

Development Failure Analysis Kungkuk Tourism Village (Case Study in Punten Village, Batu City)

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Abstract. This study aims to analyze the failure of the development of the Kungkuk Village Tourism Village in Punten Village, Batu City. Developing the tourism paradigm in Indonesia has made Tourism Villages a Trend in tourism development. Villages are required to manage and build village potential. However, in the implementation process, it often encounters obstacles such as lack of optimality and even failure in development. Researchers seek to see the role of actors and collaboration to form collaborations between government, private, community, academic, and media (Penta Helix) in developing Tourism Villages. The research method used is a qualitative method with a case study approach. The results showed that the failure of the development of the Kungkuk Village Tourism Village was triggered by a lack of support from the village government, and no village regulation provided an umbrella for the development of the Tourism Village. The strong sectoral ego triggers a low level of collaboration between the government, the private sector, the community, academia, and the media to develop Tourism Villages.

Keywords: Tourism Village; Development Failure; Pentahelix

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INTRODUCTION

In Indonesia, the development of tourism villages is a projection to boost the state budget. This is stated in the 2020-2024 RPJMN which targets 244 Tourism Villages to be certified as Independent Tourism Villages. The implication of this long-term development plan is that tourism growth in Indonesia has increased rapidly from an economic point of view, but due to the Covid-19 outbreak in the last 2 years, BPS recorded a decline from 12.10% to 3.56%. Tourism development is one of the three main sectors in development, tourism requires an active role from the local community, not just the role and assistance from the government or business development (Marlina, 2019). The roles of these various parties are expected to provide benefits to the local community, especially the community around the tourism area (Fuqoha, 2021).

At the regional level, tourism development is experiencing rapid development. For example, several studies have seen that tourism development is able to produce a high multiplier effect in the economy more than other leading sectors (Jamalina & Wardani, 2017). As an alternative development approach to improve people's welfare (Wahyuni, 2018). The success of

the development of the tourism sector is part of the accumulation of positive tourism trend movements at the regional level (Matthoriq et al., 2021). Tourism Village Development can be understood as a rural area that can promote the overall atmosphere of authenticity from the countryside. Such as natural attractions, local community creativity, culture, which can attract tourist visits (Amir et al., 2020).

Implications in the development of tourist villages can have a positive impact on the community. The development of tourist villages can not only be seen from the growth and development of the tourism sector which is running fast without showing a slowdown but, several studies have seen the development of tourist villages as a strategic position in development policies that have an impact on increasing the country's economy (Nurmayasari, 2017). Providing real benefits to the community through managing village potential with the concept of a tourist village (Junaid, 2020).

However, it is not always the cause of the development of Tourism Villages that has positive implications for the region but also has a negative impact. The development of Tourism Villages in recent years has become an epidemic because villages are competing to develop tourism, but there is an impression that its implementation causes many problems and is not optimal, so that many villages fail (Yusuf Adam Hilman, 2018). High income inequality, loss of community control over economic resources in communities near and far from tourist destinations (DTW) (Jamalina & Wardani, 2017).

The tourism village is developed by involving the cooperation of several community members, which is based on the principle of the independence of one or several elements of the community, but involves various elements (Junaid, 2020). Tourism Villages generally have the following elements: First, attractions or tourist attractions, namely natural attractions, local dining, cultural arts and so on which are developed as tourist attractions. Second, Ancillaries or accommodation or infrastructure such as transportation services, the availability of homestays and villas, clean water and so on. Third, accessibility or infrastructure. Fourth, amenities or institutions. Fifth, community involvement or community support (Eka Krisna Yanti, 2021).

The development of tourist villages in Batu City is contained in the Regional Spatial Plan for the period 2010-2030. After this policy, the development of tourist villages in Batu City can optimize the potential of the village by involving the participation of the community through community empowerment (Kirana & Artisa, 2020). In the process of tourism development and development, it is the capital to survive in the face of dynamic developments and dynamics in Indonesia (Roziqin & Syarafina, 2021). Kungkuk Village is a Tourism Village located in Punten

Village and has the potential to be developed into a favorite area. Therefore, in its development it is necessary to have the cooperation and integrity of the actors in it (Kirana & Artisa, 2020).

Several studies view the development of Tourism Villages as a process that focuses on developing Tourism Villages and advancing them. Development of Tourism Villages to meet the needs of tourists and fulfill and complement the needs in the tourism (Arida & Pujani, 2017). According to (Kirana & Artisa, 2020) Tourism village development is considered not to work with only one actor but must involve several actors who can support the development of tourist villages. Meanwhile, according to (Saepudin et al., 2019) the development of tourist villages as economic and tourism assets has 3 principles, namely: (1) community empowerment (2) does not conflict with local culture (3) construction of facilities to improve the environment.

Several previous researchers have reviewed the development of tourism villages, strategies for successful village development in improving socio-economic conditions, with this strategy the government is able to encourage the development of new tourism that is oriented towards environmental sustainability, community culture and is able to provide long-term benefits for the community (Jamalina & Wardani, 2017). Other research (Husni & Safaat, 2019) explained that the development of tourist villages can build economic competition, competition not only in employment but also in capital. Within the local capitalist group, they compete with capitalists outside the village and outside the country. If this condition is left unchecked, it will lead to conflict between local communities and migrants. Some research shows that the development of Tourism Villages as an asset to increase the income of an area and is able to improve the welfare of the community. However, it also has a negative impact on the existence of a tourist village. Therefore, with these problems, cooperation or collaboration by related parties is needed in the development of Tourism Villages.

Tourism village development model through the collaboration of the Pentahelix model. The pentahelix model is a socio-economic development model through collaboration and partnership. according to (Aribowo et al., 2018) In creating quality activities, facilities, services and providing value for tourism benefits in order to provide benefits and benefits for the community. So the tourism system requires the role of Government (Government), Business (Business), Academic (Academics), Community (community) and Publication (Media) (Vani et al., 2020). From each related collaboration, it will be needed to develop tourism more optimally.

Previous research only looked at the role of collaboration and actors in supporting the realization of a tourist village and the impact of developing a tourist village. In the tourism village development program the role of the pentahelix model stakeholders carries out their duties and

functions in accordance with their roles, the government plays an important role in the development process by holding training in order to form quality human resources, providing physical infrastructure by expanding various forms of facilities, coordination between stakeholders from several parties so that the development of tourism villages is optimal (Saputri et al., 2020).

In contrast to previous research, this study tries to analyze the failure in the development of the Kungkuk village tourism village in 2007 to 2009, the failure in the development of the Kungkuk tourist village in the Punten village in that year was triggered by the pros and cons, social jealousy from internal and external parties, in 2012 Kungkuk tourist village is starting to pioneer again but its development is still slow. By using the pentahelix model the researcher tries to reveal why the pentahelix concept in the development of the kungkuk tourist village failed to realize a tourist village.

METHODS

This research uses a qualitative research type with a case study approach. This type of research and approach was chosen because the researcher wanted to describe how the pentahelix model was applied in the development of the kungkuk tourist village considering that among the development of tourist villages in Batu City, the only tourism village development that failed. The data technique is carried out by means of observation and interviews as well as direct documentation with the object of research. The data analysis method is carried out by collecting data, reducing data, presenting data and drawing conclusions (Budiya, 2020). This study aims to present information regarding the analysis of failures in the development of Tourism Villages.

The location of this research is Kungkuk Tourism Village in Punten Village, Batu City. The data used are primary and secondary data to produce primary data, so individual interviews are used to obtain information and views regarding the involvement of community participation in the development of tourist villages. Interviews are used as a reference to obtain data information from informants. In addition to primary data from interviews, observations were made by looking for secondary data from journals, websites, government published reports and so on.

RESULTS AND DISCUSSION

Batu City is a new city that is even 18 years old since it was established as a city on October 17, 2001, now it has solidified into a better local government. Where tourism is the main choice for this city icon. When referring to the history of Batu City, it has long been famous since

the time of Ir. Soekarno with the nickname "De Klain Switzerland" which is famous for its cool air and agricultural potential in this city which is also superior.

Along with the development of the economic situation and conditions in Batu City which declined due to the declining price of apples, people's interest began to shift to tourism. Therefore, the government created a program to highlight the tourism potential of the village, namely the Tourism Village. Punten village has 4 hamlets, one of which is Kungkuk Hamlet which is geographically located on a hill near the forest. In early 2007, one of the community leaders made an innovation to explore nature as a selling point for the community. The formation of the organization to develop the kungkuk tourism village started with 5 people who were supported by one of the hoteliers. After running for 1 year, the innovation won the trust of the community and grew to 28 members. In 2008 to 2009 the kungkuk tourism village experienced pros and cons in terms of internal social and external jealousy with the hotel due to interference from politics which caused public trust to fade. With the conflict, the development of the kungkuk tourism village is no longer running.

In 2010 the Batu City Tourism Office made a program for each village, namely Tourism Village, along with the program in 2012 the kungkuk tourism village pioneered again to develop kungkuk tourism without being shaded by a legal entity and has not received support from the village government. In 2015 it began to collaborate with other agencies to develop the kungkuk tourism village and in 2019 the village government began to support and facilitate with encouragement from the Tourism Office to develop the kungkuk tourism village. Cooperation in the development of the Kungkuk Village Tourism Village with other agencies is a good strategy to develop the Tourism Village more quickly. The development of information technology, infrastructure development, ease of transportation and various other facilities make tourism passionate to be hunted by tourists. Therefore, in developing a tourism village, the pentahelix model collaboration in Kungkuk Tourism Village is something that needs to be done to be managed as well as possible to realize success in developing and realizing a superior and quality tourist village.

The application of the pentahelix model in the development of tourist villages involves five elements, namely the government which is generally a bureaucracy which is seen as an administrative agent responsible for the implementation of both developed and developing countries. Community is an actor who plays a role in the implementation of development are communities and groups. Businesses take advantage of business development in achieving business goals. Academic is another institution that is often involved in policy implementation.

Media is a process of public policy to provide space for the public and the government to understand social problems and solve these problems.

Implementation of the PentaHelix Concept in Tourism Village Development in Kungkuk Village

Cooperation is strengthening relationships and engagements in harmonizing development, synergizing potential with third parties, and increasing the exchange of knowledge and technology in order to develop regional potential (Ikasari, 2018). One of the development strategies that can be done to maximize the potential that exists in the Kampung Kungkuk Tourism Village is to implement the Pentahelix model in tourism development that has been carried out previously (Saputri et al., 2020). The following is a comparison table before and after collaboration with other agencies on the development of the kungkuk tourism village can show in table 1.

The development of the Kungkuk village tourism village from the results of the research has applied the Pentahelix model, which involves five elements: government, community, private sector, academics, and media. Based on the results of the study, from table 2 in the discussion section, it is explained that the tourism sector when managed properly will improve the economy, namely through visiting tourists, with a tourism village development policy directed by academics aiming to improve and develop the quality and professionalism of human resources. competency based.

Academics play a role in providing views and analysis based on objectivity of data in the field regarding the level of development to advance tourism through various research, analysis and development of human resources and the main thing is collaboration with the government in order to provide a bridge to the process of building facilities and infrastructure and developing tourist villages. The media must be able to act as an expander, meaning that the media is able to spread the profile of the potential possessed by the Kungkuk village tourism village. . In addition, cooperation with the private sector and the private community also helps the development of the Kungkuk Village Tourism Village with the addition of private packages. The media also acts as a source of informants who attract tourists to visit the Kungkuk Village Tourism Village. While the discussion section of table 1 explains that the tourism sector that is not managed properly will cause delays in the process of developing tourist villages.

Table.1 Pentahelix Model Before Vacuum

No	Name of	Professional	Activity	Realization
1.	Village Administration	Government agencies	Does not support the innovation of the tourist village, especially the kungkuk village, only supported in 2019, until now there are no regulations or legal entities from the village government to overshadow the innovation.	The development of tourist villages does not develop, conflicts occur because there are no references or guidelines in making tourism village innovations.
2.	Private	No profession	No activity	There is no cooperation from the private sector to develop a tourist village
3.	Community	No profession	No activity	There is no cooperation from the community to develop a tourist village
4.	Academic	No profession	No activity	There is no cooperation from academics to develop tourist villages
5.	Media	Trevel Agent	Promote by using brochures	The method used is still less helpful in developing a tourist village.

Source: Processed Primary Data

Table.2 Pentahelix Model After Vacuum

No	Name of	Professional	Activity	Realization
1.	Department of Tourism, Department of Agriculture, Village Administration	Government agencies	Every activity of government activities supports the manufacture of infrastructure or facilities and infrastructure. Example: making Gasebo.	As expected, the support from the government is able to make the kungkuk tourist village faster in development.
2.	Kaliwatu Rafting	Private	Cooperate in exchanging tour package guests.	. In accordance with what is expected to be able to develop Kungkuk village tourist destinations
3.	Travel Agent, Outbound Community, Goes Adventure BikeCommunity, Apple Picking Community(Agro Apples), Dunhill Community.	Community	Cooperate in making events for tourism actors.	In accordance with the role and active to hold activities with tourism actors directly so as to be able to develop tourist destinations in making tour packages.
4.	State University of Malang, Brawijaya University	Academic	Collaborating in a pragmatic student service system to the community (KKN) and foreign language student exchange programs.	As expected, this collaboration is able to provide direct knowledge to the community to develop tourist villages.
5.	Activists from one community through the website, Instagram and Facebook.	Media	Promotional activities through social media	As expected, involving the community to promote tourism villages can encourage the development of tourist villages more quickly because the community is more active.

Source: Processed Primary Data

The Future of Tourism Villages in Kungkuk Tourism Village

Various colors regarding the potential of villages and abundant natural resources in various parts of Indonesia, therefore, the government aims to determine tourist destinations that are

popular and develop more widely, the orientation of which is the introduction of culture and nature as tourism village development. Kungkuk Tourism Village is a tour that is geographically located on a hill near a forest with its natural potential, namely Agro-agriculture as educational tourism.

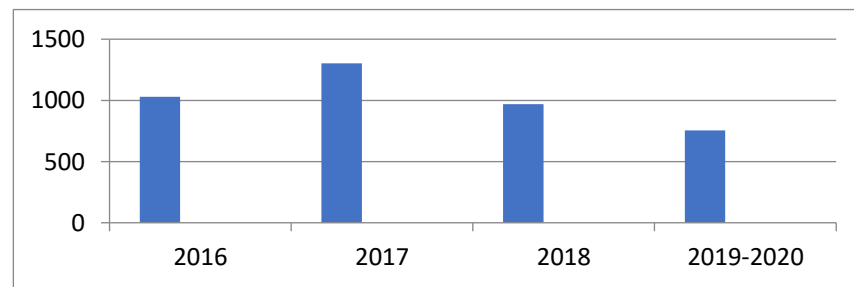
From 2007 to 2008 the beginning of the development journey of the Kungkuk Village Tourism Village was initiated by making a water shooting game, agricultural packages, fun games and outbound only with minimal infrastructure. There are only 5 homestay accommodations, and the owners are members of the management of the development of the Kungkuk Village Tourism Village. The community and village government are still not enthusiastic and supportive in this development due to a lack of trust and not understanding the purpose of developing the Kungkuk Village Tourism Village.

The existence of obstacles like this triggered various problems which caused in 2009 the Kungkuk Village Tourism Village was vacuumed, in 2012 the Kungkuk Village Tourism Village began to pioneer and correct deficiencies by changing the mindset of the community so as to create a sense of trust and understand the purpose of the Kungkuk Village Tourism Village, establish cooperation from the government, private sector, community, academic and media so as to accelerate the process of developing the Kungkuk Tourism Village. This change has resulted in an increase in tour packages that are served in the Kungkuk Village Tourism Village so that they are able to attract tourists to visit the Kungkuk Village Tourism Village. The following are the Education Packages which are currently divided into 6 Education packages, namely:

The first package is the Farming package which includes: (Orange Farm, Chrysanthemum Farm, Rose Flower Farm, Apple Farm, Vegetable Farm, Oyster Mushroom Farm). The second package of the Farming Package includes: (Cow Farm, Rabbit Farm, Hamster Farm). The Third Package Industry Package includes: (Apple Chips Industry, Spinach Chips Industry, Ginger Ting-Ting Industry, Fruit Juice Drink Industry, 3R TPS Waste Processing Industry). The fourth package of the Cultural Package includes: (Reog Dance Culture, Bantengan Culture, Samboyo Culture, Kuda Lumping Dance Culture, Pencak Silat Culture). The fifth package of the Outbound Package includes: (Campring Ground, Jeep Adventure, ATV Adventure, Horse Riding, Children's Home Village Education). The sixth package is the Live Inn Package with a minimum of 50 pax 2 days 1 night, facilities include (1-night Hometay, 3x meals, 1 Location Educational Visit, Presentation, Cultural Festival, Angkot Shuttle), 3-day 2 night package + Outbound at least 50 pax facilities include (Outbound ice breaking + 3 Haerop, Homestay 2 nights, Meals 3x, Location Educational Visit, Presentation, Cultural Festival, Shuttle Angkot). Package 3 Days 2 Nights minimum 50pax Facilities include (2 Nights Homestay, 5x Meals, 1 Location Educational Site Visit, Presentation,

Cultural Festival, Angkot Shuttle). For the Live Inn package, a maximum of 700 students and 300 adults.

To develop the potential of the Kungkuk Village Tourism Village, utilize land from community assets and utilize 3,000 meters of reward land and partner with Perhutani. In addition, the actors of the development of the Kungkuk Village Tourism Village evaluate the planned by targeting 2000 tourist visitors per month. Based on data obtained from the management of the Kungkuk Tourism Village, the following is a graph of tourist visits from 2016-2020.



Graphic 1. The Number of Tourists from The Kungkuk Tourist Village

From the data, the number of visitors has fluctuated or is unstable. When viewed in 2016 with a total of 1029 visitors and in 2017 with a total of 1303 visitors an increase of 57%. Meanwhile, in 2018 it decreased by 9% with a total of 969 visitors and in 2019 to 2020 it decreased by 5% with a total of 755 visitors. The rise and fall of the number of visitors above is an indication of weakness in the development of tourist villages in the kungkuk village of Batu City.

Weaknesses in the development of the Kungkuk Village Tourism Village were triggered by the weakness of the role of the collaboration of the five elements, namely government, private, community, academic and media. The role of the government, especially the tourism office and village government, is when there is a project or program, so it is only a formality. In the role of the private sector, it is still only a formality in the existing tour packages, this is because there is no regulation from the village government to cover it. The academic role plays a role when there is only a program and is more theoretical. The role of the media is very weak because it is only carried out by one person. Meanwhile, the community dominates the role of the five elements and plays a major role in the development of the Kungkuk Village Tourism Village. It can be concluded that the unstable percentage increases due to the unbalanced role of collaboration between the government, the private sector, the community, academia, and the media. In addition, the Covid-19 pandemic condition from 2020 also affected the decrease in the percentage of the number of tourist visitors in the Kungkuk Tourism village.

The history of the pentahelix concept was adopted from the theory of Etzkowitz & Leydesdorff in 2000 which began with the idea of a triple-helix, this triple-helix concept emphasizes relations between government, universities, and industry. In 2014, Lindberg developed a new concept into a quadruple-helix by adding elements of local communities as a complement to the previously developed triple-helix concept. In 2018 Riyanto proposed to involve the media, which currently plays a very important role in the development of social capital (Rizkiyah et al., 2019).

The form of collaboration between stakeholder relationships included in the pentahelix model can work well and create benefits for the community and the environment if the organization has the same goal in collaborating to create an ideal form of cooperation. However, from the results of collaborative research on the five elements, it is not balanced and affects the slow process of developing a tourist village.

In previous research, the implementation of the pentahelix model of the cibuntu tourism village in all fields or pillars of the pentahelix was carried out and realized well, the role of each pillar was carried out in accordance with the capabilities and developments, from time to time it gave a good impact, one of which was the awarding of major awards for the achievements achieved by cibuntu village, besides that tourist visits have increased every year, this happens because of the strength of all components of tourism actors in the pentahelix concept, especially the role of the government as a regulator in the formation of tourist village development up to the monitoring and evaluation stage (Pusparani & Rianto, 2021). In addition, several studies that have been described in the introduction show that the synergy between the five elements in the pentahelix concept is very necessary in the process of developing a tourist village. In this study, we can see in the discussion that not all tourist villages experience success in development, from the five elements, namely government, business, community, academics and the media, balanced cooperation is needed for the roles of each field. So that the development process does not fail as in the kungkuk tourist village.

CONCLUSIONS

The tourism industry is one of the largest foreign exchange earners in Indonesia, especially tourist villages which are currently a trend in the tourism sector. Villages are encouraged to be able to develop various innovations in managing village potential to improve the welfare and independence of the community. To realize this development, of course, it must be realized synergistically with all parties, especially in the form of collaboration with PentaHelix, both

government, private, community, universities, and the media. In strengthening actors from the cooperation of the five elements, namely government, private sector, community, academic and media. However, in the process of implementing these innovations they often experience a lack of optimization and even fail in the development and mobilization sector in the economic sector, the dominant factor causing the failure in this study is the village government and the media, the absence of regulations regarding Tourism Villages from the village government as a reference for development tourist village. In addition, to develop the kungkuk tourism village, the media has a large enough influence in the development process, therefore marketing from creative youth groups is needed to promote the kungkuk tourism village. Another obstacle is the lack of cooperation and coordination among the various elements. This study has limitations, including the limited number of informants, where the representative of the Pentahelix model is only represented by one informant. It is hoped that in future research, more resource persons are needed.

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