

Unraveling the Role of Actors in Sustainable Tourism Village Management Using the Pentahelix Collaboration Model in Bandung Regency

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Unraveling the Role of Actors in Sustainable Tourism Village Management Using the Pentahelix Collaboration Model in Bandung Regency

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ABSTRACT

The number of tourists coming to Indonesia has increased, referring to data from the Central Bureau of Statistics (BPS) (2024), foreign tourist visits are still increasing, namely by 30.17% in 2022 and cumulatively at the end of 2023, the number of foreign tourist visits has reached 10.41 million visits, an increase of 110.86 percent compared to the same period in 2022-2023. This shows that the recovery of the tourism sector in Indonesia is still continuing. Tourism villages have become an alternative travel experience for tourists after the cultural shift from mass tourism as a result of the Covid-19 pandemic, which has seen crowds and massive numbers of immigrants shift to alternative tourism to enjoy rural nature and the social and cultural life of its people. Tourism villages are one of the priority programs of the Indonesian Ministry of Tourism and Creative Economy, the implementation of which requires cooperation from various parties. Petahelix Cooperation is an option in implementing this program. This research focuses on identifying the role of each actor involved in the Tourism Village ecosystem from each stakeholder who is part of the Penta Helix collaboration, namely the government as a facilitator and regulator, academics as a conceptual and tasked with sharing academic information, business which is a business actor who plays a role as an enabler for economic progress, community communities who serve as accelerators and drivers in tourism development and the media as information providers, entertainers and as social controls. Using a qualitative explanatory research method with a case study approach to describe the researcher's general view and try to reveal in depth the role of 5 actors in managing the Tourism Village in Alam Endah Village, Bandung Regency.

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1. INTRODUCTION

Travel and tourism is indeed an important contributor to national Gross Domestic Product and employment throughout the world and is one of the most relevant export sectors for many developing countries (UNWTO, 2023). Tourism is one of the largest and fastest growing business sectors in the world economy. Tourists who cross borders not only bring economic resources, but also ideas and opportunities for meaningful encounters and peaceful dialogue globally (Hasenzahl et al., 2019).

According to data (Central Bureau of Statistics (BPS), 2024) the number of foreign tourist visits to Indonesia when compared with November 2022, foreign tourist visits are still increasing, namely by 30.17 percent (year-on-year). The trend of increasing the number of foreign tourists visiting annually has been visible since March 2022 and will continue until November. Cumulatively, from January to November 2023, the number of foreign tourist visits reached 10.41 million visits, an increase of 110.86 percent compared to the same period in 2022-2023. This shows that the recovery of the tourism sector in Indonesia is still continuing.

The change from mass tourism to alternative tourism provides benefits for tourist villages as an option in tourism development. A tourist village has its own attraction (which can be in the form of the physical uniqueness of the rural natural environment, as well as the social and cultural life of its people) which is packaged in a natural and attractive way so that the rural attraction is able to direct tourists to the tourist village (Istanti, 2021).

The development of tourist villages in Indonesia will not run well if it is done alone. The government, tourism businesses, universities, society and the media must work together so that tourism potential can be utilized optimally (Kagungan et al., 2022). It has become an axiom that collaboration promises solutions that cannot be achieved by one organization or even one sector alone (Greenwood et al., 2021). The innovative approach, known as the Pentahelix model, involves various stakeholders including government, the private sector, local communities, academics and the media. This model paves the way for the creation of inclusive and sustainable strategies, which not only prioritize economic aspects but also environmental and cultural preservation. In the context of Bandung Regency, Penta Helix is expected to maximize the potential of tourist villages, so that they can attract more tourists and ultimately improve the quality of life of the community. With the issuance of Regional Regulation No. 7 of 2020 concerning the management of Bandung Regency Tourism Villages, the development of Tourism Villages is one of the main focuses in developing the tourism sector.

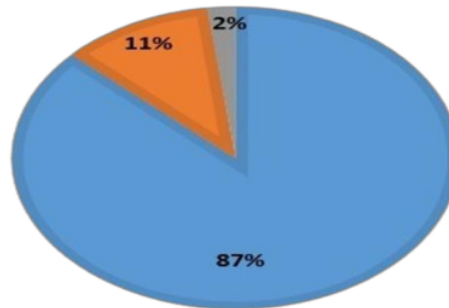


Diagram 1. Percentage of Tourism Village Categories in Bandung Regency

Source: Bandung Regent's Decree concerning Designation of Tourist Villages in the Bandung Regency Area (2022 & 2023)

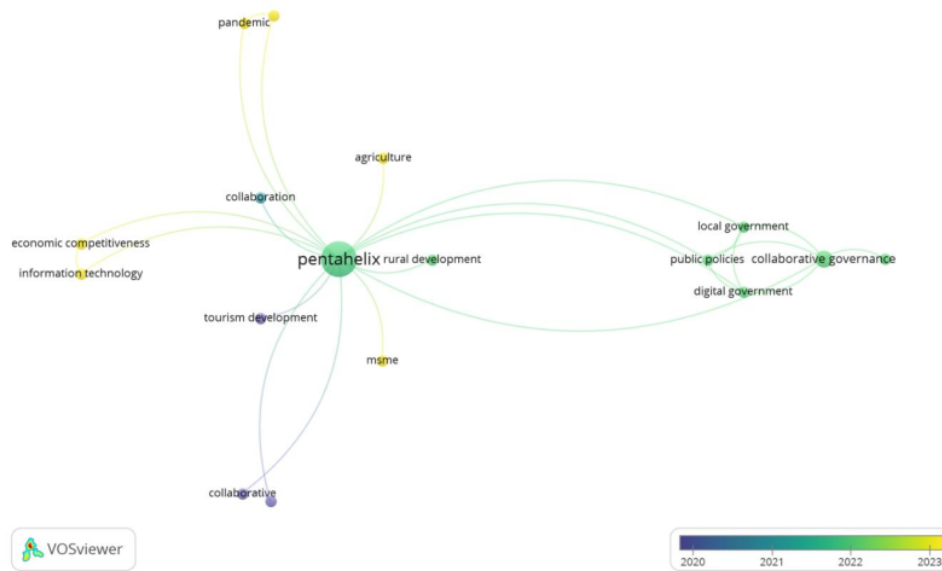
It can be seen from diagram 1 that the total number of tourist villages in the Bandung Regency area is 100% tourist villages. With the information, namely, Pioneer Tourism Villages are 87%, Developing Tourism Villages are 11%, Advanced Tourism Villages are 2%, and Independent Tourism Villages are 0%, which means that only about 1 village has the status of an independent village, namely Alam Endah village which is located in the sub-district. Rancabali, Bandung Regency.

Alam Endah Village is the only tourist village that has received a decree determining it as a tourist village by the Regent of Bandung in 2011. During its journey, Alam Endah Village has succeeded in achieving achievements, one of which is winning the 2023 Tourism Village Award (ADWI) organized by the Ministry of Tourism and Creative economy as one of the best tourist villages. In its management, the Pentahelix model is one of the keys to the success of Alam Endah Village in managing its Tourism Village.

Despite its success, it turns out that there are still several problems in implementing the Pentahelix model in managing the Endah Nature Tourism Village, Rancabali District, Bandung Regency. Among them are, the condition of existing relationships between stakeholders is still divided. Lack of commitment between stakeholders, especially with the private sector, there are still several programs that are not running optimally, such as the free internet program, application development programs that stop midway, there is no continuity, as well as regulations from the regional government regarding standardization of Tourism Villages, there are no related standard regulations. standardization of prices, standardization of services, and standardization of digital tourism villages, standardization of incentives related to the Management and Development of Tourism Villages at the regional level issued by the government.

Based on the results of a literature search using the Publish or Perish application with Socpus sources using the keyword "Penta Helix Collaboration", 20 articles published in the last 5 years were found, which can be seen in the visualization in Figure 1 below:

Figure 1. Literature Review of Penta Helix Collaboration Research



Source: Researchers Using VosViewer (2024)

There is not much research regarding Penta Helix's collaboration with Scopus sources, this can be seen from the search results for Publish or Perish which only get 20 articles. Pentahelix research as seen in the picture above found items regarding research in the field of tourism development, but research that discusses how to implement Pentahelix collaboration in the management of Tourism Villages specifically has not yet been seen. In fact, one of the factors for the success of the Tourism Village is the implementation of the 5 integrated stakeholder roles, namely Government, Academics, Community, Private Sector and also the Media as promotion and dissemination of information.

Therefore, what is interesting in the formulation of this research problem is that the Tourism Village program in Indonesia launched by the government shows a situation that requires all stakeholders in tourism villages, including local government, managers, and village communities, academics and the media, to be committed to working together. to ensure the successful implementation of the Tourism Village program. This research aims to identify the role of each actor involved in the Tourism Village ecosystem. Especially to

analyze the extent of the government's role in implementing the pentahelix model as a facilitator and regulator for the development of Tourism Villages, which is stated in Regional Regulation No. 7 of 2020 concerning the management of Tourist Villages in Bandung Regency, apparently only discussing the criteria for Tourism Villages, the monitoring and evaluation process, and also the source of the budget for organizing a tourist village. By taking the research locus in Alamendah Village, Rancabali District, Kab. Bandung as a case study in the management of Tourism Villages, Alamendah Village is one of the Tourism Villages with independent status, and won 2nd place in the Tourism Village Award (ADWI 2021) organized by the Ministry of Tourism and Creative Economy.

2. RESEARCH METHOD

The research method used in this research is a qualitative explanatory research method with a case study approach. A qualitative approach was chosen because this research aims to describe the researcher's general views and tries to reveal in depth the role of the 5 actors in the management of the Tourism Village in Alam Endah Village and how the implementation of the pentahelix model in the management of the Tourism Village is related to the collaboration of these 5 actors. Qualitative research also provides more freedom for researchers to explore information and data in the field. With this approach, the author also conveys the views, attitudes, experiences of the informants, and the values held by the informants. All information obtained by the author in the field, both from research informants and documents, is conveyed directly and sharply so as to reveal in-depth research results.

In this research, researchers used interactive data analysis by referring to (Miller et al., 2007) reducing data, displaying data, drawing conclusions, and verifying the results. To validate the data using the triangulation technique (Creswell, 2019). This process during triangulation can be used to increase the validity of the data obtained because this data comes from one source and uses publish or perish and vosviewers to find novelty and research gaps. The study was carried out in Endah Nature Tourism Village, Rancabali District, Bandung Regency. by conducting in-depth interviews involving key informants who specifically know how to implement the Penta Helix Model in Tourism Village Management.

For the purpose of obtaining information regarding the implementation of the Pentahelix collaboration in Alam Endah Village, Rancabali District, Bandung Regency, selected from data sources, from a key informant, purposively for this research, it is presented as follows:

1. Head of the Bandung Regency Culture and Tourism Service
2. Chair of the Tourism Mobilization Group
3. Chairman of the *Pokdarwis* of Alam Endah Village
4. LPPM Universitas Islam Bandung
5. LPPM Universitas Pendidikan Indonesia
6. Media Representatives in Bandung Regency

3. RESULTS AND DISCUSSIONS

Tourism is a combination of phenomena and relationships that emerge from interactions between tourists, businesses, local governments, and communities and in the process of attracting and serving tourists and other visitors. The role of the State in managing Tourism is very necessary in its presence as a Facilitator and Regulator who has the authority to regulate both natural and human resources, and includes regulation in terms of collaborating on the management of tourism programs with other stakeholders such as academics, the private sector, the community and also the media. What are their roles, relationship patterns, legality, and what are the rights and obligations of each party involved.

One of the tourism management models used is the Pentahelix Model. The Penta Helix Cooperation Model quoted from (Hansson et al., 2014) and (Calzada, 2020) departs from a concept of social innovation by actively involving civil society as well as citizens and individual entrepreneurs when formulating calls and designing programs. The transition from the traditional 'triple helix' innovation systems perspective to a 'penta helix' framework will enable the development of more innovative solutions within and between actors in society.

Initially, the Penta Helix Framework departed from the Triple Helix which was developed to conceptualize public innovation and knowledge flows in open innovation systems (Etzkowitz et al., 2007). Where the actors involved are Academics, Business Sector, Government, which is then added with one element, Civil Society to become a Quadruple Helix (Dani Rahu & Suprayitno, 2021). This framework, Initially focused on technological innovation that benefits economic development, the Triple Helix framework is useful for linkages between universities, industry, and government. As time goes by, the Triple Helix framework begins to be developed to suit the needs of each program, there must be other actors involved, especially in tourism management (Poppen & Decker, 2018). In (Carayannis et al., 2022) the Penta Helix or what is also known as the Quintuple Helix is. The development of the Triple Helix and Quadruple Helix which adds the environment as an important role. It promotes and visualizes a system of knowledge cooperation and innovation,

for more sustainable development. Quintuple Helix / Penta Helix specializes in community and academic interactions, in this case universities, through the exchange of ideas and scientific fields.

The Penta Helix in tourism in Indonesia itself was first designed by the Minister of Tourism, Arief Yahya. The Penta Helix concept itself is stated in the Regulation of the Minister of Tourism (Permen) of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations (Hidayatullah, 2022). Referring to (Ministry of Tourism and Creative Economy, 2022) Tourism Village Development in its implementation must be focused on integrated development and cooperation of the 5 important elements of the pentahelix consisting of (see figure 2):

1. Government: In developing the tourism sector, the government plays an important role in providing the infrastructure and facilities needed to support tourism growth. This includes creating policies and regulations relevant to the tourism industry, as well as providing adequate facilities. Through partnerships between government agencies, there are direct efforts to develop tourism regulations, monitor the development of this sector, and actively strengthen the capacity and ability of relevant institutions to design and implement policies and regulations more effectively.
2. Academics act as practitioners of scientific studies and various research and community services related to the development of the tourism sector in an area. The results of scientific studies and community services carried out by academics can be used to support the success of the tourism sector by collaborating and communicating with academics in the process of developing Tourism Villages.
3. Business Sector, In the tourism development process, the business or private sector has an important role in running a business in the tourism sector that prioritizes business ethics and is professional, responsible and sustainable. The business world acts as a profit-oriented entity that will be responsible for environmental sustainability as an essential thing in the tourism sector
4. Community, these are the people who act as accelerators. Acting as an actor, mobilizer and liaison to assist tourism development in the entire process from the start.
5. Media, Media plays a role in the field of tourism information and promotion. Promotion and marketing in the inclusive tourism sector by utilizing social media.



Figure 2. Pentahelix Model in Tourism Village Development

Source: Tourism Village Guidebook, 2021

Alamendah Village is one of 5 villages in Rancabali District, Alamendah Village is one of 5 villages located in Rancabali District, Bandung Regency, West Java with an area of around 505.6 ha. This village is located at an altitude of 1,200 – 1,550 meters above sea level with an average temperature of 19 – 20 °C and rainfall of 2,150 mm/year. It has quite diverse tourism potential from natural and cultural tourism and the community is already aware that the tourism industry can be a profitable sector from an economic perspective in its community.

Alamendah Village has made many achievements, including winning the Tourism Village award in 2021 which was organized by the Ministry of Tourism and Creative Economy. To support the tourism industry, developing MSMEs, innovating tourism activities such as designing educational tour packages are also prima donnas in developing the Alamendah Tourism Village. By collaborating with Pentahelix in collaboration with other stakeholders, there is great hope that it can support the sustainability of the Alamendah Tourism Village to become a superior, innovative and independent Tourism Village.

Government

The government has a very important role in developing and managing village tourism in a region. Based on most of the research that has been conducted, it is agreed that the government plays a significant role not only in planning, controlling, and evaluating, but also in promoting these villages. In the context of village tourism programs, the role of local government is vital in designing development programs and as the main actor in implementing and monitoring activities to achieve set goals (Putra, 2019).

Based on the results of observations and interviews, the role of government, especially local government, in developing tourist villages has not been able to fully support the maximum development of tourist villages in Bandung Regency in general. The facilities provided are limited to socialization, the training is not carried out on a massive scale and is still very limited. Financial support to provide stimulus to tourist villages that are just starting to develop, to the human resources who manage them, is still very limited and the management is returned to the village.

Funding is an important issue where the government's role is essential in village tourism. Generally, these funds are distributed by the central government, especially through the Ministry of Tourism which runs the National Community Empowerment Program (PNPM Mandiri). This program is designed so that the central government can involve and strengthen local communities in village development by providing aid funds to various villages throughout Indonesia (Arif et al., 2022).

Village government support is not yet optimal, in the case of the Endah Nature Tourism Village for example, the Wistaa Village management and the Village Government, as well as BUMDES are not yet synergistic, tend to have their own priorities, based on (Ministry of Tourism and Creative Economy, 2022) the ideal Wistaa Village institution, under the supervision of the Village Head and its management is synergized with BUMDES, or cooperatives in the Village Government. The absence of price standardization, service standardization, digital standardization, standardization of incentives related to the Management and Development of Tourism Villages at the regional level issued by the government is also a problem, so that Tourism Village actors have clear guidelines regarding their management.

For villages who want to develop their village into a tourist village. For the Bandung Regency Government itself, the seriousness in implementing this program was issued by Regent Regulation No. 7 of 2020 concerning the management of Tourism Villages. The initial step in 2020 is to survey 50 villages that have tourism potential with a target of 100 tourist villages in Bandung Regency (see table 1).

Table 1. Verification Data for District Tourism Villages. Bandung

Tourist Village Status	Amount
Stub	87
Develop	11
Proceed	2
Independent	0

Source: Processed by Researchers, 2024

Then, based on the results of the researcher's observations, the role of the government, especially the Regional Government of Bandung Regency, is to collaborate with and collaborate with 10 universities in Bandung to assist in the management of the Tourism Village, which was ceremonially held on August 22 2021, this Collaboration charter This is the first step to build commitment with the 10 universities in helping develop tourist villages in Bandung Regency. Socialization and training are also on the agenda for the development of Tourism Villages, starting from training on basic concepts of Tourism Villages, local tour guides, Digital Marketing, and also related to foreign language skills. It is hoped that these activities can be the main stimulus for tourist villages with pioneer status to continue to develop their potential, so that villages can be economically empowered by developing tourist villages.

Academics

The role of academics in developing the Endah Nature Tourism Village is quite central. It is noted that there are 8 universities and 1 vocational high school that have officially entered into cooperation agreements in various fields in the development of tourist villages. Including providing education and literacy in the fields of human resources, marketing, production finance, digitalization, etc. In the Quadruple Helix model, universities must implement the Tri Dharma of Higher Education, namely education, research and community service (Mardiatmi et al., 2023).

Table 2. Collaboration between Alam Endah Village and Academics

No.	Name of College/School	Types of Collaboration
1.	Universitas Pendidikan Indonesia	Research program collaboration” (Diversification of Tourism Products through Assistance in Preparing Geotourism Routes for Tourism Village Managers: 25 January 2024
2.	Politeknik Pariwisata NHI Bandung	Development of the Alamendah Tourism Village Digitalization Ecosystem: 2023
3.	Politeknik Negeri bandung	(Planning and Development of e-Rural,

		Smart-Rural, and Eco-Rural Tourism to Increase Visits, Length of Stay, and Sustainable Tourism Village Income) : January 10, 2024
4.	Universitas Islam Bandung	Alamendah Village Halal Tourism Development: Digital Marketing and Sharia Financial Literacy: 9 December 2023
5.	Chiang Mai University	Capacity Development in Sustainability Management for Tourism Workforce – CADENCE Project: 24 Januari 2024
6.	Yayasan Wafaul Ummah Al Hermani SMK Al-Wafa	Tourism Services Business Skills Program: 2022
7.	Universitas Islam Bandung	Neuropsychology-Based Community Attention, Motivation and Behavior Mapping in Supporting the Development of Halal Tourism Villages in Alamendah Tourism Village: 1 September 2022
8.	Telkom University	“Research Program” (Mapping of Community Attention, Motivation and Behavior Based on Neuropsychology in Supporting the Development of Halal Tourism Villages in Alamendah Tourism Village) : 1 September 2022
9.	Sekolah Tinggi Ilmu Ekonomi Pariwisata Yapari	Community Assistance in Alamendah Tourism Village Based on Local Wisdom towards Quality Tourism: 5 April 2023

Source: Alam Endah Village Cooperation Data 2024

Table 2 shows a list of academics who took part in the development of the Tourism Village. Especially in the Alamendah Tourism Village, the management is well aware that having close relationships with academics can provide new knowledge and ideas for the management of the Tourism Village which is expected to encourage innovation in village management. Alamendah Tourism.

It cannot be denied that the Endah Nature Tourism Village has carried out various kinds of collaboration with several different universities. The results of observations in the field are not all going smoothly, there are several obstacles that cause the cooperation carried out to be less than optimal, especially if the cooperation carried out is related to development. Digitalization is usually not sustainable because there is maintenance that must be carried out which costs money, such as creating an e-commerce application specifically for the Alam Endah Tourism Village, maintenance of the Tourism Village Website not running as it should.

Referring to (Sari et al., 2021) Currently, the Tourism sector has integrated rapidly developing technology. In addition, this sector is also faced with growing customer

expectations and intense competition. In developing countries, the application of digital technology is no longer something new. Therefore, the use of technology in this sector continues to increase, starting from providing information, promotional activities, to delivering services to customers. Based on the above, the development of information technology requires the support of all parties, not only academics, digitalization is not an easy and cheap thing, apart from providing digital infrastructure which must be qualified, human resources are also the main key to being able to use digital technology to be useful, especially in development. Tourism Village.

Business/Business Actors

One of the roles of the business sector is to provide economic benefits to the community (Hardianto et al., 2019). The collaboration carried out by the Alam Endah Tourism Village with the business sector begins by embracing MSMEs in the Tourism Village. In the Alamendah Tourism Village itself there is a group of MSMEs including there are strawberry farmers, vegetable farmers, Homestay management groups who are invited to collaborate to become part of the management of the Alamendah Tourism Village, these MSME groups are coordinated in such a way by the Natural Endah Tourism Village Pokdarwis and are part of the Tourism Village management called the GUAI group (Galery of Alamendah UMKM Indonesia).

Apart from the MSME group, collaboration is also carried out with travel agents. General findings show that travel and tourism agents have a crucial role in helping tourists visit villages. The involvement of the Indonesian Travel Company Association is very useful in combining tourist needs with the attractions offered by the village. Apart from that, travel and tourism agents also act as intermediaries between the market and village products (Putra, 2019). Alamendah Tourism Village itself, partners with 2 travel agents who connect Tourism Village products with international schools in Jakarta, educational tourism is a special attraction for international schools to learn directly in nature, and Alamendah Tourism Village has educational tour packages packaged in such a way that it becomes one of the advantages in attracting tourists to come to the Tourism Village, especially for school-aged children from elementary to middle school level.

There are several other collaborations with the business sector, e-commerce is also a partner, especially to provide alternatives for tourists to book tour/home stay packages such as the Mr. Aladin and Authorin, but the manager himself admits that the platform is limited to home stay bookings only, because the other packages available at the Alamendah Tourism Village are more tailored to tourists' needs, related to fixed prices, the number of tourists

coming, the packages needed This is due to the fact that more tourists are present in groups who take packages than individual or family tours.

Community

The community is both a subject and an object in tourism development, the community is one of the pillars that is filled with great energy from the young generation in the village. Elements in the Community enable the formation of networks and collaboration between scientific disciplines, as well as elevating the concept of 'innovation' beyond just an economic goal to a creative process in the creation of knowledge and innovation (Yunas et al., 2021). In the Ministry of Tourism and Creative Economy regulations Number 11 of 2022 concerning the Strategic Plan of the Ministry of Tourism and Creative Economy, Tourism and Creative Economy Agency for 2020-2024, the management of Community Based Tourism (CBT) tourism is the main key so that the benefits of tourism are as large as possible for the community (Nugroho & Numata, 2020). Community Based Tourism (CBT) is a strategic paradigm in the direction of tourism development in Indonesia.

Alamendah Tourism Village collaborates with the local youth community who are empowered to take part in the management of the Tourism Village. All the main administrators or coordinators of the Tourism Village, totaling 14 people, are native residents of Alam Endah Village, plus the MSME community, groups of farmers, livestock breeders, food sellers, traditionalists, homestay owners, artists, tour guides, outbound facilitators, all numbering almost 300 people. Based on the results of interviews in the field, the methods they used to reach out to the local community were quite effective, although at first the people were reluctant to join, but after seeing the development of the Alamendah Tourism Village, many people were interested in becoming part of the Tourism Village.

In the pentahelix collaboration (Pasanchay & Schott, 2021), the community plays a vital role as the main driver. This community consists of individuals who have similar interests and are in line with the vision that is being built. It is very important to accommodate and activate the potential and desires of the younger generation through this community, enabling them to collaborate and act together in realizing a shared vision. It is indeed not an easy thing to get the community involved in a program, especially since the program is entirely about empowering the community itself, there needs to be a special stimulus to convince the community to want to take part, and here the Government must take a more dominant role to be able to convince the community to want to get involved, especially active in the management of Tourism Villages.

1 **Media**

The media plays a significant role in the implementation of the Alamendah Tourism Village, in the development of the creative economy in Indonesia, both conventional media and social media, have an important role even though they operate as independent elements and are not directly influenced by other elements in carrying out their functions or roles (Umaryani, 2022). For social media, Alamendah Tourism Village has used Instagram, YouTube and even Spotify to market its products, other media such as Whatsapp and Email have become the main communication tools to connect with tourists, not just "having" Instagram media is enough to be updated and available. the person specifically tasked with managing it. It is acknowledged that digital marketing is very helpful in speeding up the promotion process, benefiting from managing human resources who already understand how to use social media, which is a distinct advantage for the Alamendah Tourism Village in promoting its tourism potential.

It's not just Alamendah's social media that is used in tourism promotion, the management also collaborates with outside parties, such as influencers including Mojangjajaa Bandung Regency who act as brand ambassadors, Instagram accounts such as @infokab.bandung and @JelajahCiwidey become other media to promote the village. Alamendah Tourism for Tourists and the results are quite effective. This is proven by the number of tourist visit data which increases from year to year, recorded from year to year, based on data from the number of visits to the Alamendah Tourism Village from 2021 reaching 1446 tourists, 2022 as many as 5793 tourists which is recognized as the highest number of visits and in 2023 there are 4094 tourists. In the current era of transparency, the media plays a crucial role in disseminating information. Its function is very core in communicating and socializing the results of development that occurs in the village.

4. CONCLUSION

The Pentahelix collaboration is actually the right model to support tourism development in accordance with the mandate (Permen) of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. Judging from the details above, there is no balance in the roles of each actor. In the Endah Nature Tourism Village itself, which is categorized as an Independent Tourism Village, it is realized that, apart from the community as the key main actor in the development of the Tourism Village, in reality the Government is also expected by the community to take a central role in the development of the Tourism Village, as a facilitator and core regulator in In this collaboration

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cycle, the Community can collaborate with the government as a regulator and act as a controller who has regulations and responsibilities in the development process. This includes various types of activities including planning, execution, supervision, control, promotion, allocation of funds, granting licenses, 15 programs, legislation, development and dissemination of knowledge, government innovation policies, as well as support for innovation networks and collaboration between the public and private sectors. . So the hope is, the government is not only an institution that has the authority to issue a policy/program and after that it is delegated to other actors, but there is great hope that by using this pentahelix collaboration scheme mode the government will continue to take the main role in encouraging and providing both moral and material stimulus, especially for managers and the Tourism Village community and their relationship with other stakeholders, including the community, academics, business sector and the media.

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