
Pentahelix Collaboration in Tourism Development Based on Local Wisdom in Batu City

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Abstract

The purpose of this study is to try to describe and analyze pentahelix collaboration in the development of tourism based on local wisdom in the post-covid pandemic improvement era. Based on Local Wisdom, Tourism Development is a flagship program in an effort to restore interest in visiting tourists after the COVID-19 pandemic in Batu City. This research was conducted using library research. This study found collaboration between actors in the pentahelix model in increasing tourism based on local wisdom, prioritizing unique forms that grow and develop in the community, natural tourism that is modified in such a way.

Keywords: tourism, pentahelix, local wisdom, batu city

INTRODUCTION

Sustainable development goals become the main reference for world countries in 2030 to realize the SDGs with the latest model or what can be called the nested model. This model looks at economic, social, and environmental relationships comprehensively, namely the economy is part of social and social is part of a mutually sustainable environment (Prihati, 2017). Therefore, the nested model in the SDGs explains that there is no separate goal between these three aspects. This proves that the environment is one of the six essential elements of the SDGs, namely Planet (planet), People (Human), Dignity (Marwah), Prosperity (Welfare), Justice (Justice), and Partnership (Partnership) that affect community activities, one of which is in tourism potential.

In Law No. 33 of 2004 concerning the Financial Balance between the Center and the Regions article 1 number 18 it is stated that Regional Original Revenue (PAD), is income obtained by the region which is collected based on regional regulations in accordance with statutory regulations. From an economic perspective, this sector has a broad forward linkage if it is developed, because it will be able to grow the tourism industry and its impact on the economic development of the community, which involves quite a lot of labor and is globally oriented.

The tourism sector plays an important role in the development of the nation's economy, as can be seen from the improvement and advancement of the level of economic welfare. Increasing welfare has an impact on human needs and lifestyles, which makes tourism a lifestyle or a basic part of needs. In Indonesia, the instrument for increasing foreign exchange earnings is through the tourism sector, which contributes significantly to national economic development. Tourism has considerable potential in developing countries such as Indonesia.

The tourism sector is designated as a sector that gets priority in national development in addition to the energy, infrastructure, maritime and food sectors (Franjaya & Prastiwi, 2020). This policy-making cannot be separated from the large natural and cultural potential that exists in Indonesia in improving welfare for the community. Indonesia is a country consisting of various islands and ethnicities with very diverse wealth in it, so that it becomes a big tourist attraction for local and foreign tourists (Ahman, Muhammad, Asma, Anita, & Revi, 2021).

Table 1 Data of Tourist Visits in Batu City

	2019	2020	2021
Wisatawan Nusantara (WINUS)	7.227.846	2.435.801	1.414.072
Wisatawan Mancanegara (WISMAN)	24.141	2.077	39
	7.251,987	2.437.878	1.414.111

Source: Batu City Disparta Data 30/10/2021

The table 1 explains the number of tourist visits, both domestic and foreign tourists, in 2019 as many as 7,251,987 visitors, in 2020 it decreased, where in 2020 the number of tourists was 2,437,878 visitors, and in 2021 it also decreased, where in 2021 the number of tourists was 1,414. 111 visitors.

This pandemic has prompted major changes in consumer behavior, namely (four) 4 mega shifts of behavior change. The first mega shift is the Stay At Home Lifestyle, which encourages consumers to have a new lifestyle by "working-living-playing at home" with social distancing trying to find solutions so that activities can be done at home, whether working, learning, or playing. The second mega shift is Bottom of the Pyramid, referring to Maslow's pyramid, consumers are now shifting their needs from the top of the pyramid, namely self-actualization and esteem to the bottom of the pyramid, namely the basic needs for food, health and safety for the body and soul. The third mega shift is Go Virtual, where consumers avoid physical contact and switch to using virtual/digital media. The fourth mega shift is Empathoc Society, the crisis will give birth to a new society that is full of empathy, compassion and full of social solidarity.

Efforts to strengthen tourism in the new normal era are impossible without the role and collaboration of stakeholders in supporting this. As the concept of Pentahelix collaboration, which is a model that involves elements of academia, business, government (government), community (community), and mass media. The history of the development of the concept of synergy in tourism development began with the triple-helix idea adopted from the theory of Etzkowitz &

Ley-des-dorff (Jahid, 2019). This triple-helix concept emphasizes the relationship between academia, industry and government.

In 2014, Lindberg developed a new concept called the quadruplehelix by adding elements of local communities as a complement to the triple-helix concept that had already developed. Meanwhile, the pentahelix concept was proposed by Riyanto in 2018 by involving the media, which currently has a very significant role in developing social capital for development. According to (Soemaryani, 2016) the pentahelix model is a reference in developing synergy between agencies to achieve goals. According to (Ram-persad, Quester, & Troshani, in Halibas, Sibyan, and Maat, 2017) the role of pentahelix collaboration has the goal of innovation and contributing to regional socio-economic progress. Pentahelix as a collaborative concept emphasizes the large role of stakeholders in tourism development. Stakeholders in pentahelix are (1) government, (2) industry/private sector, (3) academics, (4) community, and (5) media (Muhyi, 2017). The government as a policy maker has a role as regulation, guidance, implementation and supervision in tourism development. As in the new normal era, apart from monitoring health protocols, the government also needs to redesign tourism development policies.

Pentahelix (as shown in Figure 1 is a socio-economic development model that encourages a knowledge-based economy to pursue innovation and entrepreneurship through beneficial collaborations and partnerships between academia, government, industry, NGOs and entrepreneurs (Tonkovic, Veckie, & Veckie, 2015). Pentahelix has its origins in the Triple Helix of Etzkowitz and Leyesdorff (2000) in which a tri-lateral network of academics, companies, and governments join forces to take advantage of innovative research projects developed within educational institutions and make these projects viable products or services. commercial services (Etzkowitz & Leydesdorff, 2000).

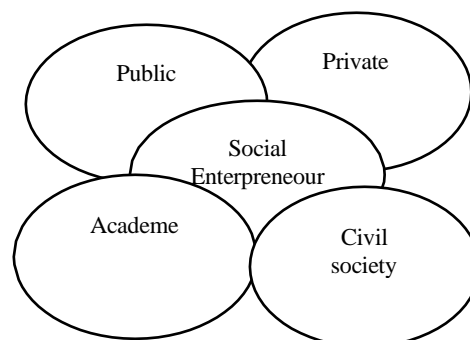


Figure 1. Pentahelix Calzada models, 2016

In the Pentahelix model, NGOs, communities, and entrepreneurs are added. These three actors, have important roles in promoting common goals for growth (Rampersad, Quester, & Troshani, 2010) and contributing to the socio-economic progress of the region. The best innovations are achieved when key actors have strong collaboration and partnerships (Von Stamm, 2004).

Tourism development based on local wisdom, of course, cannot be separated from collaboration between actors involved in tourism. Therefore, this study will focus on pentahelix collaboration in tourism development, resulting in a pentahelix collaboration model in order to increase tourism potential.

METHOD

The study of literature / literature (Library research) is the basis of this article, by conducting a study of international and national journals, as well as published literature. The analysis was carried out using a qualitative descriptive analysis method, namely discussing and explaining the situation and problems, then trying to analyze it logically, systematically, and consistently by examining in detail and in depth related to the problem.

RESULTS AND DISCUSSION

In detail, classifications of tourism objects from 66 attractions in Batu City are described as shown in the following table 2:

Table 2

Classification of Attractions in Batu City

No.	Classification of Attractions	Sightseeing Name	Location	Amount	Number of Tourist Attractions Based on Classification of Tourist Attractions
1	Natural tourism	Paralayang Gunung Banyak	Batu District	5	12
		Kusuma Agro Wisata			
		Tracking Gunung Panderman			
		Coban Rais			
		Wisata Berkuda Mega Star			
		Balitjestro	Junrejo District	3	
		Coban Putri			
		Beji Outbound "Graha Bunga"			
		Arboretum	Bumiaji District	4	
		Coban Talun			
		Goa Pandawa			
		Coban Kembar			
2	Artificial Tour	Jawa Timur Park 1	Batu District	20	41
		Alun-alun Kota Batu			
		The Bagong Adventure Museum Tubuh			
		Museum Satwa (JTP 2)			
		Batu Seceet Zoo (JTP 2)			

No.	Classification of Attractions	Sightseeing Name	Location	Amount	Number of Tourist Attractions Based on Classification of Tourist Attractions
		Batu Night Spectaculer (BNS)			
		Eco Green Park			
		Batu Wonderland Water Park			
		Batu Flower Garden			
		Taman Langit (Gunung Banyak)			
		Omah Kayu			
		Goa Pinus			
		Romantic Camp			
		Kusuma Agro Water Park			
		Museum Angkut			
		Balaikota Among Tani			
		Pasar Parkiran			
		Griya Herbal			
		Batu Rafting			
		Arung jeram.outbound.offroad			
		Pagupon Camp	Bumiaji District	15	
		Apache Camp			
		Rumah Oyot			
		Kampoeng Kidz			
		Wisata Sayur Wortel			
		Wisata Kampung Ijo			
		Wisata Arjuno Flora			
		Wisata Perah Susu Sapi			
		Wisata Petik Apel Tulungrejo (KTMA)			
		Taman Rekreasi Selecta			
		Taman Dolan			
		Lereng Goweng			
		Lego Spot			
		Kaliwatu Rafting			
		Batu Love Garden (BALOGA - JTP 4)			
		Jawa Timur Park 3	Junrejo District	6	
		Dusun Berau			
		Predator Fun Park			
		Kampung Sapi Adventure			
		De Berran			
		Sahabat Air Rafting			

No.	Classification of Attractions	Sightseeing Name	Location	Amount	Number of Tourist Attractions Based on Classification of Tourist Attractions
3	Tirta Tourism	Tirta Nirwana Songgoriti	Batu District	2	5
		Pemandian Air Panas Alam Songgoriti			
		Pemandian Air Panas Cangar	Bumiaji District	2	
		Kaliwatu Rafting			
		Sahabat Air Rafting Outbound	Junrejo District	1	
4	Culture tour	Masjid Agung An- Nuur	Batu District	6	8
		Klentheng Kwan Im Thong			
		Candi Supo			
		Gereja Jago (GPIB Margo Mulyo)			
		Wisata Religi Hidayatulloh			
		Sendratari Arjuna Wiwaha			
		Wisata Pura Luhur Giri Arjono	Bumiaji District	1	
		Vihara Damadhipa Arama	Junrejo District	1	
Total					66

Source: Batu City Culture and Tourism Office (2021)

Artificial Tours reach 59% of the total tourist attractions or 41 attractions, which offer diversity and uniqueness of artificial tourism such as parks, museums, playgrounds and zoos. While other tours, such as 17% historical tourism, 15% spiritual tourism and 9% artificial tourism. Having quite a lot of Artificial Tours and other tours that are no less interesting, has made the local government set one of the targets for regional development, namely increasing the potential and carrying capacity of regional tourism and tourist visits.

The strategies adopted to achieve these targets include:

1. Develop a visionary, integrated, and holistic tourism development plan for Batu City, with a policy direction
2. Developing competitive and sustainable Tourism Destinations with policy directions
3. Develop synergistic, competitive, and responsible tourism marketing communications with policy directions
4. Develop a competitive and credible tourism industry with policy directions

5. Develop effective, efficient and professional Tourism Institutions, with direction policy (Regional Medium-Term Development Plan (RPJMD))

The Pentahelix Collaboration Strategic

The Pentahelix Collaboration Strategic planning of a tourist destination or destination is a complex task due to the interdependence of various stakeholders and fragmented control over the destination's resources (Jamal & Getz, 1995). Therefore, the development of sustainable tourism at the regional level requires cooperation and collaboration between actors through optimizing the roles of business, government, community, academic and mass media as stated in the Minister of Tourism Regulation Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. The actual understanding of collaboration is different from several other concepts that mean collaboration, put forward by Peter Shergold (2008), by distinguishing four concepts that reflect a process of transformation to an understanding of collaboration, as illustrated in the table:

Table 1. Collaborative Transformation Process

<i>Command</i>	<i>The process of centralized control-with clear lines of hierarchiel authority</i>
<i>Coordination</i>	<i>The process of collective decision making-imposed on participating institutions</i>
<i>Cooperation</i>	<i>The process of sharing ideas and resources-for mutual benefit</i>
<i>Collaboration</i>	<i>The process of shared creation-brokered between autonomous institutions</i>

Sumber : (Wanna & Shergold, 2008:20)

The four understandings of the above concepts are; Command (Command), Coordination (Coordination), cooperation (cooperation) and collaboration (collaboration). The difference between the four concepts lies in the nature of the purpose of cooperation and the form of dependence. Command as a centralized control process with clear lines of hierarchical authority. Coordination as a collective decision-making process imposed on the participating institutions. Cooperation as a process of sharing ideas and resources for mutual benefit. Meanwhile, collaboration is a process of co-creation mediated between autonomous institutions. Of the four understandings of this concept, the aspect of the autonomy of the parties in a collaborative relationship is a differentiating factor with other concepts.

The management of public affairs is further developed by the concept of Collaborative Governance. The core of the terminology Chris Ansel and Alison Gash put forward Collaborative governance as the involvement of non-government stakeholders in handling public policies. The term stakeholder refers both to the participation of citizens as individuals with the participation of organized groups of stakeholders. Collaboration implies two-way communication and influence between institutions and stakeholders, meeting together in a deliberative and multilateral process and being directly involved in decision making, collaboration also implies that non-state stakeholders will have real

responsibility for policy outcomes (Ansell & Gash, 2008). A more applicable understanding of collaborative governance is put forward by Sink 1998 (in Dwiyanto, 2015: 253), that collaborative cooperation is a process in which organizations that have an interest in a particular problem try to find solutions that are determined jointly in order to achieve goals. which they cannot achieve on their own.” This conceptual understanding shows that Collaborative Governance is based on the goal of solving common problems or certain issues of the parties involved. A case study by Getz and Jamal (1995) in the rapidly growing mountain tourism destination of Canmore, Alta (Canada) notes clearly that collaborative change efforts are being attempted at various levels in overall tourism and regional development plans, for example, among groups the local environment, between cities, and through community and non-profit organizations (Jamal & Getz, 1995). In essence, the concept of collaborative governance arises when the government does not only rely on internal capacity in solving public problems through certain policies or programs.

Experts argue that in every policy process always involves multiple actors in it. Actors are an important concern in successful implementation (Nutt & Backoff, 1993). Howlett and Ramesh (1995), suggested that the actors who play a role in policy consist of: elected officials; appointed officials (appointed officials); interest groups (interest groups); research organizations such as universities and expert groups or policy consultants; and mass media (mass media). Limited resources and networks encourage the government to collaborate with various parties. The collaboration elements referred to in this study are the government, academia, the private sector/businesses, the community or the community, and the mass media or better known as the Pentahelix model. These elements are further elaborated or further detailed as follows:

a. Government

The government organization, namely the bureaucracy, is seen as the most responsible administrative agent in policy implementation. One component of backward mapping that supports implementation is the implementing structure (Elmore, 1980). In both developed and developing countries (NSB). Great authority on the bureaucracy to fully control the "area" of policy implementation in its area of operation due to the mandate of the legislative body (Yuningsih, Darmi, & Sulandari, 2019). The local government bureaucracies are expected to be involved in the pentahelix model of tourism development in Batu City, namely the Regional Technical Service or Institution that has a role in tourism, culture and arts affairs; tourism development planning arranged in the Strategic Plan (Renstra); providers of access and infrastructure related to tourism; facilitate industry and trade; facilitate agriculture; facilitate investment and one-stop integrated services; enforcing regulations and controlling the area around the tourist attraction; as well as the service or technical institution that manages the border, considering that several tourist attractions are located in the border area. Bureaucracy as the main actor in the implementation of public policy, but in the implementation of policy another actor who is also involved is the legislature. The legislature is involved in implementation when it participates in determining

various specific regulations, as well as carrying out the roles of legislation, budgeting, and controlling.

b. Academics

Academics as actors who are often involved in policy, have expertise and are research institutions that play a role in policy implementation. In tourism development, academics in this case universities and research institutions play an important role in shaping a knowledge-based society. The capacity of academics in the study of Halibas, Sibayan & Maata (2017) is to shape society through the provision of the required skilled workforce, so that economic knowledge can develop. In addition, it prepares students to think critically and develop talents and produce knowledge and skills that are innovative, enterprising and entrepreneurial (Halibas et al., 2017). Innovation is the key word in the involvement of academics, in the dissemination of information as well as the application of technology, entrepreneurship through beneficial collaborations and partnerships between academia, government, business, community and mass media. The involvement of universities in Batu City contributes to the advancement of tourism, as well as local socio-economics.

c. Business

The number of tourist attractions in Batu City is an opportunity for the community to be able to move the regional economy by becoming a businessman/entrepreneur. Business in the tourism sector is quite busy, this is influenced by the role of social media in promoting existing tourist destinations. Thus providing opportunities for the community to do business in the tourism sector. Business products that can be developed in this case are services provided to consumers, such as: tourism objects as the main product offered; transportation (tour&travel airline ticket providers, vehicle rental/transportation providers); tour guides (business owners can employ people around tourist objects to become tour guides); accommodation or lodging; and culinary businesses, as well as services or products that are tailored to the needs and desires of customers.

d. Community

Another actor who plays a role in tourism is the community. Communities in this study are defined as local communities in the broadest sense, as well as customary law communities as owners of ulayat rights, as well as groups formed such as regional arts councils, non-governmental organizations (NGOs), or groups based on interests or hobbies, which aim to explore or promote tourism in the area. The community is one of the stakeholders, has a role in tourism development. The role of the community, starting from planning to implementing tourism development in the region. The concept of Community Based Tourism (CBT) tries to explain the role of the community in tourism, which is placed as the main actor through empowerment, so that the priority of tourism benefits is allocated as much as possible for the welfare of the local community. The inseparable relationship between the customary law community in Papua and natural resources, as a means to maintain and maintain life and cultural identity as

a spiritual aspect, a source of economic life and other life development, reinforces the concept of tourism development based on local wisdom in Malang City. Local wisdom as a cultural advantage of the local community is related to geographical conditions in a broad sense and as a product of the past culture. The value system that has been running in cultural and community life forms a pattern that may be biased or even completely lost in the life process of the local community. In order for the system of cultural values and all aspects contained in the form of local or other wisdom to be preserved, then all elements of both the government, the community, the private sector always strive to maintain these cultural values (Maturbongs, Suwitri, Kismartini, & Purnaweni, 2019). Groups formed such as local arts councils, NGOs, or groups based on interests or hobbies, with the aim of exploring or promoting tourism in the area. These groups have a role in providing ideas, ideas and input to potential sectors that can act as drivers of other sectors or are called leading sectors. In addition, groups or communities such as Bloggers, photography communities, other tourism activists as promotion of regional tourism destinations and events.

e. Mass media

One of the actors in tourism development is the mass media. Mass media as a means of policy socialization and communication, as well as a link between government and society (Howlett & Ramesh, 1995). The mass media in today's modern society continues to experience rapid development. Initially, we only knew that mass media was divided between print media such as newspapers, magazines and other print media, as well as electronic media in the form of television and radio broadcasts. Meanwhile, nowadays, along with the development of technology and the internet, new media have emerged, namely social media such as; Facebook, Instagram, Twitter, YouTube and more. A medium that is able to combine/integrate/converge all media characteristics from previous forms, while still focusing on the communication process. The emergence of new media that continues to grow is useful for social interactions between humans that are digital, networked and computerized as an effect of sophistication in technology, information and communication (Kurnia, 2005).

Social interactions that are easily established in communicating for example through the use of social networks such as Facebook, Instagram, YouTube, Twitter and so on, prove that modern communication is not hindered by distance and time. The ability of the mass media to disseminate information without being limited by the dimensions of space and time is utilized in the tourism sector. The region continues to promote tourism objects that can attract the interest of tourism connoisseurs themselves, be it natural tourism, cultural tourism, spiritual tourism and other types of tourism. Currently, with the ease of accessing social media by anyone, anytime and anywhere, people are starting to leave conventional promotional methods such as through print and electronic media, and switch to the use of social media which is considered effective. This is evidenced by the emergence of accounts both officially managed by the government, non-governmental organizations (NGOs), communities, and private property by displaying and recommending tourist destinations to visit.

Tourism

The definition of tourism according to Norval in Muljadi and Nurhayati (2002: 80) is the overall activity related to the entry, stay, and movement of foreign residents inside or outside a certain country, city, or region. According to a broader definition put forward by Kodhyat (1983: 4) tourism is a journey from one place to another that is temporary, carried out individually or in groups, as an effort to find balance and happiness with the environment in the social, cultural, natural and social dimensions. knowledge. Furthermore, according to Musanef (1995:11) defines tourism as a trip that is carried out for a while, which is carried out from one place to another to enjoy sightseeing and recreational trips.

According to Yoeti (2008:8) tourism must meet the following four criteria, namely: 1) travel is carried out from one place to another, travel is carried out outside the place of residence where the person usually lives; 2) the purpose of the trip is done solely for fun, without earning a living in the country, city or DTW visited. 3) the money spent by the tourist is taken from his country of origin, where he can stay or stay, and is not earned because of the results of his business during the tour he is doing; and 4) the trip must be at least 24 hours or more. In terms of tourism, there are four factors that must exist within the boundaries of a definition of tourism. These factors are that the trip is carried out from one place to another, the trip must be associated with people who travel solely as visitors to the tourist spot. 2. Tourism Development Strategy According to Suryono (2004:80) the strategy is principally related to the following issues: Policy implementation, determination of objectives to be achieved, and determination of ways or methods of using infrastructure. Strategy is always related to 3 things, namely goals, means, and means. Therefore, the strategy must also be supported by the ability to anticipate existing opportunities. In carrying out its functions and roles in regional tourism development, local governments must make various efforts in developing tourism facilities and infrastructure.

Intention to visit again

The intention of visitors to return to tourist attractions will consider several factors and will decide to visit again or cancel the intention to visit again. Carrying out promotional activities for return visits to tourist destinations is very important to know the determinants of revisit intentions (Alegre and Caldera, 2009). Revisit intention is the desire of tourists to revisit the same tourist destination (Huang et al., 2015). Revisit intention refers to the desire to visit the same tourist destination for the second time within a certain period of time (Cole & Scott in Stylos et al., 2016). There are four indicators that can measure the intention of returning tourists (Huang and Hsu, 2009), namely (1) Intend to revisit is the intention of visitors to visit tourist attractions in the near future, (2) Plan to revisit is a full plan to visit tourist attractions. in the future, (3) Desire to revisit is the desire of visitors to visit tourist attractions again, and (4) Probably will revisit is the possibility of visiting again. There are three indicators that can measure the intention to revisit (Cronin and Taylor, 2015) namely 1) Plans to revisit, 2) Interest in visiting references, 3) Interest in visiting preferences.

CONCLUSION

Collaboration that is built with the interrelationships between actors in the pentahelix model, starts from the planning stage of sustainable tourism development. The role of each actor is to always try to do their best for tourism development that has an impact on society and nature. The involvement of indigenous peoples through Community Institutions is an effort to maintain local wisdom that has grown and taken root in the local community.

Optimizing pentahelix in the development of tourism based on local wisdom, can be done by increasing coordination and collaboration between fellow actors in the region; Strengthening institutional capacity for services and technical institutions that have a role in the development and promotion of tourism, culture and arts in Malang City. Further research is expected to analyze in depth about the roles, and forms of collaboration of each actor by conducting in-depth interviews with informants.

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