# Realization of the Pentahelix Model in the Development of Paksebali Tourism Village Towards Sustainable Tourism

Ni Komang Rida Cahyani*[iD], Ni Wayan Widhiasthini[iD], Ni Luh Yulyana Dewi[iD], Ni Putu Bayu Widhi Antari[iD]

Public Administration, Faculty of Social Sciences and Humanities, University Pendidikan Nasional, Denpasar, Indonesia

Corresponding Author Email: ridacahyani21@gmail.com

## ABSTRACT

This study examines the implementation of the pentahelix model in the development of Paksebali Tourism Village toward sustainable tourism in Klungkung Regency. Using a qualitative approach, data were collected through in-depth interviews with government officials, academics, business actors, tourism group (Pokdarwis) managers, and community members, supported by field observations and documentation studies. The data were analyzed using inductive thematic coding to identify collaboration patterns, actor roles, and key challenges. The findings show that the government functions as a regulator and facilitator through policy support, infrastructure development, and capacity-building programs, although coordination between agencies remains inconsistent. Academic involvement contributes to potential mapping and community mentoring but is generally short-term and lacks continuity. Business actors strengthen the tourism economy but tend to work independently, resulting in limited integration with village development plans. The community becomes the core driver of attractions and tourism activities, yet still faces obstacles in service standards, digital literacy, and human resource capacity. The media element shows the weakest performance, with limited digital promotion and minimal collaboration with external media partners. Overall, the realization of the pentahelix model in Paksebali has begun but is not yet optimal. Strengthening coordination mechanisms, sustaining programs, enhancing digital promotion, and improving stakeholder synergy are essential to support sustainable tourism development.

## INTRODUCTION

Tourism has developed into a strategic sector with a significant impact on the social, economic, and cultural lives of communities (Ratna Susanti et al., 2022). Its development is characterized not only by increasing tourist visits but also by significant changes in local community dynamics, including social interaction patterns, community-based economic systems, and the transformation of cultural spaces and activities (Simanjuntak et al., 2024). The rapidly growing tourism sector encourages rural communities to become increasingly involved in creative economic activities, tourism services, and direct natural resource management. This transformation demonstrates that tourism serves not only as an economic driver but also as a catalyst for social restructuring at the village level (Ningtias et al., 2024). As more communities shift toward tourism-based livelihoods, the need for structured governance and inclusive decision-making becomes increasingly urgent (N et al., 2015). Without proper coordination, tourism development risks causing social disparities and environmental pressures. This highlights the importance of designing collaborative governance frameworks capable of managing rapid tourism growth.

As tourism activity increases, the concept of sustainable tourism development has become crucial. This concept emphasizes a balance between economic growth, environmental conservation, and socio-cultural sustainability ("Tour. Sustain. Dev. Goals – Journey to 2030," 2022). The implementation of sustainable tourism allows tourist destinations to continue to develop without sacrificing the quality of life of local communities or the preservation of the natural resources that support them (Herawaty et al., 2023). However, various literature indicates that the implementation of sustainable tourism faces complex challenges, such as capacity imbalances among actors, weak coordination, the dominance of certain actors, and a lack of regulations ensuring environmental preservation (Nuhung et al., 2022). In an ideal context, sustainable tourism is expected to be implemented through structured planning, coordinated action, and long-term commitment from all stakeholders (das sollen). Yet in reality (das sein), many tourism villages still struggle with fragmented programs, unequal distribution of resources, and inconsistencies between policy intentions and field implementation (Fariz et al., 2023).

This gap highlights the unresolved tension between the expectations of sustainable development and the operational limitations faced at the village level. These inconsistencies show that sustainable tourism remains more of a normative aspiration than a fully practiced framework in many rural settings. The persistent gap between vision and execution creates policy stagnation, hampering long-term development outcomes. This mismatch demonstrates the urgency of studying how collaborative mechanisms actually work in practice. Furthermore, the gap suggests that certain enabling conditions such as strong leadership, adequate funding, and institutional capacity have not been fully established in many tourism villages. Without addressing these structural challenges, efforts toward sustainable tourism are likely to remain symbolic

rather than transformative. Thus, a deeper empirical investigation becomes crucial to identify which systemic barriers most significantly impede implementation.

In the context of tourism villages, the success of destination development is determined not only by the magnitude of its potential but also by the strength of the collaborative network formed among stakeholders (Saifudin Yahya et al., 2023). This aligns with the principle of collaborative governance, which encourages multi-stakeholder involvement in every decision-making process (Ansell, C. and Gash, 2023). In community-based tourism development, the pentahelix model is one of the approaches widely used to map and strengthen collaboration between stakeholders, namely government, academics, business actors, communities, and the media (Aribowo et al., 2022).This model positions collaboration not merely as cooperation put as a structured governance architecture where each actor is expected to contribute resources, knowledge, and institutional legitimacy (Althunibat et al., 2024). When operating effectively, the pentahelix framework can mitigate development fragmentation, improve transparency, and foster shared responsibility in decision-making (Indrianti et al., 2024). However, achieving this level of collaboration requires alignment of goals and consistent communication across actors, which is often difficult in rural contexts with limited institutional capacity. The presence of informal power dynamics within villages may also influence how decisions are made, potentially weakening participatory processes. These limitations reveal that the pentahelix model, while conceptually strong, relies heavily on the practical ability of actors to work together under a shared governance structure(Alfandy, A., & Meganingratna, 2024).

This model is believed to be able to increase innovation, strengthen governance, expand promotion, and open new economic opportunities for the community. Multi-stakeholder participation enables the destination development process to be more inclusive and democratic, as each actor brings different perspectives, interests, and expertise to address tourism issues (Kumala et al., 2024). However, the implementation of pentahelix also faces challenges such as insufficient communication, differing priorities, and the lack of a formal collaborative forum that unifies the vision and mission of all parties (May et al., 2025). Therefore, the effectiveness of pentahelix depends heavily on the extent to which synergy and coordination are consistently established. Ideally, the pentahelix framework should function as a solid collaboration platform that integrates policies, programs, and roles (das sollen) (Herawaty et al., 2023). However, existing studies show that its field implementation tends to be partial, temporary, and not institutionalized (das sein).

This indicates that although the concept is normatively embraced, it has not fully translated into operational mechanisms such as joint planning, regular cross-sector dialogues, shared monitoring systems, or standardized performance indicators. As a result, collaboration often becomes project-based rather than systemic, making its outcomes inconsistent and difficult to scale. This discrepancy indicates a structural gap between the theoretical framework of pentahelix and its real application in tourism village governance. Such structural gaps highlight the importance of institutionalizing collaboration through formal policies or local regulations. Without clear governance instruments, collaborative efforts remain vulnerable to leadership changes, funding limitations, or external interventions (Palangda & Dame, 2023). These realities underline why empirical evaluation of pentahelix implementation is urgently needed to generate strategies that can strengthen long-term inter-actor cooperation.

Klungkung Regency is one of the regions in Bali actively developing tourist villages as a regional development strategy. Supported by its unique culture, natural resources, and high community participation, Klungkung strives to optimize the tourism sector to improve community welfare. One of these developing tourist villages is Paksebali Tourism Village. This village offers cultural and nature-based tourism experiences, such as tubing on the Unda River, traditional arts performances, local crafts, trekking, and culinary specialties. These attractions make Paksebali a destination with great potential for development into a sustainable tourism village. Beyond its tourism potential, Paksebali possesses a strong traditional social structure, local leadership, and community institutions that can serve as a foundation for collaborative governance. These socio-cultural assets provide an enabling environment for partnership-building, although their effectiveness depends on how well they are integrated into formal development planning. However, these strengths can also present challenges, as traditional norms sometimes influence decision-making processes in ways that limit participation from younger generations or marginalized groups. Additionally, the coexistence of formal governance institutions and customary structures requires careful alignment to avoid role overlaps. Understanding how these sociocultural features interact with tourism governance is therefore essential to designing effective collaborative models.

The development of Paksebali Tourism Village is inextricably linked to the involvement of various actors. The local government encourages the growth of tourism villages through policymaking, infrastructure provision, and human resource training (Klungkung Tourism Office, 2023). Academics are also involved in providing mentoring and research into village potential. Businesses provide supporting services such as homestays, culinary delights, and tourism services. The community, as the primary actor, plays a role in managing attractions, organizing tourism activities, and preserving local traditions and culture. The media, both local and social, helps expand the promotional reach of tourism villages, making them more widely known to tourists (Herawaty et al., 2023). However, the roles of these actors are not equally strong. Some contribute intensively while others are still minimally involved, creating an imbalance that affects the overall governance dynamics of the tourism village. This imbalance reflects the need for more structured role distribution and institutional strengthening among all stakeholders. Such asymmetry also suggests that some actors may lack resources or authority to participate optimally, leading to dependency on a few dominant groups (Saifudin Yahya et al., 2023). If not addressed, this imbalance can reduce the inclusiveness and sustainability of tourism governance. Strengthening collaborative equity therefore becomes essential to prevent long-term governance vulnerabilities.

However, the dynamics of the pentahelix model implementation in Paksebali reveal several challenges that require attention. The Paksebali Tourism Awareness Group (Pokdarwis) report (2024) revealed that coordination between actors has not been optimal, particularly in terms of joint program development, regular meetings, and clear role allocation. Academic involvement remains temporary, resulting in unsustainable development recommendations. Business actors largely operate independently without integration into tourism village plans. Community human resource capacity is une-

venly distributed, particularly in service delivery, attraction management, and digital marketing. The media's role in promotion is also limited, both in terms of consistency and quality of digital content (Joshi & Islam, 2023). These findings illustrate that the collaborative ecosystem in Paksebali has not yet reached a functional level of interdependence, where actors operate based on shared agendas and clear governance structures. Instead, collaboration tends to be ad hoc, dependent on short-term projects, and lacking continuity. Such structural limitations hinder the creation of a unified development direction and weaken Paksebali's ability to compete with more established tourism villages. These conditions illustrate a clear gap between the ideal pentahelix collaboration expected to support sustainable tourism (das sollen) and the fragmented, inconsistent implementation observed in Paksebali (das sein). This gap reinforces the need to conduct a comprehensive analysis to understand why synergy among actors has not yet been fully achieved. Moreover, these issues highlight that improvements require not only increased participation but also stronger regulatory and institutional support. The absence of long-term planning frameworks further contributes to the difficulty of maintaining consistency in collaborative activities. Therefore, deeper examination is necessary to identify how these structural weaknesses can be transformed into opportunities for institutional reform.

Various previous studies have examined the development of tourism villages, including the role of pentahelix actors (Pugra et al., 2021), digital promotion strategies (Vani et al., 2021), and community engagement (May et al., 2025). However, specific studies on how the pentahelix model is implemented in Paksebali Tourism Village within the context of sustainable tourism development are still very limited. This research gap becomes academically urgent because the success of sustainable tourism in tourism villages relies heavily on collaborative governance mechanisms, yet empirical evidence regarding how these collaborations actually unfold in Paksebali remains insufficient. Furthermore, the limited availability of localized studies prevents a deeper understanding of village-specific constraints that might differ from other tourism villages in Bali. Without this understanding, policy interventions risk being generic and ineffective in addressing Paksebali's unique development characteristics. Consequently, there is a need for context-sensitive research that captures the unique cultural, institutional, and economic features of Paksebali. Such research can generate tailored recommendations that better align with local realities. Additionally, filling this gap can contribute to comparative studies on tourism village governance across Bali, strengthening the academic discourse on collaborative tourism development.

Based on these gaps, this study aims to analyze in-depth how the pentahelix model is implemented in the development of Paksebali Tourism Village towards sustainable tourism. Understanding the collaboration patterns between actors is expected to contribute to the development of more effective, inclusive, and sustainable tourism village development strategies and support tourism development policies that prioritize a balance between environmental, economic, and socio-cultural aspects. Ultimately, this research seeks to provide actionable insights that bridge theory and practice, enabling stakeholders to strengthen collaborative structures, reduce governance fragmentation, and optimize Paksebali's potential as a model for sustainable tourism village development in Bali. Through this analysis, the study also aspires to offer practical recommendations that can be adopted by local governments,

tourism organizations, and community groups. Additionally, the findings are expected to enrich academic discussions on the operationalization of collaborative governance models in rural tourism. In doing so, this research not only addresses a local development issue but also contributes to broader theoretical advancements in sustainable tourism governance.

## METHODS

In addition to field-based data collection techniques, this study also adhered to ethical principles. All interviewed informants were provided with an explanation of the research objectives, the expected form of participation, and their right to terminate the interview at any time without any consequences. Informants were also given the option to remain anonymous if they felt uncomfortable. The researchers ensured that all information obtained would be used solely for academic purposes and would be kept confidential. Implementing these ethical principles is crucial given the research's involvement of local communities, village officials, and stakeholders who are structurally sensitive to local government policies. Additional ethical steps included seeking verbal informed consent, clarifying how data would be stored securely, and explaining potential risks and benefits of participation. The researcher also emphasized that no personal identifiers would appear in the final report. These procedures were crucial to prevent discomfort or fear among participants, especially when discussing institutional weaknesses or sensitive coordination issues. Ethical reminders were reiterated at the beginning of each interview to ensure participants' ongoing comfort throughout the process.

The role and positionality of the researcher are also crucial in this qualitative research process. The researcher recognizes that direct involvement in the field can influence data interpretation. Therefore, the researcher strives to maintain neutrality by recording personal reflections during each interview and observation. These reflective notes help the researcher separate personal opinions from empirical findings, ensuring objective analysis. Furthermore, the researcher strives to build an equal relationship with the informants through a relaxed yet professional communicative approach, ensuring that informants feel comfortable sharing their experiences, challenges, and perspectives on village tourism development. To minimize bias, the researcher also triangulated reflections with external academic supervisors. The researcher made efforts to avoid leading questions that could shape participant responses, especially when discussing inter-actor conflicts. Reflexive journaling was used to document emotional reactions and potential interpretive influences. This process ensured transparency in how the researcher's background and expectations were managed during fieldwork. Additionally, rapport-building was done gradually through informal conversations before formal interviews began.

This research employed a qualitative method because the objective of the study is to understand the real dynamics of collaboration among pentahelix actors, which cannot be captured through numerical measurements. A qualitative approach was chosen to allow the researcher to explore the subjective experiences, perceptions, and interactions that shape the governance of Paksebali Tourism Village. This method was deemed appropriate because the implementation of the pentahelix model involves layered social processes and context-bound decision-making that require in-depth exploration rather than statistical generalization. In addition, qualitative methods enable researchers to analyze discrepancies

between formal policies (das sollen) and actual field practices (das sein), which is central to this study's research gap. Furthermore, qualitative methods allow for capturing the fluidity and variability of collaboration, which often shifts depending on internal village dynamics and external policy influences. The approach also supports the identification of power relations that shape decision-making processes within the village. It provides room for understanding unspoken norms, cultural practices, and informal mechanisms that significantly influence tourism governance. In the context of tourism villages, such interpretive depth is essential to understanding why ideal collaborative structures may fail in practice. This makes qualitative inquiry the most logically aligned method for the aims of this research.

Participants in this study were selected using purposive sampling, focusing on individuals directly involved in tourism village development. The participants consisted of eighteen stakeholders representing five actor groups: village government officials, district tourism office representatives, academic mentors, local business owners, Pokdarwis managers, and community members involved in tourism activities. These participants were chosen because they possess firsthand knowledge of planning processes, attraction management, economic activities, and promotional efforts, making them the most relevant sources to answer the research question. Their characteristics varied in terms of age, occupation, organizational position, and level of engagement in tourism activities, allowing the researcher to capture diverse perspectives across hierarchical and functional roles. This diversity also enabled the researcher to compare viewpoints between decision-makers and grassroots actors. Attention was paid to achieving representation across gender and generational groups, as these factors influence participation levels in tourism activities. Purposive sampling ensured that each actor category within the pentahelix model was adequately represented. Additional participants were consulted informally when clarification or contextual elaboration was needed. This process allowed for richer, more nuanced data aligned with the complexity of multi-actor collaboration.

The data collected in this study comprised primary and secondary data. Primary data were obtained through in-depth semi-structured interviews, allowing participants to explain their roles, challenges, and interactions freely while still guiding the discussion toward key research themes. Field observations were also conducted to capture real practices, coordination patterns, and tourist activity flows. Secondary data included village planning documents, government regulations, Pokdarwis reports, and digital promotional materials, which served to validate the primary findings and provide a formal basis for understanding policy implementation. Collecting multiple forms of data allowed the researcher to identify discrepancies, confirm patterns, and contextualize findings within formal policy frameworks and real operational conditions. The combination of these data sources also enabled the detection of mismatches between policy intentions and daily practice. Documentary data provided insights into long-term plans and strategic frameworks that were not always explicitly mentioned by interviewees. Observations helped identify unstructured or informal practices that shape tourism operations. Secondary materials also allowed the researcher to track historical changes in Paksebali's tourism development. This integration strengthened the reliability and depth of the overall dataset.

Several research instruments were used, including an interview protocol, an observation checklist, and a documentation sheet. Semi-structured interviews were chosen as the main instrument because they provide flexibility for probing deeper into issues as they arise during the conversation. Observation checklists ensured that the researcher systematically recorded field conditions such as visitor flows, safety procedures, business operations, and actor interactions. Audio recorders (with consent) and field notes were also used to ensure accuracy of data collection. The interview protocol included core questions on collaboration, roles, obstacles, and perceptions of sustainable tourism, ensuring consistency across interviews while allowing informants to narrate personal experiences. The observation checklist was developed based on tourism village management guidelines to ensure comprehensive evaluation. The documentation sheet included categories related to policy documents, promotional materials, training attendance records, and organizational meeting notes. These instruments helped systematize data collection, minimizing the risk of missing important details during fieldwork. Each instrument was pilot tested informally at the beginning of the study to ensure clarity and relevance. This multi-instrument approach allowed for the cross-verification of claims made by different actors.

In the analysis stage, the data review process was carried out repeatedly using iterative analysis techniques, namely reading and analyzing data repeatedly until thematic patterns were clearly identified. This stage involved open coding, axial coding, and selective coding to connect one theme to another. Researchers also used a thematic matrix to map the relationships between pentahelix actors based on their roles, contributions, levels of coordination, and obstacles encountered (Megawati et al., 2024). Thus, the analysis not only produced categories of findings but also explained the important relationships that shape the multi-stakeholder collaboration patterns in Paksebali Tourism Village. The iterative approach also allowed the researcher to refine themes over time as new insights emerged. Codes were constantly compared to avoid redundancy and ensure conceptual clarity. The thematic matrix helped visualize where collaboration was strong, weak, or inconsistent. This process deepened the interpretation by revealing hidden dynamics such as informal power structures or dependency patterns among actors. By the final stage, themes had stabilized, reflecting coherent narratives grounded in repeated patterns of evidence.

Data validity was strengthened through a member-checking strategy, which involved confirming some of the interpretations with key informants. The goal was to ensure that the meaning captured by the researcher aligns with the informant's intended meaning. This stage is crucial for minimizing misinterpretations and strengthening the validity of the findings, particularly on sensitive issues such as cross-actor coordination, role imbalances, or power dynamics at the local level. Additionally, peer debriefing was conducted through discussions with other academics familiar with the pentahelix concept and tourism village development to test the consistency of the analysis's logic. Member-checking also served to build trust with participants, ensuring they felt represented accurately. Peer debriefing allowed external scholars to question assumptions and suggest alternative interpretations. These two strategies worked together to prevent the analysis from becoming overly subjective. Furthermore, triangulating feedback from both practitioners and academics improved the richness of interpretation. This

enhanced validity placed the findings on a stronger metho-dological foundation.

In this study, technical triangulation was used not only to test the accuracy of the data but also to enrich the context of the findings. Interviews provided subjective perspectives of actors, observations revealed actual conditions and interactions, and documents provided formal policy frameworks and outcomes. These three types of data complemented each other. For example, while interviews revealed challenges to coordination between the village government and business actors, field observations helped to see how that coordination unfolded in practice, and planning documents demonstrated how it should occur normatively. Thus, triangulation provided a more complete and accurate picture of the dynamics of multi-stakeholder collaboration in Paksebali. This triangulated approach also helped uncover contradictions between what actors claimed and what was empirically observable. It facilitated deeper understanding of how tourism programs were being implemented versus how they were planned. Furthermore, triangulation enriched insights into the power dynamics shaping collaboration. It also strengthened the credibility of the study by showing that conclusions were supported by multiple independent data sources. Without triangulation, important nuances in the collaboration process would likely have been missed.

Researchers also considered the local cultural context during the data collection process. Paksebali Tourism Village has a social structure deeply rooted in Balinese traditions and customs. This influences how the community interacts, makes decisions, and carries out tourism activities. Therefore, interviews were conducted with respect for local norms, such as using polite language, choosing interview times that did not conflict with customary activities, and understanding the social hierarchy within the community. This cultural sensitivity is crucial for obtaining in-depth and authentic data, especially when discussing issues involving the roles and interests of various actors. The researcher also learned local terminology used in village governance and tourism activities to facilitate smoother communication. Sensitivity to caste, kinship, and customary leadership structures was maintained to avoid misunderstandings. Cultural calendars were consulted to avoid data collection during ritual periods that could affect community participation. This understanding of local practices also helped interpret responses that were indirectly expressed due to cultural communication styles. Such cultural adaptation strengthened both rapport and data quality.

Overall, the research method used allows researchers to comprehensively capture the complexities of implementing the pentahelix model. A qualitative approach, in-depth interviews, participant observation, documentation studies, a systematic thematic analysis process, multi-layered triangulation, and the application of research ethics ensure strong analytical depth. By clearly defining the rationale for choosing the method, specifying the participants, and detailing the instruments and data types, this methodological approach ensures that the findings are grounded, credible, and reflective of the real collaborative dynamics occurring in Paksebali Tourism Village. The methodological rigor applied throughout the research strengthens the study's contribution to understanding how collaborative governance operates in tourism village settings and why gaps between das sollen and das sein persist in the implementation of the pentahelix model. Altogether, this methodological foundation allows the study to offer nuanced, evidence-based insights that can inform future policy improvements. It also provides a replicable framework for similar research in other tourism village contexts. The approach supports a holistic understanding of governance patterns by aligning empirical evidence with theoretical frameworks. Ultimately, the carefully designed methodological steps ensure that the results are both analytically sound and practically relevant.

## CONCLUSION

This study concludes that the development of Paksebali Tourism Village has involved all five elements of the pentahelix model, although the level of effectiveness across actors varies considerably. The government functions as the main policy director and facilitator, yet coordination between agencies and the consistency of development programs remain limited. Academic actors contribute through research, potential mapping, and community mentoring, but their involvement is still short-term and has not developed into long-term collaborative frameworks.

Business actors support the village economy through tourism services and local products, but their role has not been fully integrated into collective planning. Collaboration with Pokdarwis remains fragmented, and digital literacy constraints reduce their competitiveness. The community demonstrates strong enthusiasm and participation in tourism management, yet gaps in technical skills, hospitality, risk management, and digital capacity hinder consistent service quality and long-term sustainability. Meanwhile, the media element shows the weakest performance, as promotional activities are still modest and lack professional management and wider collaboration. Overall, the presence of all five pentahelix actors indicates that the collaborative foundation for sustainable tourism development already exists in Paksebali. However, the implementation is still suboptimal due to weak coordination mechanisms, uneven capacity building, limited continuity of support, and ineffective digital promotion. These findings underline the need for more structured and consistent multi-stakeholder collaboration. Strengthening communication, integrating actor roles, and improving long-term mentoring systems are crucial steps for ensuring that the development of Paksebali Tourism Village moves toward a more sustainable, competitive, and inclusive tourism ecosystem.

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