



# Pentahelix model in tourism destination development Kota Tua Jakarta

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## ABSTRACT

**Background:** Kota Tua Jakarta is a rapidly growing tourism destination with high historical value, attracting both domestic and international tourists. The development of this area as a tourism destination is influenced by various stakeholders, and the Pentahelix model, involving academics, businesses, communities, government, and media, is an essential framework to understand their roles and contributions. **Methods:** This study employed a qualitative approach to analyze the impact of the Pentahelix model on the development of Kota Tua Jakarta. Data were collected through interviews, document analysis, and observations, focusing on the collaborative efforts of the five key stakeholders in shaping the destination's growth. **Findings:** The results show that collaboration among the five elements of the Pentahelix model has significantly contributed to the development of Kota Tua Jakarta as a tourist destination. Each stakeholder brings unique strengths: academics contribute research and knowledge, businesses drive economic growth, the community preserves cultural heritage, the government provides regulatory support, and media promotes the destination. However, despite the positive impact, there is still room for improvement to achieve more sustainable development. **Conclusion:** The study concludes that while the Pentahelix model has successfully fostered collaboration in the development of Kota Tua Jakarta, maximizing these synergies is crucial for reaching long-term sustainability goals. Increased coordination and strategic planning among stakeholders are needed for continued growth. **Novelty/Originality of This Study:** This research provides an in-depth analysis of the Pentahelix model in the context of tourism development, particularly in a historically significant area like Kota Tua Jakarta. The study offers insights into the benefits and challenges of multi-stakeholder collaboration, highlighting the need for enhanced cooperation to ensure sustainable tourism development in urban heritage destinations.

**KEYWORDS:** development; Kota Tua Jakarta; pentahelix.

## 1. Introduction

Kota Tua Jakarta is one of the most popular historical tourist areas in Indonesia. The area has a high historical and cultural value, with a variety of well-preserved Dutch heritage buildings. Founded in the 16th century, Kota Tua Jakarta, formerly known as Batavia, was the center of Dutch East Indies trade and government for centuries. This makes the area a silent witness to Indonesia's history and holds many interesting stories and legends (Kottapala, 2018). In recent years, Kota Tua has experienced rapid development as a tourist destination. This can be seen from the increasing number of tourists visiting, both domestic and foreign. According to data from the DKI Jakarta Tourism and Creative Economy Agency, the number of tourists visiting Kota Tua in 2022 reached 7.5 million people, an increase

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from 5.2 million people in 2019. This increase in the number of tourists encourages the growth of various tourism businesses in the Kota Tua area, such as hotels, restaurants, cafes, souvenir shops, and vehicle rentals. This certainly has a positive impact on the economy of the community around the Kota Tua area.

Sustainable tourism destination development requires cooperation and collaboration from various parties. The Pentahelix model, which involves five main actors: government, private sector, community, academia, and media, has become one of the most widely used approaches in tourism destination development (J.B. Rotmans et al., 2000). This model emphasizes the importance of cooperation and synergy between parties to achieve common goals (Mashita et al., 2023). According to Azmi, Z., & Nuraini, T. (2018) and Sutrisno, A., Handayani, D., & Mustikawati, R. (2019), the Government plays an important role in creating regulations and policies conducive to sustainable tourism development, including simplifying tourism business licensing and providing incentives for investors and the government needs to provide adequate infrastructure such as roads, bridges, clean water, and sanitation, as well as public facilities such as parks, toilets, and trash bins to support tourist comfort. The private sector has an important role in providing investment for infrastructure development, such as the construction of hotels, restaurants, and tourist attractions. The private sector can participate in building infrastructure and developing creative and innovative tourism businesses to attract tourists. Local communities have a responsibility to preserve the culture and environment in tourist areas, such as maintaining cleanliness and preservation of cultural sites and can also be involved in the management of tourist destinations, such as becoming tour guides, souvenir craftsmen, or homestay managers. In this case, academics can conduct research on tourism potential, the impact of tourism on the environment and culture, and sustainable tourism development strategies. Academics can provide input to the government, private sector, and the community on the development of tourist destinations, such as proposals for the development of educational tourism and sustainable tourism. Finally, the media has an important role in promoting tourist destinations through various media platforms, such as television, radio, internet, and social media. In addition, the media also needs to convey accurate and objective information about tourist destinations, including information about tourist attractions, facilities, and prices, so that tourists are not deceived.

The main objective of this research is to analyze the application of the Pentahelix Model by each related party in the tourism development of Kota Tua Jakarta through a qualitative approach. By understanding the implementation of the Pentahelix Model by the government, academics, industry, community, and media, it is hoped that an effective strategy can be found to improve the management and marketing of Kota Tua Jakarta tourism destination. Thus, Kota Tua Jakarta can continue to develop as a sustainable and highly competitive tourism destination, which provides significant economic and social benefits for Jakarta and Indonesia as a whole.

## 2. Literature Review

### 2.1 Development strategy

A strategy is a method used by an organization or a group of people to move from their original position. Effective strategies address three issues of an organization, such as competence, scope, and allocation (Grede, 2008 in Choirunnisa & Karmilah, 2022). Strategy comes from the word "Stratos" which is Greek, has a military meaning and "ag", which means to lead, therefore it means something that is done by the leader in preparing a plan to win the war. In addition, strategy can refer to the composition of the organization's vision and mission, which includes plans to meet goals by considering competitive conditions and external influences (Nabila, 2023).

When viewed as a whole, tourism development can be defined as a series of actions that if done correctly, can contribute significantly to improving the quality of life of tourists. In addition, tourism development can also be defined as a stage of effort to integrate various

elements outside of tourism that contribute either directly or indirectly to the tourism development process (Munir et al, 2018). According to the definition of both terms, strategy and development are defined as a series of plans or decisions to achieve goals more effectively in a systematic and structured manner. In terms of tourism, development strategies are intended to improve the quality of tourism.

## *2.2 Tourist Attractions*

Tourism attractions play a crucial role in supporting government programs aimed at preserving cultural heritage and traditional customs, which serve as a unique selling point for attracting tourists. According to Yulianto (2015), tourism attractions encompass elements such as culture, nature, and distinctive living arrangements, each with its own charm that captivates visitors. These elements not only provide entertainment but also promote cultural appreciation and awareness among both local and international tourists. By showcasing cultural and natural richness, tourism attractions help build a positive image of the nation and foster pride in its traditions. Consequently, tourism serves as an effective platform for cultural preservation while contributing economically through increased visitor engagement.

In tourism, attractions are generally divided into two main categories: tourist objects and tourist attractions. Tourist objects are usually performances or displays that require preparation and may charge admission fees, offering structured experiences that appeal to a wide range of audiences (Nugroho, 2015). In contrast, tourist attractions are typically more spontaneous and can be enjoyed without much setup, allowing visitors to observe and experience these sights freely. The diversity of tourism attractions, both moving and stationary, caters to various market segments, adding value and appeal in the competitive tourism sector. This variety not only enhances the domestic tourism industry but also strengthens the country's presence in the international tourism market, showcasing the unique charm of its cultural and natural resources.

## *2.3 Pentahelix concept*

The Sustainable Development Goals (SDGs) serve as a global framework for countries to achieve sustainable progress by 2030, encapsulated in the nested model approach. This model emphasizes the interconnectedness of economic, social, and ecological aspects, positing that economic systems are embedded within society, which, in turn, exists within an environmentally sustainable framework (Anwar, 2022). Through this perspective, development is not isolated but rather part of a cohesive structure where each element supports mutual sustainability. Achieving these goals requires balancing economic growth with social and environmental well-being, a challenge addressed by innovative approaches like the Pentahelix Model. This model embodies collaboration across multiple sectors, providing a comprehensive means to drive sustainable development forward.

The Pentahelix Model, introduced by Indonesia's former Minister of Tourism, Arif Yahya, and formalized in Regulation Number 14 (2016) on Sustainable Tourism Destination Guidelines, identifies five essential sectors: Academia, Business, Community, Government, and Media, abbreviated as BGCAM. This model underscores the importance of synergy among these sectors to enhance tourism quality while addressing broader social and environmental benefits. By fostering cooperation, the Pentahelix Model aims to generate innovative solutions that support socio-economic advancement and sustainable tourism practices. Through its collaborative approach, the model seeks to ensure that tourism not only provides economic advantages but also respects and nurtures cultural and ecological assets. Ultimately, the Pentahelix framework promotes a holistic, well-integrated tourism system that contributes positively to society and the environment, embodying the principles of sustainable development in actionable ways.

## 2.4 Pentahelix model

The Pentahelix model is a reference in the synergy between related agencies to achieve cooperation goals as optimally as possible. Pentahelix has an important role in supporting the goal of joint innovation and pentahelix contributes to regional socio-economic progress (Rosardi, 2020). As we know about the Pentahelix Model, which has five main factors, namely Academic, Business, Community, Government, and Media or can be abbreviated as ABCGM (Saputra & Adianto, 2024).

The academic factor in the Pentahelix model involves providing standardized processes, certifying skills, and offering concepts and theories relevant to the development of a sector to gain a sustainable competitive advantage. The second factor is Business in the Pentahelix model acts as an operational unit that creates added value and maintains sustainable growth in the development of a sector. The business world acts as a promoter or budget contributor, providing added value or income through funding for sector development. Furthermore, the community factor in the Pentahelix model refers to the active involvement and engagement of local communities in the development and decision-making process related to the sector. Communities play an important role in providing insights, historical knowledge and cultural perspectives that are essential to the sustainable development of the heritage tourism sector in Kajoetangan. Their participation helps to ensure that development initiatives are aligned with community needs and aspirations, thus leading to a more inclusive and community-based approach to tourism development. The government factor in the Pentahelix model acts as a regulator and controller responsible for developing and overseeing the sector. It sets rules and regulations, provides guidance, and ensures compliance with legal requirements in the development of the sector. And finally, the media factor in the Pentahelix model acts as an expander, supporting the promotion and creation of the sector's brand image. The media plays an important role in facilitating the dissemination of information and promoting heritage tourism sites, contributing to their visibility and appeal to a wider audience.

## 3. Methods

This research employs a qualitative approach, centering on the application of the pentahelix model in tourism development at the Kota Tua Jakarta tourist destination. A qualitative approach was selected to achieve an in-depth understanding of the research object, enabling a comprehensive description of how the pentahelix model functions in this context. Additionally, this research is classified as descriptive, aiming to capture and analyze the specific situations and conditions of the tourism development efforts at a given time. By focusing on real-time phenomena, the study seeks to provide a detailed explanation of how the pentahelix model supports sustainable tourism development. Such a method allows researchers to gain insights that might be overlooked in more quantitative frameworks.

Data collection for this research was primarily conducted through in-depth interviews with a key source, Mr. Irfal Guci, Head of the Administration Subdivision at the Kota Tua Jakarta Area Management Unit. The interview, which took place online via Zoom on April 5, 2024, was chosen to gather essential information from someone deeply involved in the management and development of the Kota Tua area. Selecting interviewees based on their role and experience ensures that the data gathered is relevant and informative, providing valuable insights into the application of the pentahelix model. Mr. Guci's knowledge of both administrative and strategic aspects of Kota Tua's tourism makes his input particularly valuable to this research. This firsthand information forms the core of the study's findings on tourism management.

In addition to interviews, data was gathered through observation, literature review, and document analysis, enhancing the research's depth and validity. Observations allowed researchers to directly witness the field conditions and how the pentahelix model is implemented in the day-to-day management of Kota Tua. The literature review provided a

foundation for understanding theories and concepts associated with the pentahelix model, aiding in situating Kota Tua's tourism efforts within a broader framework. Document analysis included reviewing various official documents relevant to the Kota Tua area, such as reports on management practices and development plans. This methodological combination offers a well-rounded view of the tourism management approach in Kota Tua, thereby producing a thorough and nuanced understanding of the pentahelix model's application.

#### 4. Results and Discussion

To develop tourism potential in Kota Tua Jakarta Tourism Objects, the Pentahelix concept is considered important to use by using the Pentahelix ABCGM model (Academics, Business, Community, Government, Media). The Pentahelix model is a collaboration between 5 subject elements or stakeholders. This model is very useful for regional issues and stakeholders where each stakeholder represents various interests.

The Pentahelix ABCGM model is a concept that involves five main elements: Academia, Business, Community, Government, and Media. In this model, each of these elements plays an important role in creating innovation and advancing a field. So this collaboration is expected to realize an innovation that is supported by various resources that interact synergistically.

In the Pentahelix concept, academics act as knowledge resources or refer to individuals or higher education institutions involved in the innovation and development process in the region. In developing tourist destinations in Kota Tua Jakarta, UNTAR created a 360-degree application of the Kota Tua area such as a virtual tour, a competition to renovate office buildings by involving the campus, asking for help from academics/students in designing signage activities, and initiating the creation of a website. However, Kota Tua does not yet have a specific role regarding who does what. The campus is also directly involved in the location (UPK Kota Tua Jakarta, 2024).

Business in the Pentahelix concept acts as the main driver of economic activity, businesses are responsible for creating products or services that people want and adding value to them. In other words, they create value from the goods or services they provide, and this spurs sustainable economic growth. Banks, state-owned enterprises, and cafes and restaurants work together to have an association, inviting the private sector to participate in activities organized by Kota Tua, for example for New Year's events, Independence Day, and DKI Jakarta's anniversary (UPK Kota Tua Jakarta, 2024). Therefore, the role of businesses in the Pentahelix concept is not only limited to economic activities, but also has a significant impact on the social and economic development of a region. Through their commitment in creating added value and spurring sustainable economic growth, businesses play an important role in realizing sustainable development goals.

The community acts as an accelerator in the Kota Tua Jakarta Pentahelix concept. The main role of the community is to act as an intermediary or liaison between diverse stakeholders, with the aim of facilitating the achievement of common goals and plans. The community connects various groups, including local communities, non-governmental organizations, and the private sector, to work together to solve problems and formulate better strategies. Through community cooperation, different perspectives and interests can be brought together to achieve more comprehensive and sustainable solutions. The community also provides a platform for the exchange of knowledge, experience and resources needed to strengthen joint efforts in advancing Jakarta's Old Town. With a legal entity, the old city community, has several sub-communities totaling 7, there is music, a collection of artists ranging from tattoos, photography, ontel bikes, divination communities and others (UPK Kota Tua Jakarta, 2024). Thus, the community's role as an accelerator not only accelerates the process of achieving goals, but also strengthens solidarity and active involvement in building a better future for the area.

The government plays a dual role as regulator and controller in the Kota Tua Jakarta Pentahelix concept. As a regulator, the government has the responsibility to establish and implement regulations that govern various aspects of tourism development and management in the Kota Tua Tourism area. These regulations can include safety standards, environmental preservation, business licensing, and so on.

In addition to being a regulator, the government also functions as a controller, which means they are responsible for monitoring and enforcing compliance with the regulations that have been set. This involves oversight of tourism activities, including infrastructure management, development, business operations, and services to tourists. A close relationship with the government in the context of infrastructure development is one of the keys to success in realizing development that is inclusive, sustainable, and provides benefits to all levels of society. The form of infrastructure relations built in the form of the Kota Tua Jakarta Area Arrangement in 2022 and Revitalization carried out by the DKI Jakarta Provincial Government. Documentation of the Arrangement and Revitalization of the Kota Tua Jakarta Area in the Year 2022 carried out by the DKI Jakarta Provincial Government can be seen in Figure 1.



Fig 1. (a.) Kota Tua Jakarta Area Arrangement in 2022 and (b.) Revitalization carried out by the DKI Jakarta Provincial Government

In its dual role, the government strives to foster an environment that supports the sustainable development of tourism in Jakarta's Old Town, also known as Kota Tua. This effort involves balancing the growth of tourism with principles of sustainability, safety, and fairness to ensure the area's heritage is preserved and local benefits are maximized. Effective government regulation and strong enforcement play crucial roles in guiding the development of Kota Tua's tourism attractions, ensuring that tourism activities contribute positively to both the community and the environment. By setting clear policies and standards, the government can facilitate responsible tourism that enhances the local economy while respecting social and ecological values. Ultimately, this proactive approach enables Kota Tua to thrive as a sustainable tourism destination that serves the interests of both residents and visitors.

Within the Pentahelix framework in Kota Tua, media serves as a vital expander, enhancing the reach and visibility of the area's tourism offerings. The media's role includes promoting and building the brand image of Kota Tua through various platforms such as websites, social media, and other digital channels. By publicizing the cultural and historical richness of Kota Tua, media outlets play an essential part in informing a broader audience about the area's attractions and unique events. This extensive outreach not only attracts tourists but also reinforces the cultural significance of Kota Tua, strengthening its appeal as a heritage site. Through continuous promotion and information sharing, media helps ensure that Kota Tua remains a vibrant and appealing destination within Indonesia's tourism landscape.

During holidays or certain days, there is live coverage of TV and online media, old city journalists, diskominfo, as well as a social media team of several people (Irfal Guci, 2024). More than just conveying information, the media also has a strong role in building the brand image of the tourism destination. By presenting interesting and informative content, they can shape positive perceptions and attract tourists to visit Kota Tua Jakarta. Thus, the

media's role as an expander not only helps to increase the visibility and popularity of Kota Tua Tourism Objects, but also contributes to building awareness and interest among the public and tourists to explore and appreciate the beauty and history of the area. From the explanation above, the pentahelix model in developing Kota Tua Jakarta tourist destination can be explained through Table 1.

Table 1. Description of research results of the pentahelix model in the development of Kota Tua Jakarta tourism destination

No	Actor	Role
1.	Academician (Tarumanegara University)	Creating a website and 360-degree camera application for the Kota Tua area such as a virtual tour.
2.	Business <ol style="list-style-type: none"> <li>1. Café Batavia</li> <li>2. Jamu Acaraki</li> <li>3. Djakarta Art Shop</li> <li>4. Mega Rasa Canteen</li> <li>5. Barera Café</li> <li>6. Old Town Market</li> <li>7. Intan City Park</li> <li>8. Park and Ride</li> </ol>	Spurring sustainable economic growth and the association working together to create events such as New Year's events, Independence Day, and DKI Jakarta's anniversary.
3.	Community <ol style="list-style-type: none"> <li>1. Old Town Tourism Onthel Association</li> <li>2. Man of Character Art</li> <li>3. Old Town Music</li> <li>4. Lorong Rupa</li> <li>5. Guide</li> <li>6. Photographer</li> </ol>	Intermediary or liaison between various stakeholders, with the aim of facilitating the achievement of common goals and plans.
4.	Government <ol style="list-style-type: none"> <li>1. Disparekraf</li> <li>2. Transportation Agency of DKI Jakarta</li> <li>3. DKI Jakarta Department of Culture</li> <li>4. Jakarta Provincial Government</li> <li>5. Polda Metro Jaya</li> </ol>	Establish and implement regulations that govern various aspects of tourism development and management in the Kota Tua area.
5.	Media <ol style="list-style-type: none"> <li>1. TV Media</li> <li>2. Pop Jawa Kota Tua</li> <li>3. Communication and Information Agency of DKI Jakarta</li> </ol>	Responsible for the publication, promotion, and establishment of Kota Tua's brand image through various platforms, such as websites or other media.

(UPK Kota Tua Jakarta, 2024)

From this research, it was found that cooperation with the five stakeholders of the Pentahelix Model has been ongoing, but in the future it needs to be strengthened so that it can be more comprehensive. The desired impact of the pentahelix model for the Kota Tua Jakarta area is to encourage stakeholders, especially the surrounding community, to care about the Kota Tua environment. With quality community participation in Kota Tua, it will create added value that will increase appreciation for Kota Tua. This will have a global impact, such as increasing universal value and the emergence of multinational companies.

## 5. Conclusions

It can be concluded that tourism development in Kota Tua Jakarta involves a Pentahelix model that collaborates between 5 main actors; academics, business, community, government, and media. Each of these parties has their own role in developing and promoting this tourism destination. Academia acts as a knowledge resource in the process of innovation and development in Kota Tua Jakarta, Business is responsible for creating products or services that people want. The community acts as an intermediary or liaison between diverse stakeholders, connecting various groups, including local communities, non-governmental organizations, and private parties with the aim of facilitating the achievement of common goals and plans. The government is responsible for monitoring and controlling tourism activities in Kota Tua Jakarta and facilitating safety standards, environmental preservation, business licensing, and so on. The media plays a role in promoting the attractiveness of Kota Tua Jakarta through various platforms, such as websites or other media to build public interest. So, with the collaboration between academics, businesses, communities, government, and the media can achieve the goals of cooperation as optimally as possible, Kota Tua Jakarta continues to develop as a sustainable and highly competitive tourism destination, and the pentahelix plays an important role in contributing to significant economic and social progress for Jakarta, especially Kota Tua as a whole.

With this pentahelix model, it is hoped that it can be an opportunity for Kota Tua Jakarta and similar destinations in Jakarta and Indonesia to implement it optimally, so that Kota Tua Jakarta can continue to develop and become more attractive to local and foreign tourists. In developing Kota Tua Jakarta, it is hoped that the 5 main actors; academics, business, community, government, and media can work together and continue to collaborate more strongly and actively to complement each other so that Kota Tua Jakarta can continue to develop as a sustainable tourism destination and have a positive impact on Jakarta's economy and social. The community can be an intermediary to provide development proposals related to the wishes of the community with changing trends, without changing the culture that exists in the Old City of Jakarta. Then the media can reach a wider community and provide information that is more interesting to the public.

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### Conflicts of Interest

The authors declare no conflict of interest.

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