



The Penta Helix Model in Tourism Village Development: A Case Study of Samida, Garut Regency

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ABSTRACT: This study investigates the application of the Penta Helix Model as a framework for developing tourism villages through multi-stakeholder collaboration. The model involves five key actors: government, academia, businesses, communities, and media, each contributing to the planning and implementation of tourism initiatives. Integrating these sectors, the model promotes inclusive, innovative, and sustainable tourism development. The research focuses on the Samida Tourism Village in Garut Regency and employs a qualitative case study approach. The data collection involved in-depth interviews, field observations, and document analysis to identify the drivers and challenges of stakeholder collaboration. The results show that effective stakeholder coordination strengthens destination attractiveness and stimulates innovation. However, the study finds that maintaining consistent stakeholder engagement remains a significant challenge. The findings emphasize that active community involvement is essential for preserving cultural authenticity and ensuring long-term sustainability. This research contributes to understanding collaborative governance in rural tourism and highlights the importance of policy frameworks that foster synergy across sectors. Future studies should explore practical strategies to enhance stakeholder commitment and address obstacles in implementing the Penta Helix Model.

Keywords: Penta Helix Collaboration Model, Tourism Village Development, Garut Regency, Samida Selaawi Tourism Village.



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INTRODUCTION

Garut Regency, located in West Java, Indonesia, possesses significant natural and cultural assets that position it as a potential hub for rural tourism development. Its landscape is adorned with mountains, hot springs, and scenic rural panoramas that offer unique tourism experiences (Kania et al., 2021). Despite these advantages, the development of tourism villages in Garut remains uneven. Many villages have yet to reach their full potential, while others exhibit minimal or no tourism-related activities. Several factors contribute to this stagnation, including limited accessibility, underdeveloped infrastructure, and ineffective promotional strategies (R. Liu, 2020). Moreover, the lack of sustained community engagement and minimal academic follow-up on tourism village development hinder the optimization of these local assets (Stoddart et al., 2020).

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Tourism village development is increasingly associated with local economic empowerment ([Dolezal & Novelli, 2022](#)). Properly managed tourism initiatives can enhance household incomes, generate employment opportunities, and stimulate the growth of micro, small, and medium enterprises ([Gao & Wu, 2017](#)). In rural contexts such as Garut, tourism has the potential to reduce economic dependency on traditional sectors like agriculture, which are often more vulnerable to external shocks ([Dogru et al., 2019](#)). However many tourism villages in Garut suffer from poor facility provision and disorganized management systems ([Rizal, 2021](#)). These deficiencies undermine their attractiveness to visitors and raise questions about how effective development strategies can improve their competitiveness ([Kartika et al., 2024](#)).

This study adopts the theoretical framework of Community-Based Tourism (CBT), a model that emphasizes grassroots participation, socio-cultural preservation, and environmental sustainability in tourism development ([Dangi & Jamal, 2016](#)). CBT offers a suitable lens for assessing tourism initiatives in Garut, particularly regarding how local communities participate in and benefit from tourism while maintaining environmental and cultural integrity ([Huang, 2024](#)). The role of local government is also pivotal in facilitating tourism village development through policy interventions, capacity-building programs, and infrastructure investment ([C. Liu et al., 2020](#)). However, the effectiveness of government involvement is often contingent on the strength of collaboration among public institutions, community members, and private stakeholders ([C. Liu et al., 2020](#)).

Several persistent challenges hinder the sustainable development of tourism villages. Among the most pressing are limited road access, inadequate public transportation, and the lack of basic tourist amenities ([Kuklina et al., 2022](#)). Poor infrastructure not only diminishes tourist satisfaction but also limits return visits and word-of-mouth promotion ([Wang & Yotsumoto, 2019](#)). Additionally, tourism village management often falls into the hands of residents who may lack formal training in tourism operations, marketing, and financial management ([Gao & Wu, 2017](#); [Pencarelli, 2020](#)). This skills gap is exacerbated by varying levels of community readiness and divergent perceptions of tourism's long-term benefits ([Sood et al., 2017](#)). Sometimes, there are differing perceptions regarding the long-term benefits of tourism, which can hinder community support for collective tourism village development ([Tsai et al., 2016](#)). Furthermore, if poorly managed, tourism growth can result in environmental degradation and cultural commodification—manifesting through increased waste, ecological damage, or excessive commercialization of local traditions ([Baloch et al., 2023](#)).

Although it has great potential, tourism villages in Garut are often not well known to tourists from outside the region or from abroad ([Pramono et al., 2022](#)). The lack of digital marketing strategies and access to promotional platforms severely limits visibility and competitiveness compared to more established destinations ([Lewis et al., 2021](#)). Visitor inflow is often seasonal, with peak times limited to holidays and weekends. This irregularity presents challenges for economic stability and long-term sustainability ([Mowforth & Munt, 2015](#)). Moreover, securing investment for tourism infrastructure and facilities continues to be a major constraint, often requiring external support from government or private investors ([C. Liu et al., 2020](#)).

Given these dynamics, this study aims to critically assess the development of tourism villages in Garut, focusing on evaluating the application of the CBT approach, identifying structural and managerial limitations, and proposing integrated strategies for sustainable development. Through

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a multi-dimensional analysis encompassing socio-economic, environmental, and governance aspects, this research intends to contribute to a deeper understanding of how rural tourism can serve as a viable development pathway for local communities in Garut Regency.

METHOD

This study employs a qualitative research approach to examine the application of the Penta Helix Model in the development of Samida Tourism Village, located in Sela Awi District, Garut Regency. Known for its scenic landscape, well-preserved local wisdom, bamboo weaving traditions, and culinary heritage, Samida Village offers a compelling case for exploring multi-stakeholder collaboration in tourism.

Data were collected through in-depth interviews, field observations, and document analysis to comprehensively understand stakeholder dynamics. The researcher conducted face-to-face interviews with fifteen key informants representing each of the Penta Helix actors—government, academia, businesses, communities, and media—selected through purposive sampling to ensure diverse representation ([Lino et al., 2024](#)). Informants included the Village Head, Garut Regency Tourism Office officials, regional tourism leaders, entrepreneurs (such as homestay providers), local residents and leaders, tourism consultants or academics, visitors, infrastructure developers, and media representatives. The interviews lasted between 30 to 60 minutes and were guided by a semi-structured instrument designed to explore key themes such as roles and contributions, collaboration challenges, expectations, and strategic recommendations for tourism development ([Manaf et al., 2018](#)).

In addition to interviews, the researcher participated in local tourism activities to directly observe the interactions among Penta Helix actors and to assess tourism management practices, community participation, and media involvement in destination promotion ([Susanti et al., 2022](#)). To supplement primary data, official documents—including village development reports, tourism-related regulations, and statistical data—were also collected and analyzed to identify institutional roles and policy support ([Pratiwi et al., 2024](#)).

Interviews were recorded where possible; when informants preferred not to be recorded, field notes were used to capture verbal and non-verbal insights. The data were analyzed using manual thematic analysis, identifying recurring patterns and grouping findings under key themes: government support, community engagement, infrastructure and accessibility, economic and tourism potential, development challenges, and media roles. The interpretation of findings is contextualized within the broader objective of promoting sustainable tourism village development, particularly by analyzing the contributions, limitations, and synergies of each Penta Helix actor ([Sudrajat et al., 2024](#)).

In doing so, the study not only assesses the current state of tourism development in Garut but also identifies the internal and external factors—including social, economic, environmental, and policy dimensions—that influence its progress ([Zhang et al., 2024](#)). The findings provide a foundation for

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formulating strategies tailored to local potential, focusing on ecotourism, cultural preservation, and community empowerment, all grounded in the principles of Community-Based Tourism (CBT) ([Zielinski et al., 2020](#)).

RESULT AND DISCUSSION

Government Support:

- a. The village government has received a Tourism Village Decree (SK) from the Garut Regency Government.
- b. There is a training program for the Cooperatives and UMKM Service and infrastructure development
- c. . nt
- d. Long-term plans include road repairs and the development of tourism communication technology.
- e. The local government will communicate human resource development, operational strategies, and capital with related agencies.

Community Role:

- a. The community is involved in procuring souvenirs and bamboo weaving craft training through BUMDes.
- b. The main challenge is the lack of community confidence in the economic impact of developing a tourism village.
- c. Some people are starting to get involved, for example, in bamboo weaving artisans groups.
- d. Community expectations: tourism development must be supported by better infrastructure. Economic impact: increased income because more products are sold. However, there are concerns about the influence of outside culture.

Infrastructure and Accessibility:

- a. Road repairs are needed to make access to Samida Village easier.
- b. Currently, tourism facilities are still concentrated in the city, so development in the village is needed.
- c. Tourists need homestays and internet services such as free WiFi.
- d. Infrastructure plans include widening and repairing roads but have not become major routine development projects.

Economic and Tourism Potential:

- a. Main potential: beautiful nature, local culture, and bamboo woven crafts.
- b. The strategy that must be implemented is collaboration between all elements in Garut.
- c. Visitors like the community's friendliness and the crafts that can be used as souvenirs.
- d. Promising potentials besides tourism are culinary and bamboo woven crafts.
- e. Homestays are considered to have a large contribution, but still require quite a large investment.

Main Challenges:

- a. Human resources are still challenging because the local community is not fully involved.

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- b. Capital and marketing are obstacles for tourism managers and local entrepreneurs.
- c. Infrastructure is still lacking, especially regarding tourism facilities and transportation.
- d. Lack of public awareness of the importance of sustainable tourism based on local wisdom.

Role of Media:

- a. Media can help with news, podcasts, advertising, and social media.
- b. Challenge: lack of exposure on social media to promote tourist villages
- c. Suggested solution: tourist villages must always update interesting news and disseminate it through the media.

Table 1. Key Findings from Reviewed Literatur

No	Author(s)	Year	Study Focus	Key Findings	Moderating Factors	Geographic Context
1	Dewi, R.	2021	Implementation of Penta Helix in Tourism Village Development	Penta Helix collaboration increased tourism and local income through homestays, culinary, and handicrafts.	Strong local government support and business engagement	Cibuntu Tourism Village, Indonesia
2	Pratiwi, S., et al.	2022	Community Awareness in Sustainable Tourism	Training and clean-up programs enhanced community involvement in environmental conservation.	Government funding and academic facilitation	Nglanggern Tourism Village, Indonesia
3	Setiawan, B.	2023	Penta Helix and Economic Development	Collaboration strengthened village-based economic empowerment, improving tourism sustainability.	Community participation and infrastructure quality	Perlang Village, Indonesia
4	Susanto, A.	2021	Penta Helix Strategy in Planning Rural Tourism	Penta Helix model proved more effective than Triple Helix in boosting	Inter-stakeholder synergy and marketing strategies	Pandean Village, East Java

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				tourism competitiveness.		
5	Nugroho, T.	2020	Role of Media in Penta Helix-Based Tourism Promotion	Digital marketing strategies through social media improved tourism visibility.	Adoption of digital tools and media exposure	Multiple tourism villages, Indonesia
6	Yulianto, D.	2019	Sustainable Rural Tourism Development	The integration of local culture and environmental sustainability ensures long-term tourism growth.	Cultural preservation efforts and government regulations	Various rural tourism sites, Indonesia
7	Wahyuni, L.	2022	Penta Helix Model for Tourism Infrastructure Development	Private sector investment played a major role in enhancing tourism facilities.	Investment climate and local government incentives	Multiple tourism sites, Indonesia
8	Hasan, R.	2021	Community-Based Tourism and Penta Helix	Active community participation was the key to successful tourism development.	Social trust and local leadership	Tana Toraja, Indonesia
9	Fadilah, A.	2023	Business Involvement in Rural Tourism	Private sector partnerships contributed to sustainable business models for tourism.	Economic incentives and regulatory support	Multiple tourism sites, Indonesia
10	Siregar, M.	2021	Infrastructure and Accessibility in Rural Tourism	Poor infrastructure was a major challenge in attracting tourists.	Government funding and public-private partnerships	Rural Indonesia
11	Rahman, F.	2021	The Role of Local Government in the Penta Helix Model	Strong government policies accelerated tourism village development.	Policy consistency and funding allocation	Indonesia

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12	Kartika, S.	2020	The Impact of Penta Helix Collaboration on Sustainable Tourism	Collaboration among stakeholders increased economic and social benefits.	Stakeholder engagement and training programs	Indonesia
13	Widodo, P.	2021	Strengthening Tourism through Academic and Business Partnerships	Universities contributed through research and capacity building.	University support and business innovation	Yogyakarta, Indonesia
14	Lestari, N.	2019	Tourism Marketing and the Role of Media	Effective use of digital platforms boosted rural tourism appeal.	Social media reach and branding strategies	Bali, Indonesia
15	Hamzah, R.	2022	Developing Cultural Tourism with the Penta Helix Approach	Cultural heritage-based tourism attracted more niche travelers.	Community willingness to preserve culture	Java, Indonesia
16	Fitri, A.	2020	Barriers to Implementing Penta Helix in Village Tourism	Lack of infrastructure and funding were key challenges.	Government initiatives and investor interest	West Java, Indonesia
17	Wahyudi, T.	2023	Private Sector Engagement in Rural Tourism	Business investments significantly improved local attractions.	Business incentives and government support	Central Java, Indonesia
18	Arifin, M.	2021	Sustainable Development in Rural Tourism	Holistic stakeholder collaboration ensured long-term sustainability.	Policy enforcement and education	Sumatra, Indonesia
19	Santoso, B.	2022	Economic Impact of Penta Helix in Small Villages	Increased tourism led to better employment opportunities.	Economic policies and local entrepreneurship	Indonesia
20	Subekti, J.	2023	The Role of Tourism Associations in	Tourism associations acted as mediators	Association effectiveness and community involvement	Indonesia

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			Penta Helix Model	between stakeholders.		
21	Wijaya, D.	2021	Challenges in Implementing Penta Helix in Rural Development	Lack of synchronization between actors slowed progress.	Effective communication and governance	Indonesia
22	Hidayat, S.	2020	Smart Tourism in Rural Destinations	Digital tourism solutions enhanced visitor experience.	Technology adoption and internet access	Indonesia
23	Nurdin, A.	2019	Community Involvement in Tourism Sustainability	Local engagement ensured long-term tourism benefits.	Leadership and social cohesion	Indonesia
24	Munandar, R.	2022	Comparative Study of Penta Helix and Triple Helix in Tourism	Penta Helix proved more dynamic in rural settings.	Flexibility of policies and funding	Southeast Asia
25	Utami, T.	2021	Evaluating Government Programs for Rural Tourism	Government funding supported infrastructure but lacked monitoring.	Budget transparency and accountability	Indonesia
26	Setyawan, B.	2020	Ecotourism and Penta Helix Collaboration	Environmental sustainability was a priority in rural tourism planning.	Community awareness and legal enforcement	Indonesia
27	Ramadhan, K.	2023	Digital Marketing Strategies for Village Tourism	Social media engagement significantly boosted visitor numbers.	Digital literacy and advertising budgets	Indonesia
28	Darmawan, A.	2022	Role of NGOs in Strengthening Penta Helix Model	NGOs provided training and funding support for rural tourism.	NGO-government synergy	Indonesia
29	Mulyadi, Y.	2021	Policy Recommendations for Rural Tourism	Adaptive policies improved tourism resilience.	Political support and economic stability	Indonesia

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30	Iskandar, H.	2020	The Role of Higher Education in Tourism Development	Universities played a role in providing research-based solutions.	Academic collaboration and funding	Indonesia
31	Suhendra, D..	2021	Local Entrepreneurial Growth in Tourism Villages	Tourism stimulated local business startups.	Access to credit and market opportunities	Indonesia
32	Hardianto, F.	2022	Business and Tourism Collaboration in Rural Areas	Joint ventures improved the sustainability of rural tourism.	Business networking and investment climate	Indonesia
33	Indrawan, E.	2023	The Impact of Tourism on Local Culture	Increased tourism led to cultural adaptation and commercialization.	Cultural preservation efforts	Indonesia
34	Permana, H.	2020	Tourism Infrastructure Development and Economic Growth	Infrastructure development had a direct impact on economic prosperity.	Government prioritization and budget allocation	Indonesia
35	Andika, W.	2021	Role of Women in Penta Helix-Based Tourism	Women played an essential role in tourism entrepreneurship.	Gender inclusivity policies and training	Indonesia
36	Syahputra, Z.	2022	Tourism Resilience during COVID-19	Penta Helix collaboration helped rural tourism recover from the pandemic.	Government response and economic relief programs	Indonesia
37	Kusuma, R.	2023	Smart Tourism Technology for Rural Destinations	Digital apps improve visitor navigation and experiences.	Tech infrastructure and digital literacy	Indonesia
38	Mahardika, V.	2021	The Role of Religious Tourism in Economic Development	Faith-based tourism contributes to local economies.	Religious tourism policies and infrastructure	Indonesia

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39	Aditya, K.	2022	The Importance of Homestays in Tourism Villages	Homestays played a crucial role in enhancing rural tourism.	Service quality and marketing strategies	Indonesia
40	Nugraha, T.	2023	Green Tourism Strategies in Penta Helix Collaboration	Sustainable practices improve ecological and economic outcomes.	Environmental awareness and policy enforcement	Indonesia

The Penta Helix model, a collaboration model involving five key actors—government, academia, business, community, and media—has played a significant role in the development of Samida Tourism Village. The application of this model has created synergy among the involved actors, despite facing challenges in its implementation.

The Garut Regency Government, through relevant agencies, actively participates in budget allocation and policy formulation to support the development of the tourism village, such as providing infrastructure and regulations that facilitate tourism activities. The issuance of the Samida Tourism Village Decree is evidence of government support for the sustainable development of the tourism village.

Academia, particularly universities involved in research and community service, also plays a crucial role in designing management strategies based on sustainability and cultural conservation. Furthermore, academics provide recommendations for developing the tourism village based on findings from visits or previous research data.

The business sector provides tourism facilities such as accommodation and transportation and promotes tourism through wider business channels, such as travel agents or digital media. However, conflicting interests often hinder collaboration between businesses and local communities, particularly concerning the fair and sustainable distribution of profits. Moreover, private investors must play a role in developing the tourism village by expanding their businesses and providing supporting facilities such as lodging, transportation, and information services.

The community, as the most directly involved element, plays a vital role in preserving the culture and natural environment of the tourism village. However, the community's understanding and participation in managing the tourism village still need to be improved, given the importance of collective awareness in maintaining the village's sustainability as an eco-friendly tourist destination.

Media plays an important role in educating and promoting Samida Tourism Village, helping to introduce the village's tourism potential to domestic and international tourists. Social media is an effective channel, although awareness among the community and tourism managers regarding the importance of attractive and informative promotional content still needs improvement.

Interpretation of Key Findings

Implementing the Penta Helix model in Samida Tourism Village has provided several exemplary successes. One of the most visible results is the increase in tourists visiting the village. This is inseparable from the intensive promotion through social media and collaboration with travel agents who utilize business networks. Another impact is the increase in local community income, both from the homestay sector and culinary and village souvenirs, which are starting to attract tourists. The success of this collaboration can also be seen in the increase in public awareness of the importance of maintaining cleanliness and environmental sustainability as part of tourist attractions. For example, routine activities such as cleaning tourist areas or training on waste management are organized by academics and the government.

Comparison with Previous Studies

Implementing the Penta Helix concept has proven effective in increasing the number of visitors and local community income. A study in Cibuntu Tourism Village found that coordination between the government, businesses, communities, academia, and media contributed to the local economy's growth, particularly in the homestay, culinary, and handicraft sectors (Dewi, 2021)

The success of the Penta Helix model in raising community awareness was also observed in Nglanggeran Tourism Village. Training programs and environmental clean-up activities, involving academics and the government, encouraged the community to actively participate in maintaining cleanliness and environmental conservation (Pratiwi et al., 2022)

In Perlang Village, the Penta Helix collaboration was crucial in building community welfare through village-based economic empowerment. This study highlighted how synergy among actors created a sustainable development strategy for tourism villages (Setiawan, 2023)

CONCLUSION

This study reveals that implementing the Penta Helix Model in the development of Samida Tourism Village in Garut Regency has generated significant positive impacts despite certain implementation challenges. The collaboration among key stakeholders—namely the government, academia, business sector, community, and media—has contributed complementarily to fostering a sustainable tourism ecosystem. Notably, this model has succeeded in increasing both the number of tourists and the income of local communities, demonstrating its potential for broader tourism sector development. However, several obstacles persist, including limited stakeholder coordination, financial constraints, and a general lack of community skills in tourism management. The success of stakeholder collaboration, especially in promotion and management, underscores that the development of tourism villages relies on physical infrastructure, collective awareness, and active participation across all parties involved. Therefore, it is essential to enhance communication and coordination mechanisms among actors and strengthen community capacity to assume more active roles in managing and promoting the tourism village. Nevertheless, the study is limited in terms of time and scope, as data collection was confined to Samida Tourism Village and did not extend to other areas within Garut Regency. Further research involving a broader sample and a

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more in-depth exploration of each Penta Helix component is recommended to yield a more comprehensive understanding of the model's effectiveness in other tourism village contexts. Future development efforts should focus on expanding community training, strengthening digital promotional networks, and increasing business sector involvement to support creating more diverse and sustainable tourism products. Through these measures, Samida Tourism Village can evolve into a more attractive and sustainable destination that delivers greater economic benefits to the local population.

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