)

majority of the population of Pujon Kidul Village (52%) have only graduated from elementary school so they have never received tourism-related education which is usually obtained at a higher level (vocational schools and tertiary institutions).

## 2. Business

Business within the pentahelix framework also has a role as an enabler where business plays a role in presenting infrastructure, developing human resources in business to contribute to collaborative governance. Business also has a role as a promoter that contributes financially to the development of the economic sector in a region (Slamet et al., 2017) Business in tourism development have role into provide job opportunities to local communities. Business also have a role to give local communities opportunity to managed and participate into local tourism development (Rizkiyah et al., 2019).

Business stakeholders who play a role in tourism development in Pujon Kidul Village are BUMDes Sumber Sejahtera, travel agents, and Bank Negara Indonesia (BNI). BUMDes Sumber Sejahtera is a business entity owned by Pujon Kidul Village that aims to drive village economy and absorb local labor from the village. BUMDes Sumber Sejahtera responsible in develop businesses in the fields of trade, tourism, integrated waste storage and processing, clean water services, industry and cement and agriculture as mentioned in Pujon Kidul Village Regulation Number 2 of 2022 concerning the Third Amendment to Pujon Kidul Village Regulation Number 2 of 2021 concerning BUMDes Sumber Sejahtera. Businesses managed by BUMDes Sumber Sejahtera in the field of tourism which include man-made/human-built tourist attraction businesses (Kampung Budaya and Café Sawah), nature tourism information services, tour guide services, interpreter services, cultural tourism and other reservation services. BUMDes Sumber Sejahtera is also responsible for ticket management and tourist parking as well as business support services for tourism activities such as waste management and clean water.

Pujon Kidul Tourism Village itself works with travel agents to attract tourists. Greater Malang Area which consists of Malang City, Malang Regency and Batu City is an area filled with various tourist destinations. This causes many travel agent businesses to be found to serve tourists who come to the Greater Malang area. This is an opportunity for the Pujon Kidul Tourism Village to collaborate with travel agents in order to attract large group tourists. The role of tourism agents in Pujon Kidul Village is in accordance with previous research. Travel agents have a role in providing tourist travel packages, accommodation and access to tickets to various tourist destinations to tourists either in the form of individuals, groups or in groups (Kutty & Joy, 2020). Travel agents play a role in promoting the positive image of a tourist destination in order to be able to sell tour packages and attract as many tourists as possible to that tourist destination. Travel agents will not promote tourist destinations that are unsafe and are not of interest to tourists because of the possibility of losing money (Baloglu & Mangaloglu, 2001; Cavlek, 2002).

Bank Negara Indonesia (BNI) is a State-Owned Enterprise (BUMN) engaged in banking. BNI itself contributes to corporate social responsibility (CSR) in tourism development in Pujon Kidul Village. Initially, the CSR carried out by BNI was to build an agricultural pavilion which is currently the main building of Café Sawah. After Café Sawah succeeded in getting the attention of tourists and the Pujon Kidul Tourism Village was growing, BNI continued its CSR program by donating

signboards for tourists and branding "Kampung Wisata BNI" at the entrance gate to Pujon Kidul Village. BNI only plays a role in donations in the form of materials because the village wants to minimize the involvement of outsiders in the development of village tourism. These limitations make BNI's CSR not in line with the CSR concept itself. CSR reflects a concept that stimulates companies to maintain and improve the conditions of the community and environment surrounding the company in the framework of social, environmental and economic development (Surya Putra et al., 2018). Corporate social responsibility in the field of tourism is where companies issue business policies to support tourism around them by integrating social and environmental aspects into their business mission (Lund-Durlacher, 2015).

### 3. Community

Communities need to be involved in tourism development because this is the main principle in sustainable tourism development. This is because the tourism sector has the ability to improve the welfare of rural communities through providing jobs for the community and also increasing community participation in various community activities (Nagarjuna, 2015). Moreover, in Pujon Kidul Village, which implements community-based tourism, tourism is owned and managed by the community and aims to bring benefits to the community itself. Community-based tourism encourages local community participation and hands over management to the community in order to improve the welfare of the community itself (Mitchell & Reid, 2001).

The Pujon Kidul Village community has a role in the development of the village tourism area as stated in Article 3 of Village Regulation No. 3 of 2019 concerning Development of Tourism Areas and Tourism Businesses, Tourist Attractions and Other Tourism Supports in the Pujon Kidul Tourism Village Area. The article states that the community together with the village government take part in the development of the village tourism area. Article 5 of the Village Regulation also regulates what tourism businesses can be managed by the community including: culinary stalls, sports tourism, play ground, souvenir stalls, agro tourism, homestays, guest houses, outbound, cultural tourism, museum tourism, educational tourism and business others that support tourism activities. Attractions owned and managed by the community include The Roudh 78, Fantasy Land, Café & Resto Lumintu and Bukit Nirwana. The role of the Pujon Kidul Village Community in developing village tourism is in accordance with the principles of community-based tourism as implemented in the Pujon Kidul Tourism Village, namely not only absorbing labor from the local community but also being owned and managed by the village community communally in the hope of providing benefits for the community either to people who directly involved or people who not directly involved (Gascón & Mamani, 2022).

There are also farmer communities and woman organization who involved on Pujon Kidul Village Tourism development. Farmers who own agricultural land can use their land for agricultural education purposes. Tourists can learn directly from farmers about the cultivation of various agricultural commodities such as strawberries, lettuce and chilies. Tourists can also carry out harvesting practices directly and can bring the harvest home. Farmers can also sell their agricultural products for tourism purposes, either for resale at various kiosks for tourists or as culinary raw materials. By selling their commodities at kiosks, farmers are expected to be able to sell their agricultural products at more competitive prices and tourists can buy good quality agricultural



products at low prices. Before the existence of the tourism sector, farmers had to sell their agricultural products to middlemen so that the prices for their crops were lower. The practice of agro-tourism in Pujon Kidul is in accordance with several previous studies. The development of agro-tourism is one form of agricultural business diversification. Diversification of agricultural business itself is the use of agricultural land or resources for non-agricultural commercial purposes. Diversification of agricultural business is an alternative solution to various problems that exist in farming (Phelan & Sharpley, 2010). Agriculture-based tourism can be used as a good strategy in developing rural areas or in improving the welfare of rural communities (Åke Nilsson, 2002). The existence of agriculture-based tourism can also be used as a livelihood diversification for farming families (Nickerson et al., 2001). This applies to the Pujon Kidul Village Community where some of them, besides working and getting a steady salary from their work in the tourism sector, also still maintain their farming business so that they have other income outside of tourism. The results of the study show that the existence of tourism in Pujon Kidul has succeeded in increasing the average income of the people of Pujon Kidul Village by 80%.

Pujon Kidul Village is active in empowering women's organizations in developing micro, small and medium enterprises (MSMEs) which produce souvenir products in the form of authentic snacks typical of Pujon Kidul Village. Before the tourism sector developed, housewives were only at home taking care of the household but after the existence of the tourism sector, housewives were empowered to be productive through the development of MSMEs for women's organizations. The implementation of the program for woman organization is an implementation of Article 3 of Village Regulation No. 3 of 2019 concerning Development of Tourism Areas and Tourism Businesses, Tourist Attractions and Other Tourism Support in the Pujon Kidul Tourism Village Area that the community has the right to manage tourism businesses, one of which is in the form of home industry that support tourism activities. The role of women's organizations mentioned is in accordance with previous research which states that empowerment of women's organizations is also expected to increase women's participation in rural activities, especially in tourism activities. Women in rural areas are usually involved in only a limited number of activities including household work, food preparation, subsistence farming, small farming and handicraft production. Existence of empowerment and participation of women, to be involved in village tourism activities little by little will eliminate the phenomenon of gender inequality. Women who were previously only obliged to look after the children and take care of the house can now carry out their duties while taking care of their business and work (Cipirano, 2016; Duarte & Pereira, 2018).

#### 4. Government

The government within the pentahelix framework has a role as an agent who is responsible for implementing various policies. The government also has a role in formulating policies and regulations. The government is also responsible as a controller starting from the process of planning, implementation, supervision, financial regulation, research and development, public innovation and collaboration with the private sector (Slamet et al., 2017). The existence of the government in tourism development is urgently needed to create a conducive atmosphere by formulating policies that can support both environmental, economic and social aspects (Anika et al., 2020). Especially in the development of community-based tourism villages, there is a need for government support as a

facilitator, coordinator or advisory body to build multi-institutional structural support so that tourism can run in a sustainable manner (Yaman & Mohd, 2004).

The Pujon Kidul Village Government carries out planning by coordinating existing resources. At the beginning of developing village tourism in 2011, the Village Government collaborated with youth organizations to form the Capung Alas Tourism Awareness Group (Pokdarwis) which was formed to drive the tourism sector and identify village tourism potential. The tourism potential in Pujon Kidul Village is in the form of natural beauty and expanses of agricultural land and livestock businesses. The role of the Village Government in coordinating resources was seen again when the BUMDes Sumber Sejahtera was formed in 2015. In addition, the government also carried out planning by preparing development plans. The tourism development plan for Pujon Kidul Village can be seen in the Village Medium Term Development Plan (RPJMDes) where the vision of Pujon Kidul Village is "Towards a Progressive and Independent Pujon Kidul Tourism Village". The role of the village government mentioned above is in accordance with previous research which states that village government usually plays an important role in planning the development of a tourist village (Liu et al., 2020).

The Village Government also plays a role in formulating regulations and legislation related to tourism in Pujon Kidul Village. The Pujon Kidul Village Government issued Village Regulation No. 3 of 2019 concerning the Development of Tourism Areas and Tourism Businesses, Tourist Attractions and Other Tourism Supports in the Pujon Kidul Tourism Village Area. This regulation regulates how collaborative roles between the village government, BUMDes Sumber Sejahtera and the community in tourism development. The regulation regulates what are the obligations that must be obeyed by residents who want to manage businesses in the tourism sector. The regulation also aims to protect rural tourism from outside investment. The role of the village government is in accordance with previous research which states that the government can play a role as a regulatory regulator is needed because it can affect the tourism sector either directly or indirectly (Hall, 2005).

The village government also has a role in investing in tourism development (Liu et al., 2020). This was done by Pujon Kidul Village by investing Rp 500 million for the construction of Café Sawah. Apart from that, the village also uses its assets in the form of crooked land and also the agricultural pavilion for the construction of the Café Sawah. The capital issued by the village provides benefits because in 2021, BUMDes Sumber Sejahtera can contribute Rp 1.5 billion to village income.

## 5. Media

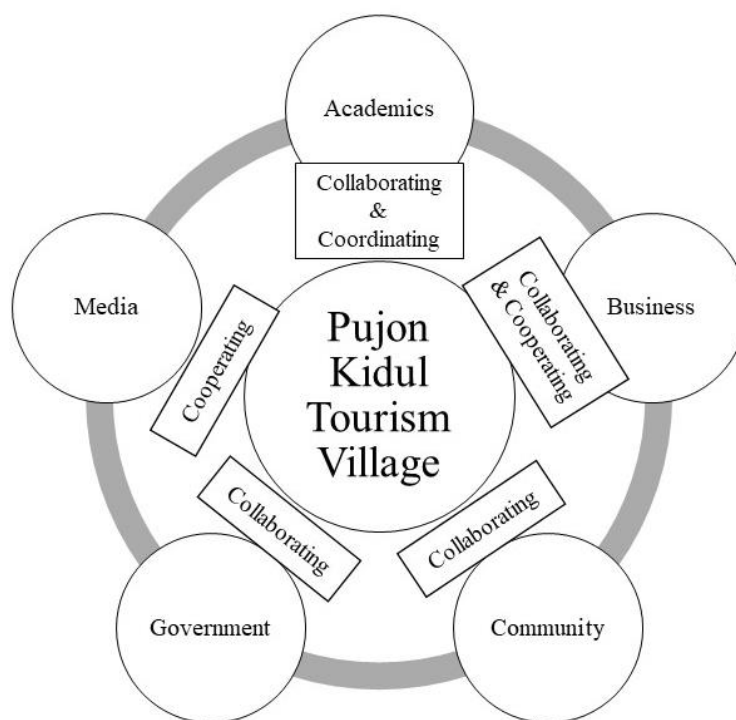
The media within the pentahelix framework acts as an expander, namely as a means of promotion and marketing as well as forming a brand image (Slamet et al., 2017). The media has a role in reviewing various tourist attractions along with alternative modes of travel to reach these destinations (Rao, 2017). The media contributes greatly to the income from the tourism sector. This is because the tourism industry is very dependent on the media. The decision of tourists to visit a tourist spot, especially a tourist spot that has just been visited, is heavily influenced by the existence of the media (Pravenkumar, 2014).

The media contributes to the development of tourism in Pujon Kidul Village. Various media, both conventional and online media, have reviewed tourism in Pujon Kidul Village. The Director of BUMDes Sumber Sejahtera stated that Pujon Kidul Village had never cooperated formally with Implementation of Pentahelix Framework on the Development of Pujon Kidul Tourism Village (Prasetyanto et al., 2023)

various media. The media themselves came to Pujon Kidul Village after seeing the village's success in developing tourism. National-level media that have covered the Pujon Kidul Tourism Village include CNN Indonesia, Kompas, Trans 7, Indosiar Republika and many others. The presence of national media in covering Pujon Kidul Village helps promote tourism in the village on a national scale. Promotion of the Pujon Kidul Tourism Village is also carried out by online media, especially social media accounts that actively promote tourism in Malang either through Instagram or Tiktok. Promotion of Pujon Kidul Village through social media helps Pujon Kidul Village to attract a large number of tourists. Many tourists are interested in visiting Pujon Kidul Village after seeing posts on social media about the village. The community also developed their own media in promoting tourism in Pujon Kidul. BUMDes Sumber Sejahtera itself has a marketing division in charge of promoting Pujon Kidul Village through social media. Pujon Kidul Village has an Instagram account, namely @desawisatapujonkidul. Cafe Sawah as a tourist destination in Pujon Kidul Village also has its own Instagram account, namely @cafesawah\_pujonkidul.

### **Pentahelix Framework Model in Tourism Development of Pujon Kidul Village**

Figure 2 depicts the pentahelix framework model in the tourism development of Pujon Kidul Village as follows:



**Figure 2.** Pentahelix Model of Pujon Kidul Tourism Village Development

Source: Processed by researchers

Academics collaborate and coordinate in tourism development in Pujon Kidul Village. Collaboration is carried out by the Smart Village Foundation in carrying out its programs and universities in carrying out community empowerment programs. Coordination was carried out by Implementation of Pentahelix Framework on the Development of Pujon Kidul Tourism Village (Prasetyanto et al., 2023)

academics from universities in conducting research on tourism in Pujon Kidul Village. Businesses collaborate and cooperate in tourism development in Pujon Kidul Village. BUMDes Sumber Sejahtera collaborates with various stakeholders in tourism development. Meanwhile, two other stakeholders, namely Bank BNI, cooperated in donate for CSR purpose and travel agents cooperate in helping to attract tourists to visit. The community collaborated in developing tourism in Pujon Kidul Village. The community has the right to manage various tourism businesses and their supporters. The local community is also prioritized as a workforce in the various tourism businesses. The village government is collaborating in tourism development in Pujon Kidul Village. The village government first initiated the development of the tourism sector in Pujon Kidul. In addition, the village government provides support in the form of legislation, regulation and investment in the village tourism sector. The media has a cooperative role in tourism development in Pujon Kidul Village. The media collaborates with Pujon Kidul Village to promote village tourism to tourists.

### CONCLUSION AND SUGGESTION

Based on the results that have been obtained by researchers, which have previously been described, this can be concluded. In the tourism planning process, collaboration and cooperation from various stakeholders is also needed to achieve common goals. In this case, planning from various stakeholders is required. Stakeholders in the pentahelix framework have different roles. Stakeholders involved in tourism development in Pujon Kidul Village include Academics (Universities and Smart Village Foundation), Business (Travel Agencies, BUMDes Sumber Sejahtera and BNI), Community (People in general, Woman Organization and Farmer Communities), Government (Pujon Kidul Village Government) and Media. Academics play a role in collaboration and coordination by assisting tourism research and development and assisting in empowering communities so they are capable of working and managing the tourism sector. Business stakeholders themselves have different roles where BUMDes Sumber Sejahtera as a village-owned enterprise has a major role to collaborate by managing various tourist destinations and providing supporting services for the community in managing tourism businesses. Bank BNI cooperating with Pujon Kidul Tourism Village to Corporate Social Responsibility and travel agents cooperate to facilitating tourists to come to Pujon Kidul Village. The community plays a role to collaborate as the main actor in tourism development considering that tourism in Pujon Kidul Village is community-based. Communities are allowed to manage various businesses in the tourism sector apart from being prioritized in employment. The government plays a role to collaborate in planning tourism development, drafting regulations and legislation and encouraging investment in tourism development. The media, both online and offline, have a role to cooperate in promoting tourism in Pujon Kidul Village.

The suggestion that needs to be done is to give priority to the community within the pentahelix framework in order for the community to be capable of becoming the center within the pentahelix framework, it is necessary to increase the capacity of human resources. This increase includes increasing skills in the field of tourism or skills related to organizational management. In addition, related parties can also expand cooperation with various new stakeholders to develop tourism in Pujon

Kidul Village such as training institutions that focus on digital training (digital marketing, big data, coding) to support the digitization of tourist villages.

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