

## PENTAHHELIX APPROACH FOR ACHIEVING INTEGRATED AND SUSTAINABLE TOURISM DEVELOPMENT

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### Abstract

This research focuses on Sumbermujur Village in Lumajang Regency, Indonesia, which possesses significant potential for natural, man made, and cultural tourism. The research aims to explore the implementation of the pentahelix Model for developing integrated and sustainable tourism. The research is motivated by the challenges of fostering sustainable tourism in rural areas and the need for a collaborative approach that involves key stakeholders, highlighting the urgency of this research. Utilizing the Delphi method, this research engages various stakeholders, including local government, community members, tourism operators, academics, and research institutions, to achieve consensus on a sustainable tourism development model. The research process includes identifying key tourism challenges, designing the pentahelix model through cross-sector collaboration and community involvement, validating the model, and providing policy recommendations. The research results show that in tourism development in Sumbermujur Village, four stakeholders have had cooperative relationships, namely academics, local communities, government, and media. In contrast, private business people involved in tourism have not been involved in the cooperation. To achieve integrated and sustainable tourism development based on the pentahelix model, closer collaboration is needed, especially by involving private businesses. Optimal cooperation between stakeholders in this Penta helix model can positively impact increasing the tourism economy and maximizing the utilization of tourism potential.

**Keywords:** *pentahelix, tourism development, sustainable, collaborative, Delphi.*

### 1. INTRODUCTION

Tourism is a sector with the potential to create changes in the economy sector through regional development, job creation, environmental and natural resource utilization, the provision of public services, and community empowerment. Tourism serves as a driver of national development. If a country aims to progress rapidly, the development and enhancement of the tourism sector must be prioritized (Rosardi, 2020). The objectives of tourism development include increasing economic growth, improving the welfare of the people, eliminating poverty, addressing unemployment, conserving nature, the environment, and resources, promoting culture, enhancing the national image, fostering a sense of patriotism, strengthening national identity and unity, and promoting international friendship (Sedarmayanti et al., 2018).

The Ministry of Tourism and Creative Economy continues to strive to enhance tourism in Indonesia by utilizing the potential of natural and cultural wealth in each region (Antara & Mandala, 2023). Efforts for the development and improvement of tourism are outlined in the Minister of Tourism and Creative Economy Regulation Number 9 of 2021 on Guidelines for Sustainable Tourism Destinations. This regulation specifies criteria for sustainable tourism development, which include sustainable management, social and economic sustainability, cultural sustainability, and environmental sustainability, all aligned with the Sustainable Development Goals (SDGs) as development objectives for countries worldwide. Tourism development can be applied across various regional scopes. The large-scale areas for tourism development include urban, rural, mountainous, coastal regions, or a combination of these four areas. Meanwhile, small-scale tourism development can be implemented in national parks, groups, tourist villages, local communities, and similar settings.

Lumajang Regency is one of the regencies in East Java with potential for both natural and man-made tourism. However, there are challenges and tourism issues currently facing Lumajang Regency. According to the Strategic Plan of the Lumajang Tourism Office for 2024-2026, the strategic tourism issue for Lumajang Regency is

the development of regional tourism potential to enhance the local economy. Efforts to boost tourism are being made by establishing Lumajang Regent Regulation Number 79 of 2014 regarding the "one sub-district, one tourist village" initiative (Erlambang, 2022). One of the tourist villages with significant potential in the tourism sector is Sumbermujur Village.

This research is based on the urgent need to develop the tourism sector in Sumbermujur Village, Lumajang Regency, using an integrated and sustainable approach through the pentahelix model. In this context, the pentahelix model refers to the involvement of five main sectors: government, industry, academia, community, and media, to achieve holistic tourism development. Although several studies have investigated tourism development models focusing on various aspects such as community participation, sustainability, and local empowerment, there has been no research specifically applying the Delphi method to analyze the potential and barriers to implementing the pentahelix model at the village level. This research includes innovation in the context of combining the pentahelix model with the Delphi method to identify issues, potential, and relevant solutions for local tourism development, in line with the Superior Research on Regional Planning at Jember University, particularly in the themes of regional development and the sub-themes of community empowerment and environmental sustainability. The specific aim of this research is to develop a concrete action plan to enhance the quality of tourism in Sumbermujur Village by involving all relevant stakeholders and promoting sustainable partnerships among the government, industry, academia, community, and media (Sirakaya & Uysal, 2016; Carlsen & Butler, 2011; Nunkoo & Gursoy, 2012). This research not only contributes theoretically to the literature on sustainable tourism development but also provides practical value by producing strategic guidelines for policymakers, tourism entrepreneurs, and local communities to sustainably enhance the tourism potential of Sumbermujur Village.

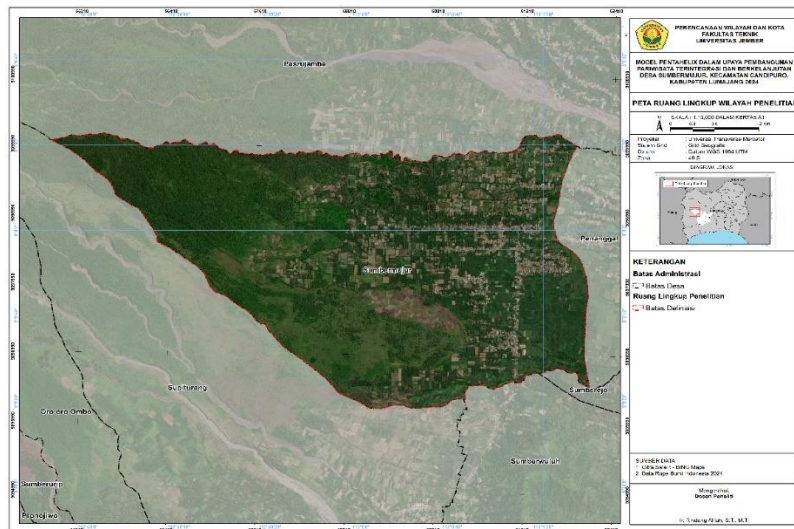
## 2. IMPLEMENTATION METHOD

This research employs both qualitative and quantitative research methods. The data used includes primary and secondary data. Primary data is obtained through observations, delphi questionnaires, and interviews, while secondary data is gathered from literature studies, websites, relevant institutional documents, and other sources from both offline and online. Seven individuals participated as respondents in the research conducted in Sumbermujur Village, Candipuro District, Lumajang Regency. These respondents were selected stakeholders according to the pentahelix model, consisting of academics, business, local community, government, and media personnel. Data analysis was conducted using descriptive analysis to identify the tourism conditions in Sumbermujur Village based on the components of integrated and sustainable tourism, delphi analysis to prioritize efforts in integrated and sustainable tourism development, and analysis using the pentahelix model.

## 3. RESULTS AND DISCUSSION

### 3.1 Overview

This research is located in Sumbermujur Village, Candipuro District, Lumajang Regency. The area of Sumbermujur Village covers 1,690 hectares, consisting of 376.5 hectares of rice fields, 597.5 hectares of dry land, and 715 hectares designated for other uses. The village, located at an elevation of 600-800 meters above sea level, receives a relatively high annual rainfall of 2,054 mm. In addition to its physical conditions, Sumbermujur Village has been designated as a tourist village in accordance with the Decree of the Head of the Tourism Office Number 188.4/47/427.48/2023.



**Figure 1.** Scope Map of the Research Area  
 Source: Researcher, 2024

### 3.2 Aspects of Integrated Tourism Development

#### A. Geographical Proximity

Sumbermujur Tourist Village in Candipuro District is located approximately 35 km from the capital of Lumajang. The attractions in Sumbermujur Village include the Bamboo Forest, Bamboo Workshop, and 'You and I' Flower Garden. The distances between these tourist attractions are relatively close because all attractions are located in the same area, Umbulsari Hamlet. The proximity of these attractions in Sumbermujur Village makes it easier for tourists to reach them.

#### B. Tourist Attractions

##### 1. Diversity of Cultural Tourist Attractions

The diversity of cultural tourist attractions is demonstrated through cultural activities regularly held at the Bamboo Forest. One cultural tradition practiced by the community is the celebration of 1 Suro (Javanese New Year), known as Grebeg Suro. The series of activities for Grebeg Suro includes a 'slametan' (traditional feast), a torch parade, and a procession featuring a mountain of agricultural produce heading towards the Bamboo Forest. In addition, In Sumbermujur Village there is an annual event called Loemadjang Mbiyen that involves small and medium enterprises (SMEs), helping to develop local economic potential. Other cultural activities found in Sumbermujur Village include kuda lumping, reog, and jaran konyong.



**Figure 2.** Grebeg Suro  
 Source: Instagram hutan\_bambulumajang, 2024

##### 2. Diversity of Natural Tourist Attractions

Sumbermujur Village has three tourist attractions, which are the Bamboo Forest, Bamboo Workshop, and 'You and I' Flower Garden. The Bamboo Forest is a natural tourist attraction in Sumbermujur Village, covering an area of 14 hectares and featuring 21 species of bamboo, such as Yellow Bamboo, Rough Bamboo, String Bamboo, and others. Facilities available in the Bamboo Forest include a swimming pool, photo spots, a stage, and homestays. In addition to natural attractions, Sumbermujur Village also features man-made tourism, which is the Bamboo Workshop and 'You and I' Flower Garden. The Bamboo Workshop is a craft business that transforms bamboo into value-added products, and the 'You and I' Flower Garden, is a cherry blossom garden with a Japanese theme.



**Figure 3.** (a) Bamboo Forest, (b) Bamboo Workshop, (c) 'You and I' Flower Garden  
Source: Primery Survey, 2024

### 3. Information Center

The three tourist attractions in Sumbermujur Village have an information center located at the ticket counter. However, there is still a need for improvements and the addition of other supporting facilities, such as information boards and tour guides, to help tourists obtain relevant tourism information.

#### C. Accessibility

Access to the location of tourist attraction objects in Sumbermujur Village is quite good because it can be accessed by several types of transportation such as motorbikes, cars, and mini buses through national roads, collector roads, and neighborhood roads with asphalt pavement. However, the roads connecting tourist attraction objects still have holes and are damaged. And also, there is no public transportation from the city center of Lumajang to the tourist attractions in Sumbermujur Village.

Directional signage to each tourist attraction in Sumbermujur Village is still lacking. Signage is only available at the Bamboo Forest. In addition, Sumbermujur Village has evacuation route signs due to its location on the slopes of Mount Semeru, intended for emergency evacuations in the event of a volcanic eruption.

#### D. Supporting Facilities

##### 1. Facilities and Services

Sumbermujur Village has tourism supporting facilities, such as homestays starting from IDR 200.000, food stalls, souvenir shops, and grocery shops, which are managed by the small and medium enterprises (SMEs), such as the Bamboo Workshop and Batik Bamboo Mujur. However, these supporting facilities are not yet complete with travel agencies. In Lumajang Regency, there is Zenora Tour and Travel, a travel agency specializing in tourism that is willing to collaborate. Public toilets are also available at tourist attractions, but, some of them are not well-maintained.

##### 2. Utility infrastructure

The availability of supporting utility infrastructure for tourism in Sumbermujur Village is quite comprehensive. The electricity supply comes from PLN and is available in all hamlets. There is also an abundant supply of clean water in Sumbermujur Village from a spring located in the Bamboo Forest, which supplies four villages, which are Sumbermujur, Penanggal, Tambahrejo, and Kloposawit. Additionally, Sumbermujur Village is equipped with drainage systems, sewage channels, and telecommunications networks that are spread across all hamlets and tourist attractions. However, aside from the availability of electricity, clean water, drainage, sewage, and telecommunications, Sumbermujur Tourist Village still lacks proper waste management. Many trash bins in tourist areas like the Bamboo Forest are damaged and poorly maintained and there is currently no waste disposal system in place at each tourist attraction. As a result, it is not uncommon to find piles of garbage within the village.

#### E. Institutional Elements

Tourism development in Sumbermujur Tourist Village is supported by institutional elements consisting of local communities, the private sector, and the government. The local community in Sumbermujur Village is Sumbermujur Tourism Awareness Group. Besides that, private sector support is provided by Bank BRI and the government is the Sumbermujur Village Government and the Lumajang Regency Government.

#### F. Management

The management of Sumbermujur Tourist Village includes the promotion and publication of the village, as well as existing policies. Promotion and publication of Sumbermujur Tourist Village are carried out through social media, including two Instagram accounts, YouTube, and TikTok. Additionally, there are policies in place for the management of Sumbermujur Tourist Village. Among the implemented policies are the prohibition of indiscriminate bamboo cutting, guidelines for managing aging bamboo, and entrance fee regulations.

### 3.3 Aspects of Sustainable Tourism Development

#### A. Sustainability Management

##### 1. Structure and Framework of Tourism Management

Sumbermujur Village is directly managed by the Tourism Awareness Group "Sabuk Semeru Hutan Bambu". This tourism awareness group is directly overseen by the Lumajang Regency Tourism Office, with the village head and the Village Consultative Institution (BPD) serving as the group's advisors.

##### 2. Involvement of Stakeholders

In addition to the Tourism Awareness Group "Sabuk Semeru Hutan Bambu," there are other stakeholders involved in the tourism management of Sumbermujur Village, including the Sumbermujur Village Government, the Lumajang Regency Tourism Office, the local community, academics, and media managed by the information section of Sumbermujur Tourist Village and the Lumajang Communication and Information Office. These stakeholders work together and support one another to develop tourism in Sumbermujur Village. However, based on interviews with each stakeholder, there is still a lack of involvement from tour and travel service providers as business. Zenora Tour and Travel, as a travel agency in Lumajang Regency, is willing to support the development of tourism in Sumbermujur Tourist Village.

##### 3. Management of Pressures and Changes

Tourism management in Sumbermujur Village is governed by regulations and policies established by the Lumajang Regency Tourism Office and the Sumbermujur Village Government. The policies and regulations related to tourism management in Sumbermujur include the Decree of the Sumbermujur Village Head Number 6 of 2017 on the Establishment of the Tourism Awareness Group (POKDARWIS) "Sabuk Semeru Hutan Bambu" and regulation of the protection of bamboo forests.

#### B. Economic and Social Sustainability

The involvement of SMEs can be found in Sumbermujur Village. The SMEs developing in Sumbermujur include those in the crafts and culinary sectors. In the crafts sector, there is Batik Bambu Mujur and the Bamboo Workshop, which also serves as an educational tourism site. Batik Bambu Mujur specializes in traditional hand-drawn or stamped batik featuring bamboo motifs and the Bamboo Workshop focuses on crafting items made from bamboo, such as tables, chairs, ashtrays, cups, paintings, and souvenirs. In addition to the crafts sector, culinary SMEs are also growing in Sumbermujur Village. One such culinary SME is Krecek Rebung, which processes young bamboo into krecek (a traditional food).

#### C. Cultural Sustainability

Sumbermujur Village has a unique cultural heritage, including the Grebeg Suro Ceremony, which is held annually on the night of 1 Suro (Javanese New Year). This ceremony takes place regularly at the Bamboo Forest. Additionally, there is a traditional dance known as Oling Traditional Dance, which is rooted in the local culture and the Nyadran tradition of Sumbermujur. Besides that, Sumbermujur Tourist Village has a historical site in the form of a struggle monument that is preserved and designated as a cultural heritage site.

#### D. Environmental Sustainability

##### 1. Natural Resource Management

Sumbermujur Village features a natural attraction known as the Bamboo Forest, which is managed in an environmentally friendly manner. The Bamboo Forest is preserved to maintain the flora and fauna within it. The flora includes various species of bamboo, while the fauna consists of long-tailed monkeys. The Bamboo Forest also has a spring that is well-preserved. This spring is managed and channeled to irrigate agriculture and supply water to four villages, which are Sumbermujur, Penanggal, Tambakrejo, and Kelopo Sawit.

##### 2. Waste and Wastewater Management at Tourist Attractions

Waste disposal in each tourist attraction in Sumbermujur Village is available in the form of trash bins scattered at various points in the tourist attraction. However, garbage and waste management at each tourist attraction is not yet available. Waste management is constrained because there is no waste transportation that distributes to temporary landfills (TPS). The waste management process carried out by each tourist attraction is not sustainable, namely in the form of burning. Meanwhile, liquid waste generated from tourist attractions such as public bathrooms and swimming pools is disposed of directly in rivers and sewers. Therefore, waste management and waste at each tourist attraction is not sustainable.

### 3.4 Factors for Integrated and Sustainable Tourism Development

The determination of factors for integrated and sustainable tourism development in Sumbermujur Village uses delphi analysis, which includes 16 indicators across 6 integrated tourism variables and 9 indicators across 4 sustainable tourism variables as research instruments. This delphi analysis is conducted through questionnaire interviews with stakeholders involved in integrated and sustainable tourism development in Sumbermujur Village.

**Table 1. Results of The Delphi Analysis**

Aspects of Tourism Development	Variable	R.1	R.2	R.3	R.4	R.5	R.6	R.7	Percentage
Integrated	Geographical Proximity	A	A	A	A	A	A	A	100%
	Tourist Attractions	A	A	A	A	A	A	A	100%
	Accessibility	A	A	A	A	A	A	A	100%
	Supporting Facilities	A	A	A	A	A	A	A	100%
	Institutional Elements	A	A	A	A	A	A	A	100%
	Management	A	A	A	A	A	A	A	100%
Sustainable	Sustainability Management	A	A	A	A	A	A	A	100%
	Economic and Social Sustainability	A	A	A	A	A	A	A	100%
	Cultural Sustainability	A	A	A	A	A	A	A	100%
	Environmental Sustainability	A	A	A	A	A	A	A	100%

Source: Research Analysis, 2024

Note: A : Agree DA : Disagree

Based on the results of questionnaire interviews with relevant stakeholders using Delphi analysis, it was found that all variables were agreed upon by respondents in the first round, and no additional research instruments were introduced. Out of the 10 research variables, 100% agreement was reached by all respondents, indicating that these variables or factors achieved consensus in the first round of the Delphi analysis. Subsequently, the 10 agreed-upon variables or factors became the components of integrated and sustainable tourism development in Sumbermujur Village.

### 3.5 Pentahelix Model for Integrated and Sustainable Tourism Development

The development of tourism in Sumbermujur Village still requires effective and optimal management as an effort to establish integrated and sustainable tourism. Therefore, the role of stakeholders working together and synergizing is essential for managing and building tourism. Collaborative strategies among stakeholders can be implemented through the pentahelix model. The pentahelix model involves collaboration among five stakeholders: academics, business, local communities, government, and media. Based on research findings from the questionnaires, the implementation of the pentahelix model in tourism development in Sumbermujur Tourist Village is outlined as follows.

#### 1. Academics

Academics play a crucial role as concept developers or creators who can contribute to the planning and development of tourism from a scientific and expert perspective. They provide concepts, theories, knowledge, and analyses based on research findings and data processing to support the planning, development, and enhancement of tourism. Universitas Jember, as one of the higher education institutions in East Java, supports the enhancement of the tourism sector in Sumbermujur Village. However, there is still a lack of research related to integrated and sustainable tourism, prompting Universitas Jember to strive to contribute to improving the quality of tourism in Sumbermujur Village.

#### 2. Business

Business activities are a crucial part of sustainable tourism. For integrated and sustainable tourism development, it is essential to have business in the tour and travel sector who can serve as private stakeholders, providing promotional services and transportation facilities for tourists from the city center to tourist attractions. The presence of tour and travel services enhances tourist comfort by facilitating access to attractions through the offered amenities. Zenora Tour and Travel, specializing in the tourism sector in Lumajang Regency, plays a significant role in this context. However, the collaboration between Zenora Tour and Travel and Sumbermujur Tourist Village has not yet advanced further. Future collaboration and mutual support can help Sumbermujur Tourist Village enhance its presence and tourism development.

#### 3. Local Community

The role of the community in integrated and sustainable tourism development is as an accelerator or driving force for the community. In Sumbermujur Village, the community involved in tourism is represented by the tourism awareness group known as "Sabuk Semeru Hutan Bambu," which is managed directly by the residents. The Sabuk Semeru Hutan Bambu tourism awareness group (POKDARWIS) actively contributes to enhancing tourism in Sumbermujur Village. Their activities focus on tourism and cultural preservation, such as the Grebeg

Suro Ceremony, which is held annually, and the management of the Bamboo Forest, which serves as the main tourist attraction in Sumbermujur Village.

#### 4. Government

The government plays a crucial role in integrated and sustainable tourism development. Its roles include policy-making, oversight, guidance, coordinating planning and financing, and facilitating connections among stakeholders in tourism development. The government also collaborates with academics to formulate and plan policies related to tourism. In the context of Sumbermujur Village, the government entities involved in tourism development are the Lumajang Regency Tourism Office and the Sumbermujur Village Government. The Lumajang Regency Tourism Office contributes to the guidance and support of the tourism industry in Lumajang, while the Sumbermujur Village Government directly oversees and facilitates cultural and tourism industry development in Sumbermujur Tourist Village.

#### 5. Media

Media plays a vital role in integrated and sustainable tourism development by publishing information related to tourism. The purpose of this publication is to introduce tourism to the public, thereby attracting visitors. In Sumbermujur Tourist Village, the entities involved in tourism development include the information managers of Sumbermujur Tourist Village and the Lumajang Communication and Information Office.

From the description of the roles of pentahelix stakeholders in integrated and sustainable tourism development in Sumbermujur Village, the findings can be illustrated in tables and figures representing the analysis of the pentahelix model in efforts for integrated and sustainable tourism development in Sumbermujur Village.

**Table 2.** Results of the Pentahelix Model Analysis

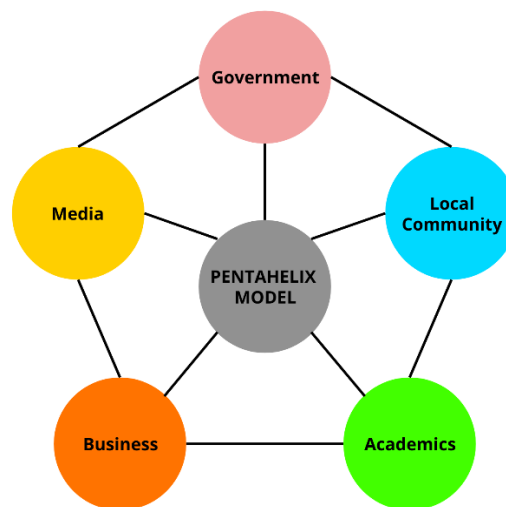
No	Pentahelix Stakeholders	Stakeholder Positions	Roles	Realization
1.	Academics	Lecturer in Urban and Regional Planning at the University of Jember in the Tourism Planning course	Research Institution	There has not yet been any research related to integrated and sustainable tourism development in Sumbermujur Village
2.	Business	<i>Zenora Tour and Travel</i>	Providing marketing and promotional facilities for tourism, as well as transportation services for tourists from the city center to tourist attractions in Lumajang Regency	There has not yet been any involvement or collaboration with business stakeholders
3.	Local Community	Tourism Awareness Group of Sumbermujur Village	Promotion, utilization, and management of tourism	Active in organizing activities related to tourism and culture in Sumbermujur Village
4.	Government	Sumbermujur Village Government	Oversight and guidance in the fields of culture, arts, and the tourism industry	According to duties
		Lumajang Regency Tourism Office	Guidance and support in the tourism industry	According to duties
5.	Media	Information Managers of Sumbermujur Tourist Village	Publishing tourism information and promotions through social media platforms such as Instagram, YouTube, websites, and Facebook	According to duties
		Lumajang Communication and Information Office	Assisting in the publication of tourism activity information through the social media channels of the Lumajang Regency Government and local radio media	According to duties

Source: Research Analysis, 2024

Based on the table above, it can be seen that there are 4 stakeholders that have established cooperation and 1 stakeholder that has not yet collaborated in the tourism development of Sumbermujur Village. The 4 stakeholders

are academics (Universitas Jember), the community (Pokdarwis Sabuk Semeru Hutan Bambu), the government (Sumbermujur Village Government and Lumajang Regency Tourism Office), and media (Information Managers of Sumbermujur Tourist Village and the Lumajang Communication and Information Office). The 1 stakeholder that has not yet formed a partnership is Zenora Tour and Travel, a private business operating in the tourism sector. The role of private tour and travel businesses can help increase tourist interest in visiting attractions. According to interviews with Zenora Tour and Travel, they expressed willingness to collaborate in the tourism development of Sumbermujur Village, but further communication is needed to enhance the partnership.

The Sumbermujur Village Government and the Lumajang Regency Tourism Office, as connecting stakeholders, can play a role in strengthening collaboration among academics, tour and travel businesses, the community, and the media. Cooperation and synergy among stakeholders can support the realization of integrated and sustainable tourism. Additionally, optimal collaboration among pentahelix stakeholders can positively impact the growth of the tourism economy and the effective utilization of tourism potential. Furthermore, cooperation among stakeholders can enhance visitor numbers and comfort by meeting the needs of tourists. The following is an image of the pentahelix model diagram for integrated and sustainable tourism development in Sumbermujur Village.



*Figure 4. Pentahelix Model for Integrated and Sustainable Tourism Development*

*Source: Researcher, 2024*

#### 4. CONCLUSION

Based on the results of this research analysis, the following conclusions can be drawn regarding the pentahelix model in the efforts for integrated and sustainable tourism development:

1. Observations indicate that the existing conditions for integrated and sustainable tourism components in Sumbermujur Village are quite favorable. Key features include the proximity of tourist attractions, three notable attractions, connecting roads, homestays, food stalls, SMEs as souvenir shops, grocery stores, public toilets, and other utility infrastructure. However, improvements are still needed in areas such as road conditions, tourist transportation, waste management systems, wastewater and emissions systems, and collaboration with tour and travel agencies.
2. The Delphi analysis revealed that all 16 indicators across 6 integrated tourism variables and 9 indicators across 4 sustainable tourism variables were agreed upon by respondents, indicating convergence. Respondents recognized these variables and indicators as essential for the integrated and sustainable tourism development in Sumbermujur Village. Nonetheless, there are areas identified for improvement or addition, including tourist attractions, accessibility, supporting facilities, institutional elements, management, and environmental sustainability.
3. The analysis identified 4 stakeholders that have established cooperation and 1 stakeholder that has not yet collaborated in the tourism development of Sumbermujur Village. The cooperating stakeholders include academics (Universitas Jember), the local community (Pokdarwis Sabuk Semeru Hutan Bambu), the government (Sumbermujur Village Government and Lumajang Regency Tourism Office), and media (Information Managers of Sumbermujur Tourist Village and the Lumajang Communication and Information Office). The stakeholder that has not established a partnership is Zenora Tour and Travel, a



private business in the tourism sector. It is crucial to enhance the roles of each stakeholder to foster optimal collaboration in integrated and sustainable tourism development in Sumbermujur Tourist Village.

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