



The Effectiveness of Penta Helix Collaboration In Overcoming The Stagnation of Tourism Village Development: A Case Study of Cirerek Tourism, Karyamekar Village, Garut Regency

Eeng Sumarna ¹, Ahmad Geohansa ², Ikeu Kania ³

¹ Garut University, Garut Regency, West Java, Indonesia. Email: 24094124004@pasca.uniga.ac.id

² Garut University, Garut Regency, West Java, Indonesia. Email: 24094124002@pasca.uniga.ac.id

³ Garut University, Garut Regency, West Java, Indonesia. Email: ikeukania@fisip.uniga.ac.id

Corresponding Author. Email : ikeukania@fisip.uniga.ac.id

Abstract:

Background. The development of tourist villages in Indonesia, especially in Garut Regency, often faces stagnation despite the implementation of various collaborative approaches.

Aims. This study aims to evaluate the effectiveness of the Penta Helix model collaboration in overcoming the stagnation of the development of Cirerek tourism village in Karyamekar Village, Garut Regency.

Methods. The research method uses a qualitative approach with data collection techniques through observation, interviews, and FGD with key informants of the five leading actors of Penta Helix: the government, the community, academics, business actors, and the media.

Result. The results indicate that there is still a weak synergy between actors, limited institutional capacity, and less optimal promotional strategies.

Conclusion. An adaptive collaboration model rooted in local cultural values is needed to support the sustainability of village tourism.

Keywords: Penta Helix, Tourism Village, Collaboration, Stagnation, Cirerek



© 2025 The Author(s). This article is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source.

INTRODUCTION

Tourism has become one of the leading sectors in national economic development, especially in encouraging local economic growth and poverty alleviation. One form of implementing locally-based tourism is the development of tourist villages, which integrate the natural potential, culture, and local wisdom of the community as the main attractions. Tourism villages not only serve as recreational destinations, but also as a vehicle for community empowerment through direct involvement in planning, management, and utilization of local potential.

Karyamekar Village in Cilawu District, Garut Regency is one of the villages that has quite promising natural potential, especially in the Cirerek tourist attraction. The area boasts a

natural landscape of hills and pine forests, making it an ideal location for the development of ecotourism and adventure-based tourism. However, this potential has not been maximized optimally due to various structural and social obstacles that hinder its development process.

One of the main obstacles faced is the stagnation of development, characterized by slow improvements in facilities, low tourist visits, and a lack of effective promotional programs. This situation highlights the need for a more balanced approach to the management and development of tourist villages, which can be achieved through multi-actor cooperation. Therefore, a more collaborative development approach is needed, one of which is through the Penta Helix model.

The Penta Helix model emphasizes the importance of involving five main elements in development: the government, society, academia, business actors, and the media. Effective collaboration among these five actors is believed to create synergy in formulating policies, providing resources, and implementing sustainable tourism village development programs. In the context of Cirerek tourism, the application of this model still faces various challenges that require further study.

Based on this background, this study aims to analyze the effectiveness of Penta Helix collaboration in overcoming the stagnation of Cirerek tourism development. This research also aims to identify the factors that inhibit and support collaboration among actors, as well as formulate relevant strategies to enhance the effectiveness of cross-sector cooperation in Karyamekar Village.

The results of this research are expected to contribute both theoretically and practically to efforts aimed at developing tourism villages through multi-actor collaboration. In addition, the findings of this study are also likely to serve as a reference for local governments, academics, business actors, the media, and local communities in designing a participatory, sustainable, and locally relevant tourism village development model that is tailored to their regional characteristics.

LITERATURE REVIEW

Tourism villages are a key concept in community-based tourism development, emphasizing the utilization of local potential that encompasses both natural and cultural aspects. According to Gao and Wu (2017), tourism villages are a crucial instrument in rural revitalization, as they foster economic growth through active community participation. The concept of Community-Based Tourism (CBT), widely adopted in the development of tourist

villages, emphasizes the direct involvement of local communities in destination management, aiming to improve community welfare and sustainably preserve the environment (Dolezal & Novelli, 2022).

The success of tourism village management is greatly influenced by strong collaboration between stakeholders. One of the approaches that is gaining widespread use in tourism development is the Penta Helix model. This model involves five key actors: government, society, academics, business actors, and the media. Sumarto et al. (2020) stated that cross-sector collaboration through the Penta Helix approach can accelerate the achievement of Sustainable Development Goals, as well as strengthen the position of destinations in global tourism competition.

In the context of tourism village development, each element in the Penta Helix model has a complementary role. The government plays a role in regulation and facilitation, while the community is the leading actor. Academics provide research and capacity building, business actors offer financial support and innovation, and the media promote destinations at large. When the synergy between these five elements operates optimally, the development of tourism villages will be more directed, adaptive, and able to respond to local challenges effectively (Pratiwi et al., 2024).

However, the reality is that many tourist villages in Indonesia are experiencing stagnation in their development. A lack of communication between actors, low local institutional capacity, and a limited use of media and information technology for promotion generally cause this stagnation. Tubastuvi et al. (2023) emphasized that without consolidation between Penta Helix elements, tourism village development strategies are often not implemented in a sustainable manner. In addition, limited funds, human resources, and unclear roles also worsen the situation.

In several case studies, including those in Indonesia, it has been found that the application of the Penta Helix approach is still often symbolic and has not yet been consistently implemented at the operational level. This is exacerbated by the absence of regular coordination forums, weak monitoring and evaluation, and low trust between actors. Therefore, the development of tourism villages based on the Penta Helix needs to be redesigned to bridge cross-sectoral interests, grounded in local wisdom, and supported by an inclusive and sustainable communication system. Inhibiting factors include a lack of communication, inadequate institutional capacity, and insufficient digital promotion.

METHODS

This type of research employs a qualitative approach with a descriptive orientation. This research aims to understand the dynamics of collaboration between Penta Helix elements in the development of the Cirerek tourism village in Karyamekar Village, Cilawu District, Garut Regency, in depth. This approach is used to contextually explore social phenomena by basing it on the perceptions and experiences of the actors involved.

The location of the research was determined purposively, namely in Karyamekar Village, which has the potential for Cirerek natural tourism but has stagnated in its development. The research was conducted over three months, from January to March 2025, to gather comprehensive and in-depth data.

The research subjects were selected using purposive sampling techniques, taking into account the involvement and knowledge of informants in the development of Cirerek tourism. The informants consist of five main elements of Penta Helix, namely: village government officials, community leaders, local business actors, academics in the tourism sector, and local media representatives who have covered tourism village activities.

Data collection techniques were employed through in-depth interviews, participatory observations, and documentary studies. The interview guide is designed in a semi-structured manner, allowing the researcher to explore broader and more contextual answers. Observations are used to understand the interactions and activities that occur in the field, while documentation is used to reinforce findings from interviews and observations.

The data obtained was analyzed using a thematic analysis approach, with the following steps: transcription of interview results, data coding, grouping into central themes, and concluding. The validity of the data is strengthened through the triangulation technique of sources and methods. With this approach, it is hoped that the research can produce a holistic picture of the condition of Penta Helix's collaboration in sustainably developing Cirerek tourism.

DISCUSSION

The results of the study show that the development of Cirerek tourism in Karyamekar Village is still not running optimally. Although the natural potential is quite promising, with the existence of pine forests and hills that are suitable for ecotourism, there is no integrated strategy among stakeholders. Collaboration between Penta Helix elements has not yet formed a strong synergy, mainly due to a lack of coordination and long-term planning.

The village government plays a role in preparing basic plans and limited budgeting for tourism development, but faces obstacles in the form of limited human resource capacity and budget constraints. Community participation is limited only to labor and cooperation activities, which have not been directed to professional management. This indicates that local initiatives are insufficient to promote Cirerek tourism as a leading destination.

The involvement of academics and business actors remains minimal. Academics are only present in the early stages in the form of mentoring, but do not continue in regular partnerships. Meanwhile, business actors only support in the form of small sponsorships and seasonal bazaars, without adequate market guarantees and incentives. The media, as an important element in promotion, is also often absent when there is an annual event without a sustainable digital communication strategy.

From interviews with key informants, several fundamental issues were found. Mr. Sonjaya stated that the lack of precise coordination between tourism development actors often prevents plans from being implemented. Mr. Asep complained about budget constraints and the absence of clear initiatives for starting development. This reflects the weak coordination system and cross-sector initiatives that are an important requirement in the Penta Helix model.

The community has a desire to be actively involved in tourism development, but they are unsure of where to begin. As conveyed by Mrs. Yuyun, no training or coaching has been carried out for residents. This highlights the importance of enhancing community capacity as the primary actor in the Community-Based Tourism approach. Without training and direction, community involvement will remain passive.

Socio-cultural aspects are also important considerations in tourism development. The concerns expressed by Mr. Emay about the shift in traditional values due to tourism show that development cannot be only economically oriented. An approach based on local wisdom is necessary to ensure that tourism develops in harmony with cultural preservation. Local values such as "sauyunan" (togetherness) and "silih simbeuh" (mutual support) should serve as a foundation for building collaboration among the elements of Penta Helix.

The Penta Helix actors' engagement table reinforces the field finding that only village governments and communities exhibit a moderate intensity of engagement, while other actors remain at low levels. This creates inequality in the network of cooperation that is supposed to reinforce each other. Without the active presence of academics, business actors, and the media, tourism development tends to be slow and sporadic.

Overall, the lack of regular communication forums and periodic evaluation mechanisms is a significant obstacle to building long-term synergy among actors. The planning and implementation of tourism programs is still incidental and not based on data. Therefore, it is necessary to establish an integrated management unit and prepare a roadmap for the development of Cirerek tourism that is inclusive and based on local potential.

CONCLUSION

The results of this study indicate that the development of Cirerek tourism in Karyamekar Village is still encountering various obstacles, particularly in terms of synergy among the elements of the Penta Helix model. The village government and the community have indeed shown a relatively active role, but it has not been balanced with significant contributions from academics, business actors, and the media. This role inequality causes tourism development initiatives to be not integrated and has not been able to encourage sustainable progress.

Limitations in communication and coordination between actors, a lack of training and community capacity building, and the absence of collaborative forums are the primary factors inhibiting the implementation of the Penta Helix model. In addition, conventional and unsustainable promotional strategies weaken the potential attraction of Cirerek tourism in the eyes of both local and foreign tourists.

Field findings indicate that tourism development cannot be undertaken partially or top-down. There is a need for an inclusive, participatory, and locally based approach that upholds local values such as "sauyunan" and "silih simbeuh," which foster community cooperation and solidarity. This approach is believed to foster a sense of belonging and shared responsibility in building tourist villages.

Thus, it can be concluded that the success of developing Cirerek tourism villages is highly dependent on strengthening cross-sector collaboration, increasing institutional capacity, and establishing a participatory and long-term-oriented planning system. The Penta Helix model needs to be adapted by considering local social and cultural dynamics to be more contextual and applicable at the village level in the development of Cirerek tourism. An integrative strategy, grounded in local wisdom and a participatory planning system, is necessary to achieve sustainable village tourism.

IMPLICATIONS

This research makes a theoretical contribution to the study of tourism development based on multi-actor collaboration. The Penta Helix model studied in the local context shows that the success of collaboration depends not only on the formal involvement of each actor but also on the quality of interaction, communication, and the suitability of the approach with the cultural values of the local community. Thus, this research can serve as the basis for developing tourism collaboration concepts that are more adaptable to local realities.

Practically, these findings provide input for village governments and related institutions to develop tourism village development policies that are more inclusive and participatory. Local governments can facilitate the establishment of cross-sector forums as a forum for planning, implementing, and evaluating tourism programs. In addition, training the community and increasing the role of academics and business actors through sustainable partnerships are crucial for strengthening local capacity.

For the community, this research can increase awareness of the importance of active involvement in the development of tourist villages. The community's participation extends not only to technical implementation but also to strategic partnership in preserving village culture and nature. With collaboration based on local beliefs and values, tourism development is not only a new economic resource but also a medium for strengthening community identity and solidarity.

Acknowledgement

Thank you to the Karyamekar Village Government, informants, and all parties who supported this research.

BIBLIOGRAPHY

- An Nuur. (2025). *Guidelines for Writing Scientific Articles for ANN Journals*. Jakarta: ANN Publisher.
- Arintoko, A., Ahmad, A. A., Gunawan, D. S., & Supadi, S. (2020). Community-based tourism village development strategies: A case of Borobudur tourism village area, Indonesia. *Geo Journal of Tourism and Geosites*, 29(2), 398–413.
- Chen, X., & Li, J. (2024). Facilitating knowledge-driven economic and social development: The significance of demographic transformation in tourism villages in China. *Journal of the Knowledge Economy*, 15(3), 13890–13918.
- Dolezal, C., & Novelli, M. (2022). Power in community-based tourism: empowerment and partnership in Bali. *Journal of Sustainable Tourism*, 30(10), 2352–2370.
- Fafurida, F., Purwaningsih, Y., Mulyanto, M., & Suryanto, S. (2023). Tourism Village Development: Measuring the Effectiveness of the Success of Village Development. *Economies*, 11(5), 133.
- Gao, J., & Wu, B. (2017). Revitalizing traditional villages through rural tourism: A case study of Yuanjia Village, Shaanxi Province, China. *Tourism Management*, 63, 223–233.

- Juma, L. O., & Khademi-Vidra, A. (2019). Community-based tourism and sustainable development of rural regions in Kenya; Perceptions of the citizenry. *Sustainability*, *11*(17), 4733.
- Kubickova, M., & Campbell, J. M. (2020). The role of government in agro-tourism development: A top-down bottom-up approach. *Current Issues in Tourism*, *23*(5), 587–604.
- Kusumastuti, H., Pranita, D., Viendyasari, M., Rasul, M. S., & Sarjana, S. (2024). Leveraging Local Value in a Post-Smart Tourism Village to Encourage Sustainable Tourism. *Sustainability*, *16*(2), 873.
- Ma, X. L., Dai, M. L., & Fan, D. X. F. (2020). Cooperation or confrontation? Exploring stakeholder relationships in rural tourism land expropriation. *Journal of Sustainable Tourism*, *28*(11), 1841–1859.
- Manaf, A., Purbasari, N., Damayanti, M., Aprilia, N., & Astuti, W. (2018). Community-based rural tourism in inter-organizational collaboration: How does it work sustainably? *Sustainability*, *10*(7), 2142.
- Moschin, A. (2020). The barriers to sustainable tourism development in Tanzania—Analysing stakeholder perspectives in Mwanza. Master thesis. Universitat Innsbruck.
- Nainggolan, M., Ardika, I. W., Ardhana, I. K., & Setiawan, I. K. (2020). Pentahelix model application for tourism development strategy. *International Journal of Linguistics, Literature and Culture*, *6*(2), 12–18.
- Nunkoo, R. (2017). Governance and sustainable tourism: What is the role of trust, power and social capital? *Journal of Destination Marketing & Management*, *6*(4), 277–285.
- Parantika, A., Wibowo, F. X. S., & Wiweka, K. (2020). The Development of Thematic Tourist Village of Mulyaharja Bogor Based on Community Empowerment Approach. *TRJ Tourism Research Journal*, *4*(2), 113–132.
- Pratiwi, R., Takhim, M., Wardhani, R., Novia, W., Sonjaya, A., Rahman, A., Basmar, E., & Pambudi, B. (2024). The Collaboration of Penta Helix to Develop Halal Tourism Villages in Batang, Central Java. *International Journal of Sustainable Development & Planning*, *19*(7).
- Rahmawati, R., Apriliani, A., & Sastrawan, B. (2020). Stakeholder involvement through a partnership model for sustainable tourism development. *International Journal of Psychosocial Rehabilitation*, *24*(8), 8153–8168.
- Ratnasari, R. T., Gunawan, S., Mawardi, I., & Kirana, K. C. (2021). Emotional experience on behavioral intention for halal tourism. *Journal of Islamic Marketing*, *12*(4), 864–881.
- Sumarto, R. H., Sumartono, S., Muluk, M. R., & Nuh, M. (2020). Penta-Helix and Quintuple-Helix in the management of tourism villages in Yogyakarta City. *Australasian Accounting, Business and Finance Journal*, *14*(1), 46–57.
- Tubastuvi, N., Winarni, D., & Dewandaru, R. O. (2023). Tourism village development strategy using Analytic Network Process (ANP). *International Journal of Research in Business and Social Science*, *12*(3), 530–541.
- UNWTO. (2021). Tourism and Rural Development. Retrieved from <https://www.unwto.org/rural-tourism> [Accessed April 10, 2025].
- Yasir, Y., Firzal, Y., Sulistyani, A., & Yesicha, C. (2021). Penta helix communication model through community based tourism (CBT) for tourism village development in Koto Sentajo, Riau, Indonesia. *GeoJournal of Tourism and Geosites*, *37*(3), 851–860.
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). Thousand Oaks, CA: Sage Publications.
- Sugiyono. (2019). *Qualitative, Quantitative, and R&D Research Methods*. Bandung: Alfabeta.