



Actor Relations in the Pentahelix Model in Tourism Village Management: An Analysis of the Role of Government, Community, Private, Academic, and Media

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A B S T R A C T

Tourism village management requires collaboration among multiple stakeholders to support destination sustainability and competitiveness. This study aims to analyze the management of Wringinanom Tourism Village using the Pentahelix approach by examining the roles and collaborative dynamics of the actors involved. The research employed a descriptive qualitative method. Data were collected through interviews, observations, and documentation, while informants were selected using purposive and snowball sampling techniques. Data analysis was conducted through data reduction, data display, and conclusion drawing. The findings reveal that the management of Wringinanom Tourism Village involves five Pentahelix actors. The community, represented by the Tourism Awareness Group (Pokdarwis), serves as the primary managing actor responsible for coordinating tourism activities, local SMEs, and homestay providers. The government plays a facilitative role through capacity building and administrative support, although tourism village management has not yet been strengthened by a specific Village Regulation. The private sector contributes to destination digitalization and marketing, academics support mentoring and innovation based on local potential, and the media function as promoters in expanding information dissemination and strengthening the destination image. The study concludes that the sustainability of Wringinanom Tourism Village depends on strengthening collaboration among Pentahelix actors, particularly through continuous innovation in tourism products and visitor experiences.

INTRODUCTION

Tourism is one of the strategic sectors that contributes to economic growth, job creation, increased community income, and regional development. In recent decades, tourism is no longer seen solely as a recreational activity, but as a development instrument that is able to encourage local economic growth and improve community welfare. The tourism sector has a multiplier effect that is able to drive various other economic sectors through increased tourist consumption, investment, and government spending. The impact is not only felt in the short term, but also contributes to regional economic development in the medium and long term (Hariyani, 2018). Therefore, the development of the tourism sector is one of the development priorities carried out by the central and regional governments as an effort to increase regional competitiveness while strengthening the community's economy.

In line with the sustainable development paradigm, tourism development is now increasingly directed towards an approach that places the community as the main actor in the development process. One form of implementation of this approach is through the development of tourist villages. A tourist village is a rural area that offers an overall atmosphere that reflects the authenticity of the life of the village community, both from socio-cultural aspects, customs, economic activities, and natural potential. The development of tourist villages not only aims to increase the number of tourist visits, but also becomes a means of community empowerment, preservation of local culture, strengthening the creative economy, and equitable distribution of regional development. Thus, tourism villages are one of the important strategies in realizing inclusive and sustainable tourism development (Wirdayanti et al., 2021).

The commitment to the development of tourist villages is also shown by the East Java Provincial Government through the Peraturan Daerah Provinsi Jawa Timur No. 4 Tahun 2022 on the Empowerment of Tourism Villages. The regulation emphasizes the importance of community participation, environmental sustainability, and institutional strengthening of tourism villages as the basis for the management and development of village-based tourist destinations. This policy is also the basis for local governments in fostering and developing tourist villages in order to be able to provide economic benefits while maintaining the social and cultural sustainability of the local community.

Malang Regency is one of the areas that has great potential in the development of the tourism sector in East Java Province. This district has a variety of tourist destinations spread across 33 sub-districts, including natural tourism, cultural tourism, artificial tourism, and tourist villages. Based on data from the Central Statistics Agency of Malang Regency, there are 267 tourist destinations that are developing in this region (Harian Bhirawa, 2024). The large number of destinations shows that Malang Regency has significant tourism potential and at the same time requires effective governance in order to develop sustainably. In addition, the Malang Regency Tourism and Culture Office noted that until 2023 there are 83 tourist villages that have been officially designated with various levels of development, ranging from pioneer tourism villages to independent tourism villages (Achmad, 2023). This condition shows that the management of tourist villages requires an adaptive strategy in accordance with the characteristics and level of development of each village.

One of the tourism villages that is developing in Malang Regency is Wringinanom Tourism Village which is located in Poncokusumo District. This village has various tourism

potentials that include natural, cultural, and creative economy tourism that is managed on a community-based basis. The main attraction is the river tubing tour in the Ledok Amprong area which offers a nature-based adventure tourism experience. In addition, Wringinanom Tourism Village also develops cultural attractions in the form of bantengan art which is one of the cultural identities of the local community. In the creative economy sector, the community develops various MSME products such as handicrafts made from water hyacinth and patchwork cloth as well as typical culinary products in the form of watercress. These various potentials make Wringinanom Tourism Village not only function as a tourist destination, but also as a means of economic empowerment of the local community through the use of resources owned by the village (Rizky et al., 2016).

The success of the management of Wringinanom Tourism Village is reflected in the various achievements that have been achieved in recent years. In 2024, Wringinanom Tourism Village received the Second Place Award in the Advanced Tourism Village Category in the Indonesian Tourism Village Award (ADWI) and is included in the top 50 best tourism villages at the national level (Malang Posco Media, 2024). This achievement shows that Wringinanom Tourism Village has strong competitiveness and is able to compete with various other tourism villages in Indonesia. However, this success is not only determined by the tourism potential it has, but also influenced by the ability of stakeholders to manage and develop tourist destinations collaboratively.

From a governance perspective, the management of public affairs is no longer the sole responsibility of the government, but involves various actors who interact with each other and work together in achieving development goals. Governance emphasizes participatory, collaborative, and heteroarchic relationships between the government, the private sector, society, and other actors in solving various public problems (Budiati, 2014; Mungkasa, 2020). According to, Rahardian (2024) governance is governance that is oriented towards cross-actor coordination and collaboration with the aim of producing more inclusive and effective decisions. In the context of tourism village management, the governance approach is relevant because the success of a tourist destination is greatly influenced by the ability of various parties to build synergy and sustainable collaboration.

One of the models that is widely used to explain collaboration between actors in development is the Pentahelix model. This model is a development of the Triple Helix concept which emphasizes the relationship between government, universities, and industry in encouraging innovation. Furthermore, the concept developed into the Quadruple Helix through the addition of community elements as actors who have a role in the development process. The next development gave birth to the Pentahelix model which included the media as the fifth actor that played a role in the dissemination of information and the formation of public opinion.

In Indonesia, the Pentahelix model is popularized in the development of the tourism sector because it is considered to be able to explain the relationship between actors involved in the management of tourist destinations. This model is also strengthened through the Peraturan Menteri Pariwisata Republik Indonesia Nomor 14 Tahun 2016 Sustainable Tourism Destination Guidelines which place five main actors, namely business, government, community, academics, and media as

important elements in tourism development (Yahya, 2017). In this model, the government plays the role of regulator and facilitator, academics as drafters and knowledge providers, business sectors as providers of economic and technological support, communities as main actors in management, and media as promoters that expand the reach of information and strengthen the image of tourist destinations.

The results of initial observations show that the management of Wringinanom Tourism Village involves various actors that reflect the characteristics of the Pentahelix model. The community represented by the Dewi Anom Tourism Awareness Group (Pokdarwis) plays a key role in the operational management of tourism villages. Pokdarwis coordinates various tourism activities, manages tourist attractions, and involves the community in various economic activities that support tourism. The village government, district government, and provincial government play a role through the provision of coaching, training, and facilitation programs for the development of tourist villages. Academics are involved through research activities, community service, and innovation assistance based on local potential. The private sector contributes through support for digitization and destination marketing, while the media plays a role in promoting and disseminating information about tourist villages. This condition shows that the management of Wringinanom Tourism Village does not only depend on one actor, but is the result of the interaction of various parties who have different roles and interests.

Despite having shown various positive achievements, the management of Wringinanom Tourism Village still faces a number of challenges. The results of the study Rizky et al., (2016) show that in the early stages of development, tourism management in Wringinanom Village is still simple, promotions have not been carried out optimally, and synergy between stakeholders has not been formed strongly. Along with the development of tourist villages, the involvement of various actors is increasing. However, the sustainability of collaboration between actors is still an important issue because the management of tourist villages requires continuous coordination, strong institutional support, and adaptability to changing tourist needs and external environmental developments.

Several previous studies have examined the application of the Pentahelix model in the development and management of tourist village. Simbolon et al. (2025) found that collaboration between five Pentahelix actors contributed to the successful management of Ketapanrame Tourism Village, although obstacles still existed in terms of human resource capacity. Research by Maulana et al. (2023) showed that synergy between actors supports the development of Perlang Tourism Village, but there is still dependence on the government for various development programs. Oktaviarni et al. (2023) found that the implementation of the Pentahelix model has not been optimal due to the lack of involvement of the business sector, resulting in less than optimal development of tourist attractions and facilities. Research by Yuniati et al. (2023) showed that community-based tourism development in Situbondo Regency has involved all Pentahelix actors, but the contribution of the business and media sectors is still relatively low. Meanwhile, Fatin et al. (2024) found that stakeholder collaboration plays a crucial role in realizing sustainable tourism development in Pandean Tourism Village. Another study by Umiyati & Tamrin (2021) showed that weak coordination between actors has prevented the development of

halal tourism in Malang Regency from being optimal. Rizky et al., (2016) study in Wringinanom Village focused more on community participation through a community-based tourism approach and did not examine collaboration between actors from a Pentahelix perspective. Based on these previous studies, there are still research gaps that need to be studied further. Most of the research focuses on the development of tourism villages in general, the implementation of community-based tourism, or the description of the role of each actor in the Pentahelix model. Research that specifically analyzes the management of Wringinanom Tourism Village using the Pentahelix perspective is still very limited. In addition, there has not been much research that has comprehensively identified the dynamics of collaboration between actors as well as the supporting and inhibiting factors that affect the management of tourist villages. Understanding the dynamics of collaboration is very important to explain how relationships between actors are formed and how these collaborations affect the success of tourist destination management.

The novelty of this research lies in the analysis of the management of Wringinanom Tourism Village as an advanced tourism village and winner of the 2024 ADWI award using the Pentahelix perspective. This research not only maps the role of each actor involved, but also identifies supporting and inhibiting factors in the management of tourist villages. Thus, this research is expected to make a theoretical contribution to the development of Pentahelix studies in tourism village management and provide practical recommendations for the development of collaboration-based tourism destination governance.

The study of the role of Pentahelix actors in the management of Wringinanom Tourism Village is important considering that the success of tourism village management requires the involvement of various parties who collaborate with each other. Understanding the role of each actor and the factors that affect the management of tourism villages is expected to contribute to the development of sustainable and collaboration-based tourism governance.

Based on this description, this study was conducted to examine the role of Pentahelix actors in the management of Wringinanom Tourism Village and identify factors that support and hinder its management process. This study is expected to provide a more comprehensive understanding of the practice of multi-stakeholder collaboration in the management of tourism villages as well as be an input for the development of sustainable tourism governance.

METHOD

This study uses a qualitative approach with a descriptive research type to understand in depth the management of Wringinanom Tourism Village through the involvement of various actors in the Pentahelix model. This approach was chosen because it is able to describe social phenomena, the role of actors, and the collaborative process that occurs in the management of tourist villages based on empirical conditions in the field (Sugiyono, 2013). The research was carried out in Wringinanom Tourism Village, Poncokusumo District, Malang Regency, which was chosen because it is a tourism village with advanced status and involves various cross-sector actors in its management.

The data used consists of primary data and secondary data. Primary data was obtained through interviews and observations, while secondary data was obtained from documents, reports, laws and regulations, village archives, and publications relevant to the management of tourist villages. The research informants were selected using *purposive sampling techniques* based on their involvement and knowledge related to the management of the Wringinanom Tourism Village, which includes elements of the government, the community through Pokdarwis Dewi Anom, the private sector, academics, and the media. To deepen the information, the determination of informants is also carried out by *snowball sampling technique* through the recommendations of previous informants (Sugiyono, 2013).

Data collection was carried out through semi-structured interviews, observations, and documentation. The data obtained was then analyzed using the interactive analysis model of Miles, Huberman, and Saldana which included data reduction, data presentation, and conclusion drawn (Miles et al., 2014). The analysis process was carried out on an ongoing basis to identify the role of Pentahelix actors as well as supporting and inhibiting factors in the management of the Wringinanom Tourism Village.

RESULTS AND DISCUSSION

Government

The results of the study show that the government is one of the actors in the Pentahelix model which acts as a regulator and controller in the management of the Wringinanom Tourism Village. This role is carried out by the East Java Provincial Government, the Malang Regency Government, and the Wringinanom Village Government through policy formulation, coaching, facilitation, and coordination with stakeholders. The regulatory framework that is the basis for the management of Wringinanom Tourism Village is presented in Table 1.

Table 1. Regulatory Framework for Tourism Village Management and Its Implications for Wringinanom Tourism Village

Levels	Regulation	Implications
Province	East Java Regional Regulation No.4 of 2022	It is the basis for the empowerment of tourism villages based on participation, sustainability, and institutions.
Districts	Regional Regulation of Malang Regency No.9 of 2022 (RIPPARKAB)	It is a guideline for the guidance, facilitation, and development of the Wringinanom Tourism Village.
Village	There is no Tourism Village Regulation yet	

Source: analysis by authors (2026)

Based on Table 1, the East Java Provincial Government has provided a normative foundation through East Java Provincial Regulation Number 4 of 2022 concerning Tourism Village Empowerment. The regulation is the basis for the development of

tourist villages that emphasize the principles of community participation, sustainability, and strengthening tourism village institutions. Furthermore, the Malang Regency Government strengthens the implementation of the policy through Malang Regency Regional Regulation Number 9 of 2022 concerning the Malang Regency Tourism Development Master Plan for 2022-2037 which serves as a guideline in the guidance, facilitation of programs, and the preparation of directions for the development of tourist villages in Malang Regency. Meanwhile, at the village level, there is no Village Regulation that specifically regulates the management of Wringinanom Tourism Village so that management still refers to government policies above it and the Decree on the establishment of Pokdarwis.

Based on the results of observations, the implementation of the policy was realized through coaching and assistance carried out by the Malang Regency Tourism and Culture Office to the Dewi Anom Pokdarwis. The Wringinanom Village Government also plays a role in facilitating various administrative needs, assisting in the submission of assistance proposals, and bridging cooperation between Pokdarwis and local governments, universities, and other external parties. This role shows that the government is more focused on creating conditions that support the development of tourism villages rather than being directly involved in the operation of tourism activities.



Figure 1. Implementation of Training and Competency Certification for Tourism Actors in Wringinanom Tourism Village

Sources: MATIC (2025)

The findings of the observation were strengthened by the results of an interview with the Head of Wringinanom Village who explained that the village government plays a role as a facilitator in supporting the management of tourist villages. The informant said that the village government assisted in submitting assistance proposals to the Malang Regency Tourism and Culture Office, bridging cooperation with various parties, and providing administrative support for activities carried out by Pokdarwis.

"The role so far is to facilitate through the submission of proposals asking for assistance to the tourism office, also bridging if there are academics like Binus who want to cooperate by signing the MoU, so it helps administratively." (Head of Wringinanom Village, interview January 8, 2026).

In addition, the results of the interviews also show that until this research was carried out, there was no Village Regulation that specifically regulates the management of Wringinanom Tourism Village. These conditions were conveyed by the Head of Wringinanom Village as follows.

"So far, there has been no regulation, there is no regulation regarding this tourist village, but if the decree for the formation of Pokdarwis is from the center." (Head of Wringinanom Village, interview January 8, 2026).

The absence of a Village Regulation shows that the management of Wringinanom Tourism Village still relies on provincial and district government policies as the basis for program implementation. However, the existence of the Decree on the establishment of Pokdarwis has provided institutional legitimacy for the community in managing tourist villages so that tourism activities can continue to run well.

The findings of this study are in line with the concept of Pentahelix proposed by. The operationalization of the role of Pentahelix actors in this study refers to, which places the government as an actor who plays the role of *regulator* and *controller* in tourism development. As a *regulator*, the government is tasked with formulating policies, providing legal grounds, and creating a conducive climate for the development of tourist destinations. Meanwhile, as a *controller*, the government plays a role in coordinating, supervising, and ensuring synergy between actors in the management of tourist destinations so that they run in accordance with tourism development goals (Yahya, 2017; Umiyati & Tamrin, 2021). In the management of the Wringinanom Tourism Village, the function of the controller has been realized through coaching, mentoring, facilitation, and coordination between the government and Pokdarwis and other actors. However, the absence of a Village Regulation that specifically regulates the management of tourist villages shows that the government's function as a *regulator* still needs to be strengthened so that the management of Wringinanom Tourism Village has a clearer and more sustainable legal basis.

Private

The results of the study show that the private sector is one of the actors in the Pentahelix model which plays a role in supporting the management of Wringinanom Tourism Village through the involvement of PT Djalani Wisata Jaya. The company contributes to destination development through system digitization, marketing strengthening, tourism product packaging assistance, and expanding the tourism industry network. The involvement of the private sector strengthens the capacity of tourism village management without taking over the role of the community as the main manager.

Based on the results of observations, the cooperation between PT Djalani Wisata Jaya and Wringinanom Tourism Village was realized through the implementation of a digital-based marketing system, the preparation of tour packages, and the management of tourist visits. In addition, the private sector also provides assistance in packaging tourism products so that they are more structured and in accordance with market needs. Through the use of information technology, tourism village managers can market tour packages more widely as well as obtain tourist visit data as material for evaluating destination management.

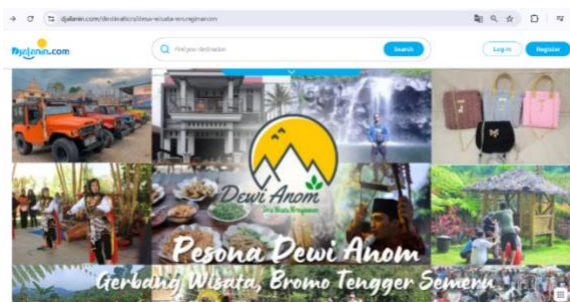


Figure 2. View of Wringinanom Tourism Village Offers on Djalanin.com

Source: Djalanin.com (2025)

The results of these observations were strengthened by the results of an interview with Dion as the CEO of PT Djalani Wisata Jaya who explained that the company's role is focused on arranging tourism products so that they are ready to be marketed through digital platforms.

"Wringinanom is a concept of a tour package, not an entrance ticket. So what we do first is mapping, mapping the tour packages, what the flow is like, then we onboard it to the system." (Interview, December 19, 2025).

In addition to digitizing the system, PT Djalani Wisata Jaya also provides assistance in packaging tourism products to have better marketing standards. The assistance is carried out without taking over the management of tourist villages, but rather strengthening the capacity of local managers to be able to compete in the tourism market.

"The package is still made by the village, we only help guidance. Starting from the photos, descriptions, flow of activities, to the hours. Photos should also not be taken from Google, they must be appropriate, so that they look professional." (Interview, December 19, 2025).

The findings show that the private sector not only plays a role in destination promotion, but also helps improve the quality of management through the use of information technology, the preparation of tour packages, and marketing assistance. This support provides added value for the Wringinanom Tourism Village because the manager obtains a system that is able to record tourist visit data, map tour packages of interest, and expand the reach of marketing digitally.

The findings of this study are consistent with the Pentahelix concept, which emphasizes collaboration among multiple stakeholders in tourism development. Specifically, the operationalization of the Pentahelix framework in this study refers to the role of the private sector as an **enabler**, as proposed by Arief Yahya and further elaborated by Umiyati and Tamrin (2021). As an enabler, the private sector contributes by providing resources, technology, innovation, and strategic networks that strengthen tourism development (Yahya, 2017; Umiyati & Tamrin, 2021). In the Wringinanom Tourism Village, this role is reflected in the digitalization of tourism management systems, the strengthening of marketing strategies, assistance in tourism product development and packaging, and the expansion of market access through digital platforms. These findings demonstrate that the private sector does not replace the community as the primary manager of the tourism village. Instead, it complements local capacities by facilitating innovation, improving competitiveness, and enhancing the village's ability to adapt to the changing dynamics of the tourism industry.

Community

The results of the study show that the community is the main actor in the management of Wringinanom Tourism Village. The community in this study consists of Pokdarwis Dewi Anom, MSME actors, and homestay managers who collaborate with each other in supporting the implementation of tourism activities. Among the three elements, Pokdarwis Dewi Anom plays the role of the core manager who coordinates all tourism activities, while MSMEs and homestay managers play a role in supporting the provision of tourism services and experiences for visitors. The role of each community actor in the management of the Wringinanom Tourism Village is presented in Table 2.

Table 2. The Role of Community Actors in the Management of Wringinanom Tourism Village

Community Actors	Role
Pokdarwis Dewi Anom	The main manager of the tourist village who coordinates tourist attractions, tour packages, tour jeeps, guides, MSMEs, and homestays.
MSMEs	Providing culinary and handicraft products that are integrated in tour packages as a form of local economic empowerment.
Homestay Manager	Providing accommodation for tourists and supporting tour package services in Wringinanom Tourism Village.

Source: analysis by authors (2026)

Based on Table 2, Pokdarwis Dewi Anom plays the role of the main manager who coordinates the implementation of tourist attractions, the preparation of tour packages, the division of guide duties, the coordination of *tour jeep* services, and the involvement of MSMEs and homestay managers in each tourist visit. Meanwhile, MSMEs support the development of the local economy through the provision of culinary and handicraft products that are integrated in tour packages, while homestay managers provide accommodation services for tourists who stay. This division of roles shows that the community is the main driver in organizing tourism activities as well as empowering local communities.

Based on the results of observations, Pokdarwis Dewi Anom not only manages the operations of Ledok Amprong *river tubing* tourism, but also coordinates the entire series of tourism services ranging from receiving guests, preparing activity schedules, arranging tour guides, coordinating with MSME actors, to homestay management. All of these activities are carried out in a participatory manner by involving the community according to their respective capacities and business fields so that the economic benefits of tourism activities can be felt by the people of Wringinanom Village.

The results of the observation were strengthened by the results of an interview with the Chairman of Pokdarwis Dewi Anom who explained that all tourism activities are coordinated by Pokdarwis, starting from the preparation of tour packages to community involvement in every tourist visit.

"If there are guests who come in, everything is coordinated by the Pokdarwis. Starting from the distribution of guides, consumption needs, homestays if staying, to MSMEs involved in adjusting the tour packages chosen by tourists." (Interview with the Guardian, November 21, 2025.)

In addition to acting as a coordinator of tourism activities, Pokdarwis also ensures that the community gets the same opportunity to be involved in tourism activities according to their potential. The involvement of MSMEs and homestay managers in each tour package shows that the management of Wringinanom Tourism Village is not only oriented to tourist services, but also to the economic empowerment of the local community in a sustainable manner.

The findings of this study are in line with the concept of Pentahelix proposed by. The operationalization of the role of Pentahelix actors in this study refers to, which places the community as an accelerator in tourism development. As an (Yahya, 2017)(Umiyati & Tamrin , 2021) *accelerator*, the community plays a role in accelerating the development of destinations through active community participation, management of tourism activities, and strengthening local institutions. In Wringinanom Tourism Village, this role is realized through the Dewi Anom Pokdarwis which coordinates all tourism activities and integrates MSME actors and homestay managers into the tour package. This condition shows that the community is not only the implementer of tourism activities, but also the main actor who maintains the sustainability of the management of Wringinanom Tourism Village through collaboration and community empowerment.

Academics

The results of the study show that academics play a role in supporting the management of Wringinanom Tourism Village through mentoring activities, strengthening community capacity, and developing innovations based on local potential. In this study, academics from Bina Nusantara University (BINUS) Malang collaborated with Wringinanom Tourism Village through various community service programs. The form of academic involvement in the management of the Wringinanom Tourism Village is presented in Table 3.

Table 3. Involvement of Academics (BINUS Malang) in the Management of Wringinanom Tourism Village

Year	Activity	Output
2023	MoU Signing	The basis of cooperation in assisting Wringinanom Tourism Village
2024	Program PIONEER	Public speaking, social awareness, digital marketing, village website management, and organic fertilizer training
2024	Strengthening tourism promotion	Banyumaro Adventure branding and merchandising
2025	MSME Assistance	Strengthening branding, product packaging, and innovation of water hyacinth crafts

Source : analysis by authors (2026)

Based on Table 3, the involvement of academics began through the signing of a *Memorandum of Understanding (MoU)* in

2023 as the basis for the implementation of the mentoring program. The collaboration was then realized through the PIONEER program, public speaking training, digital marketing, management of tourism village websites, strengthening the visual identity of destinations, and assisting MSME product innovations. The series of activities shows that academics not only provide knowledge transfer, but also contribute to increasing the institutional capacity and competitiveness of the Wringinanom Tourism Village.

Based on the results of observations, academic assistance is carried out collaboratively by involving Pokdarwis and the community in every activity. The programs implemented are not only oriented towards improving the capabilities of human resources, but also produce outputs that can be used sustainably, such as strengthening digital promotional media, developing destination branding, and innovating MSME products based on local potential. This approach shows that academics play a strategic role in strengthening community capacity and the quality of tourism village management. Documentation of the implementation of academic assistance activities in supporting the management of the Wringinanom Tourism Village is presented in Figure 4.



Figure 4. Pioneer Activities in Wringinanom Village
Source. BINUS (2024)

The results of these observations were strengthened by the results of interviews with BINUS University lecturers who explained that the involvement of academics is part of the institution's commitment to carrying out community service through the assisted village program.

"In BINUS, there has been a fostered village from the beginning, and one of them is Wringinanom Village. We will start joining it around 2023 through an MoU with local villages. At BINUS there is Catur Dharma, one of which is self-development, so community service has become part of our obligations as academics." (Interview source, December 15, 2025).

The citation shows that the involvement of academics is not incidental, but is based on institutional cooperation that allows the implementation of mentoring on an ongoing basis. Through this collaboration, academics have the space to identify the needs of the community and design programs that are in accordance with the conditions and potential of the Wringinanom Tourism Village.

In addition to strengthening the capacity of human resources, academics also play a role in developing the local potential that the village already has. The approach is not directed at the creation of new tourist attractions, but rather at increasing added value to products and tourist attractions that have developed.

"We from the campus have never made a completely new tourist attraction. The potential of the village already exists, such as water hyacinth sandals, watercress, and river tubing. Our task is more about how this existing potential is developed and given added value so that it is more attractive and has advantages." (Interview source, December 15, 2025).

The findings show that academics play a role as innovation facilitators who bridge local potential with the needs of the tourism market. Mentoring is realized through strengthening branding, product packaging, digital promotion, and the development of educational tourism experiences so that it can increase the attractiveness of destinations as well as the economic value of local products.

The findings of this study are in line with the concept of Pentahelix proposed by. The operationalization of the role of Pentahelix actors in this study refers to , which place (Umiyati & Tamrin , 2021) As (Yahya, 2017)(Umiyati & Tamrin , 2021) a conceptualist, academics play a role in generating ideas, innovations, and science-based mentoring to support the development of tourist destinations. In Wringinanom Tourism Village, this role is realized through mentoring programs, community capacity building, destination branding development, and MSME product innovation. This condition shows that academics are not only knowledge providers, but also strategic partners who support the sustainability of the management of Wringinanom Tourism Village.

Media

The results of the study show that the media plays a role in expanding the dissemination of information and building a positive image of Wringinanom Tourism Village to the community. In this study, the role of the media is realized through two forms, namely mass media that reports on the potential and achievements of tourism villages and digital media managed by Pokdarwis as a means of promoting destinations in a sustainable manner. The two forms of media complement each other in increasing the exposure of the Wringinanom Tourism Village so that information about tourist attractions can reach a wider community.

Based on the results of observations, the mass media plays a role in publicizing the potential and development of Wringinanom Tourism Village through news, while digital media is used to convey information about tour packages, tourist activities, village activities, and various agendas held in Wringinanom Tourism Village. Digital media management is actively carried out by Pokdarwis through the Instagram, TikTok, and Facebook platforms so that destination promotion can be carried out in a sustainable manner and closer to potential tourists. The role of the digital media of the Wringinanom Tourism Village managed by Pokdarwis is shown in Figure 5.

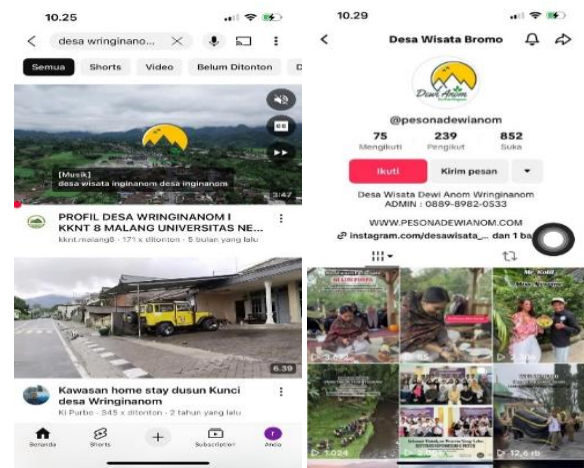


Figure 5. Social Media of Wringinanom Tourism Village
Source. Author's Work (2025)

The results of these observations were strengthened by the results of an interview with Rizal as the social media manager of the Wringinanom Tourism Village who explained that the main purpose of social media management is to introduce the tourism village to the community as well as become a destination promotion media.

"The main goal is of course to introduce the Wringinanom Tourism Village, ma'am, also for the promotion of the tourist village, of course, so for how this tourism is known to the public." (Source of Interview, January 8, 2026).

The quote shows that digital media is used as a means of communication that is able to increase the visibility of Wringinanom Tourism Village through the rapid and wide dissemination of information. In addition to introducing the potential of tourist villages, social media is also a space to build the image of the destination so that it can attract tourists.

The existence of social media is also considered to have an impact on increasing the exposure of Wringinanom Tourism Village. This was conveyed by a social media manager who explained that some tourists knew the existence of the Wringinanom Tourism Village through digital platforms.

"Oh it's very impactful, ma'am, of course, with this social media is very helpful for many tourists who know from Instagram, from TikTok." (Source of Interview, January 8, 2026).

These findings show that the media not only functions as a disseminator of information, but also contributes to building the image of the destination and expanding the reach of the promotion of Wringinanom Tourism Village to the community. This role further strengthens the existence of tourist villages while supporting the increase in tourist visits.

The findings of this study are in line with the concept of Pentahelix proposed by. The operationalization of the role of Pentahelix actors in this study refers to, which places the media as an expander in tourism development. As an (Yahya, 2017)(Umiyati & Tamrin , 2021) expander, the media plays a role in expanding the dissemination of information, building the image of the destination, and increasing the reach of promotions to the public. In Wringinanom Tourism Village, this role is realized through mass media reporting and the sustainable use of digital media managed by Pokdarwis. This condition shows that the media is one of the actors that supports the increase of competitiveness and existence of Wringinanom Tourism Village through effective information dissemination.

Table 4. Results of Analysis of the Role of Pentahelix Actors in the Management of Wringinanom Tourism Village

Pentahelix Actor	Results
Government	Acting as a regulator and facilitator through coaching, training, cross-actor coordination, and partnership facilitation. However, the management has not been supported by Village Regulations and special budget allocations for tourist villages.
Private	Supporting the digitalization and marketing of tour packages through technological innovation.
Community	Become the main actor in the management of tourist villages through Pokdarwis which coordinates tourist attractions, MSMEs, homestays, and tourism services so that collaboration between actors can run effectively.
Academics	Supporting the development of tourism villages through mentoring, community capacity building, strengthening branding, digital marketing, and product innovation based on local potential.
Media	It plays a role in expanding promotion and building the image of tourist villages through mass media reporting and social media management as a sustainable promotional medium.

Source: analysis by authors (2026)

Supporting and Inhibiting Factors in the Management of Wringinanom Tourism Village

Based on the results of the research, the management of Wringinanom Tourism Village is supported by collaboration between actors in the Pentahelix model that complement each other according to their respective roles. Government support through coaching, training, and cooperation facilitation strengthens the institutional capacity of tourism villages. On the other hand, the community through Pokdarwis plays a role as the main driver who coordinates tourism activities, MSMEs, homestays, and various tourism services. Academics also support through mentoring activities, human resource capacity building, and local potential-based innovations, while the private sector contributes to the digitization of tour package marketing. In addition, mass media and digital media play a role in expanding the reach of promotion and building a positive image of Wringinanom Tourism Village so that it is increasingly known by the public.

This study also found several factors that are still obstacles to the management of the Wringinanom Tourism Village. The main obstacle comes from the absence of a Village Regulation that specifically regulates the management of tourist villages so that the institutional aspect does not have a strong legal foundation. In addition, there is no village budget allocation that specifically

supports the development of tourism villages and there is not optimal funding support from the private sector. From the aspect of digital promotion, social media management has also not been carried out on a scheduled basis so that the intensity of publications still depends on the availability of activities and promotional materials.

Overall, the supporting factors in this study were more dominant than the inhibiting factors. Collaboration between actors has been able to encourage the development of Wringinanom Tourism Village to obtain various achievements at the national level. However, strengthening regulations, sustainable funding support, and optimizing digital promotion strategies are still needed so that the management of Wringinanom Tourism Village can take place more effectively and sustainably.

CONCLUSION

The results of the study show that the management of Wringinanom Tourism Village has implemented multi-stakeholder collaboration through the Pentahelix model involving the government, community, private sector, academics, and the media. Among the five actors, the community through Pokdarwis Dewi Anom plays the role of the main actor who coordinates the implementation of tourism activities, connects various local business actors, and maintains the sustainability of tourism village operations. The government plays a role as a facilitator through coaching, training, and strengthening cooperation networks, although it has not been supported by village regulations that specifically regulate the management of tourist villages. Meanwhile, the private sector contributes to the digitization of tourism services and promotion, academics support community capacity building through mentoring and innovation based on local potential, while the media expands exposure and builds a positive image of Wringinanom Tourism Village through mass media and digital media.

The findings of the study also show that the success of the management of Wringinanom Tourism Village is not only determined by the amount of tourism potential it has, but especially by the ability to build collaboration between actors in a sustainable manner. This synergy is an important factor in supporting destination development, community empowerment, and increasing the competitiveness of tourist villages. On the other hand, this study identifies several challenges that still need to be considered, including the lack of Village Regulations that regulate the management of tourist villages specifically, limited funding support from the private sector, and the lack of optimal management of digital promotions carried out in a planned and sustainable manner.

The results of this study provide an implication that strengthening tourism village governance needs to be directed at the development of more structured collaboration between stakeholders. The preparation of village regulations, strengthening partnerships with the private sector, and optimizing digital promotion strategies are steps that can be taken to support the sustainability of the management of Wringinanom Tourism Village and other tourist villages with similar characteristics.

This research still has some limitations. First, access to internal administrative documents, especially documents related to the funding and performance of tourism village management, is still limited, so some information is obtained through

interviews with informants and secondary sources. Second, the research was conducted in a certain time span so that the dynamics of collaboration between Pentahelix actors that are dynamic in nature cannot be observed longitudinally. Therefore, further research is recommended to examine the development of Pentahelix collaboration over a longer period of time, evaluating the effectiveness of the implementation of tourism village policies after the formation of local regulations.

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