

## Implementation of the Pentahelix Model Collaboration in Identifying the Tourism Potential of the Puncak Kabun Area, Agam Regency

Siska Mandalia<sup>1\*</sup>, Pepy Afrillian<sup>2</sup>, Ari Saputra<sup>3</sup>, Wiranda Wulandari<sup>4</sup>

<sup>1,2,3</sup>Universitas Islam Negeri Mahmud Yunus Batusangkar, Indonesia

\*[siskamandalia@uinmybatusangkar.ac.id](mailto:siskamandalia@uinmybatusangkar.ac.id)

### Article Info

Submitted, 17 October 2022

Revised, 2 March 2023

Accepted, 1 April 2023

### Keywords:

Collaboration;

Stakeholders;

Identification of Tourism

Potential;

Puncak Kabun

### Kata Kunci:

Kolaborasi;

Stakeholders;

Potensi Wisata;

Puncak Kabun

### ABSTRACT

*The main problem is how collaboration is carried out by each stakeholder in identifying tourism potential in the Puncak Kabun area of Agam Regency. The purpose of this study is to determine whether stakeholders collaborate or not, in identifying tourism potential in the Puncak Kabun area. This study is field research-to obtain data on the problems studied. The data collection technique used is Snowball. Data processing was carried out in a qualitative and descriptive manner, to ensure the validity of the data, the researcher conducted member checks to find out how far the data obtained were in accordance with what was provided by the data provider. From the conducted field research there are seven components of collaboration that must be met by stakeholders, namely: Shared Understanding or Common Goals, Administration, Trust, Commitment, Mutuality, Communication, and Collaborative environment. However, in the Puncak Kabun area, the seven components of collaboration that must be carried out by stakeholders in identifying tourism potential that have not been implemented properly. Puncak Kabun area is an unofficial area and the business activities in it are still privately owned.*

### ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui kerjasama atau tidaknya *stakeholder* dalam mengidentifikasi potensi wisata di kawasan Puncak Kabun. Ini adalah penelitian lapangan untuk mendapatkan data tentang masalah yang diteliti. Teknik pengumpulan data yang peneliti gunakan adalah *Snowball*. Pengolahan data dilakukan secara deskriptif kualitatif. Untuk memastikan keabsahan data, peneliti melakukan *member check* untuk mengetahui sejauh mana data yang diperoleh sesuai dengan apa yang diberikan oleh penyedia data. Dari penelitian yang peneliti lakukan di lapangan, tujuh komponen kerjasama yang harus dipenuhi oleh para pemangku kepentingan, yaitu: pemahaman bersama/ tujuan bersama, Administrasi, Kepercayaan, Komitmen, Kebersamaan, Komunikasi, dan Lingkungan kolaboratif. Namun di kawasan Puncak Kabun, tujuh komponen kolaborasi yang harus dilakukan pemangku kepentingan dalam mengidentifikasi potensi wisata belum terlaksana dengan baik. Pasalnya, kawasan Puncak Kabun merupakan kawasan tidak resmi, dan kegiatan bisnis di dalamnya masih dimiliki oleh swasta.

D.O.I :

<https://doi.org/10.17509/jithor.v6i1.51437>

## INTRODUCTION

Agam Regency is located in West Sumatra Province, Indonesia. According to Regulation of the Head of the Statistics Agency Number 1 of 2020, Agam Regency is one of 19 regencies or cities in West Sumatra and has hilly, mountainous, and coastal areas that are dominated by protected areas with an agricultural economic base. According to its physiographic conditions, the altitude of the Agam Regency area range from 2 meters to 1,031 meters above sea level.

Agam Regency has a large enough potential in the tourism sector to be developed. Agam Regency, which is blessed with a wealth of natural resources with very beautiful and diverse natural scenery, high mountains, dense forests, fresh air, and beautiful scenery, has great natural potential for tourism (Yulianda & Sari, 2022). Because of this natural potential, many tourist attractions in Agam Regency are a favorite and attractive choice for tourists. This is evident from the following data on tourist visits to Agam Regency:

Table 1. Tourist visits to Agam Regency

No.	Year	Visit Data Archipelago	Foreign Tourists	Total
1	2015	455.087	30.923	486.010 people
2	2016	487.213	32.019	519.232 people
3	2017	633.353	19.755	653.108 people
4	2018	690.913	19.755	704.084 people
5	2019	753.135	13.564	766.699 people

Source: Dinas Pariwisata Agam 2015-2019

The table demonstrates the demand for Agam Regency as a tourist attraction. The table demonstrates the demand for Agam Regency as a tourist attraction. However, in the years 2017-2019, the number of foreign tourists who came to visit Agam Regency decreased from the previous year.

Tourism potential is the attraction contained in an area to be developed into an attractive tourist attraction so that it can attract tourists to come to the area (In

Indrianeu et al., 2021). There are three important components in tourism potential: Attractions, Accommodations, and Amenities (Utomo, 2024).

One of the attractions in Agam Regency that has tourism potential and has become popular recently in the last year is the Puncak Kabun area. This destination is located in Jorong Sungai Landia, Nagari Cingkariang, Banuhampu District, precisely on the slopes of Mount Singgalang. During the trip to the Puncak Kabun tourist area, tourists can enjoy the natural beauty and feel the fresh air. Travelling to this area, they will find many plantations.

While enjoying drinks and food in the Puncak Kabun tourist area, tourists can also enjoy other spots, namely natural scenery in the form of Bukit Barisan, Lake Singkarak, Mount Merapi, and views of Bukit Tinggi City from highness. Tourists can also enjoy the beautiful scenery by using ATV rides and trail bikes provided in the Puncak Kabun area.

The Puncak Kabun area is an area that has the potential to be developed into a tourist destination in Agam Regency, so it is necessary to start with the identification process. The identification process is a phase where an area is just starting to into a tourist destination. Most of the attractions are themed on nature and culture and have not been seriously developed.

In identifying tourism potential in an area, especially in Puncak Kabun tourism, the role of stakeholders is needed. Stakeholders are defined as individuals, groups, or organizations that have an interest, are involved in or affected by development activities or programs (Amalyah, 2016). According to Paristha (2022), in tourism are all elements in the pentahelix (society, government, business, media, and academia).

These elements are further elaborated as follows: the local

community is a basic element and one of the elements in the pentahelix of tourism because it plays a role in providing tourism support facilities and utilizing tourist attractions. In addition, the community is said to have a major role in tourism development because it acts as the host and will interact directly with tourists (Muis, 2016).

The government, as one of the tourism stakeholders, has the task of providing facilities to enhance visitor comfort and experience at tourist destinations. The government also plays an important role, such as in terms of planning, tourism promotion, development, tourist attractions, infrastructure, funding, transportation, etc. In addition, the government, which is the facilitator, has a role and function as a maker and determinant of all policies related to the identification process and the development of existing tourist objects and attractions (Devy & Soemanto, 2017).

The business or private sector in the stakeholder group has a role as a supporting party for transportation, travel agents, tourism businesses, travel agencies, restaurants, public toilets, accommodation, shops, gift centers, tour guides, and tourist information (In Cahyo, 2018)

One of the actors in the tourism industry is the mass media. Mass media as a means of policy socialization and communication link between the government and society. The emergence of new media that continues to grow is useful for social interactions between humans that are digital, networked, and computerized as an effect of sophistication in technology, information, and communication (Maturbongs & Lekatompeasy, 2020).

Academics are one of the stakeholders who act as drafters, namely conducting research and community

service related to tourist areas (Halibas, Sibayan & Matta, 2017)

Stakeholders in carrying out their role in identifying tourism potential in a tourist destination, do not only come from a single stakeholder role. However, stakeholders involved in the process of identifying tourism potential need to collaborate (Rahim, 2012). Collaboration is a form of social process, in which there are certain activities aimed at achieving common goals through mutual understanding and coordinated activities.

According to Fairuza (2019), collaboration plays an important role in the public sector. It allows stakeholders to come together in one forum, foster understanding, commitment, and a sense of responsibility for the continuity of tourism.

According to Fairuza (2019), collaboration consists seven components: shared understanding or common goals, administration, trust, commitment, mutuality, communication, and a collaborative environment. The implementation of collaboration between stakeholders in identifying the potential in the Puncak Kabun area is very important to make it as a popular tourism object in Agam Regency.

## LITERATURE REVIEW

### Pentahelix Model Concept

The pentahelix model was first announced by the Minister of Tourism and Creative Economy, Arief Yahya which is then poured into Regulations Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines Sustainable Tourism Destinations that to create, ensure quality of activities, facilities, services, and to create experiences and the value of tourism benefits in order to provide benefits and benefits to society and the environment, it is necessary to drive the tourism system

through optimizing the role of entrepreneurs, government, society/community, academics and media.

Kotler (2020:24) state that tourist destinations will gain an advantage in competing if each of involved organizations can share knowledge, skills, expertise, and other resources that can support the tourism development process. In this case, the pentahelix model focuses on the five elements that support its implementation of tourism development including the government as a maker policy, academics as knowledge transfer and related research, society or community as a social force, entrepreneurs as strength in the market mechanism and the media as a means of promotion of these attractions.

#### **Pentahelix Actor Role**

Management of the tourism sector is inseparable from the role of stakeholders in the process development. There are five actors who actively contribute in the process of developing the tourism sector, among others:

a. **Government**

In the process of developing the tourism sector, the government plays a role in the process of providing facilities and infrastructure adequate to support the development of tourism, prepare policies and regulations related to the sector tourism, provide adequate facilities and conduct promotion and marketing activities of the tourist destination. Role government in making policies and regulations in the field tourism will affect the process of tourism development. The government also plays a direct role in development of regulations in the field of tourism, controlling the process tourism development, as well as play a direct role in strengthening institutions in efforts to increase capacity and

capability in formulating policies or regulations.

b. **Academics**

Academics play a role in the tourism development process by conducting scientific studies and various research and community service related to sector development tourism in an area. Results of scientific studies and devotion community activities carried out by academics can be utilized to support the success of the tourism sector by conducting collaboration and communication with academics in the process agrotourism development.

c. **Business world**

In the process of developing tourism, the business world or the private sector plays an important role in conducting business in the tourism sector which prioritizes business ethics, professionalism, responsibility and sustainability. The business world acts as a profit oriented which will be responsible for environmental sustainability as a very important thing in the tourism sector.

d. **Community**

The community in the tourism development process consists of the community and NGOs or NGOs that play a role in supporting the seven charm by providing tourism services or the creative economy. Society is both an object and a subject in the process tourism development.

e. **Media**

The media plays a role in the field of tourism information and promotion. Promotion and marketing of inclusive tourism by utilizing social media.

#### **RESEARCH METHOD**

The type this study used is field research which observes every event that occurs in the field or phenomenon that

exist in the research area. This research uses qualitative methods. In this field research, the authors obtained direct data from stakeholders in the Puncak Kabun tourist area, Agam Regency, to explore its potential in terms of tourism.

In this study, researchers used data collection methods with the snowball sampling technique. Snowball sampling is a method for selecting and taking samples in a continuous network or chain of relationships. Researchers present a network through sociogram images of linked circles. Each circle represents one respondent or case, and the lines show the relationship between respondents or between cases.

## RESULT AND DISCUSSION

Data on the Potential of Tourism in the Puncak Kabun Area is a tourism potential refers to the attractions within an area that can be developed into attractive destinations, thus attracting tourist visits. The tourism potential in the Puncak Kabun area is divided into three categories: potential for tourist attractions (everything that exists in a tourist attraction is a pull factor for tourists to come to a destination), tourism accessibility potential, which includes all forms of facilities and infrastructure; and amenity, which refers to the available facilities.

Table 2. Data on tourism potential in the Puncak Kabun area

Indicator	Sub Indicator	Results
Tourism Potential	Tourist Attractions	Panorama
		Waterfall
		Pine forests
		ATV
		Trail Bike
	Accessibility	Photo Spot
		Travel Name
		Sign
		Street
		Parking lot
	Amenity	Restaurant
		Security posts
		Worship place
		Accommodation
		Toilet
		Water

Electricity  
Garbage dump

Source: Author, 2022

### Implementation of the Pentahelix Model Collaboration in Identifying the Tourism Potential of the Puncak Kabun Area, Agam Regency

Collaboration is a process where stakeholders with different interests work together to find solutions for mutual benefit (Gray, 1989 as cited in Dr. Ir. Citra Persada, 2017).

In the Puncak Kabun area, collaboration is carried out by each party who has an interest, involvement in activities to identify tourism potential in the Puncak Kabun area. Each of these parties is also called a stakeholder. According to Paristha (2022) stakeholders in tourism are all elements of the pentahelix plus tourism actors. There are five parties referred to in the pentahelix concept, namely:

#### a. Public

The local community is a basic element and one of the elements in the pentahelix in tourism because it plays a role in providing tourism support facilities and utilizing tourist attractions found in tourist objects. Based on the findings, the authors discovered that although the perceived collaboration within the community seemed lacking, in reality, there was an existing collaboration. This collaboration was facilitated through a forum established by the nagari guardian to engage with the community in discussing tourism potential and developing strategies to improve the Puncak Kabun area. This collaboration occurs with a forum created by the nagari guardian to gather with the community to discuss tourism potential and develop strategies for how to make the peak area better.



Furthermore, on August 5, 2022, the community participated in an interview with RRI Pro 4 Padang, discussing the Puncak Kabun area in Agam Regency. The results that the author sees here are collaboration between the community and the media in covering and promoting the Puncak Kabun area.

b. Government

Plays a role in preparing basic infrastructure that supports tourism potential, preparing various regulations related to tourism, facilitating the convenience of traveling and doing business and carrying out in promotional and marketing activities for destinations. The role of the government in a tourist destination is also as a regulator, facilitator, mediator and infrastructure provider.

Additionally, the researcher observed that tourist attractions in the Puncak Kabun area have received permission from the government of Wali Nagari Cingkariang, although the permit has not yet been officially licensed. Research in this area has also been carried out, namely from the Universitas Negeri Padang (UNP). However, the government has not cooperated or collaborated with the media.

c. Business or private

Businesses, as stakeholders, have a role as supporting parties for transportation, tourism businesses, travel agencies, restaurants, public toilets, accommodation, shops or gift centers, tour guides (Lickorish et al., 1994 in Cahyo & Nuryanti, 2018).

However, this collaboration is not yet optimal as it currently only involves the private sector and the media while collaboration with the community, academics, and government does not yet exist.

d. Media

One of the actors in tourism stakeholders is the mass media. Mass media as a means of policy socialization and communication, as well as a link between the government and the society. The emergence of new media that continues to grow is useful for social interactions between humans that are digital, networked and computerized as an effect of sophistication in technology, information and communication (Maturbongs & Lekatompessy, 2020).

The collaboration carried out by the media in the exploration of tourism potential already exists. One example of collaboration is the partnership between Instagram ATV owners and the private sector in Puncak Kabun, aimed at promoting the tourist attractions in the area.

e. Academics

Academics are one of the stakeholders who act as drafters, namely conducting research and community service related to tourist areas (Halibas, Sibyan & Matta, 2017). That academics have collaborated with the community managing the Puncak Kabun area, and in this study also received permission to research in the Puncak Kabun area by the government of Wali Nagari Cingkariang Academics publish their research online, and one of the platforms they use is the website <https://jptam.org>.

## CONCLUSIONS

Based on the results of interviews with each stakeholder, it was found that the collaboration carried out by each stakeholder was not optimal in identifying the potential in the Puncak Kabun area. Collaboration is still not optimal

In order to increase the collaboration of the pentahelix model in identifying tourism potential in the Puncak Kabun area, special attention is needed, to see from the low collective awareness of various actors towards neglect, always waiting for directions, and the lack of communication between stakeholders regarding the Puncak Kabun area. The collaboration process is also a two-way process and has not collaborated as a whole.

The application of this collaboration occurs between the private sector and the community with the media in promoting ATV tourist attractions, trail bikes in the Puncak Kabun area. This collaboration between the public, private sector, and government has not been included in the government and academia. However, the government's role in this collaboration already exists, such as granting permits to businesses made by the private sector.

The next application of collaboration is between the public, the private sector, and the government. Most of the collaborations occur because of problems between the two parties. There are many obstacles cause divisions between stakeholders and hinder the process of better collaboration with other stakeholders.

## REFERENCES

- Amalyah, R., dkk. (2016). Peran *stakeholder* pariwisata dalam pengembangan Pulau Samalona sebagai destinasi wisata bahari. *Jurnal Administrasi Bisnis*, 37(1), 158–163.
- Carrol, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizon*, 34(4), 39-48.
- Susana, I., Alvi, N. N., & Persada, C. (2017). Perwujudan pariwisata berkelanjutan melalui pemberdayaan masyarakat lokal di Pulau Pahawang, Pesawaran, Provinsi Lampung. *Tataloka*, 19(2), 117-128.
- Devy, H. A., & Soemanto, R. B. (2017). Pengembangan obyek wisata dan daya tarik wisata alam sebagai daerah tujuan wisata di Kabupaten Karanganyar (Studi kasus objek wisata Air Terjun Jumog di kawasan wisata Desa Berjo Kecamatan Ngargoyoso Kabupaten Karanganyar). *DILEMA*, 32(1), 34-44.
- Maturbongs, E. E., & Lekatompessy, R. L. (2020). Kolaborasi pentahelix dalam pengembangan pariwisata berbasis kearifan lokal di Kabupaten Merauke. *Transparansi : Jurnal Ilmiah Ilmu Administrasi*, 3(1), 55-63.
- Cahyo, E. D., & Nuryanti, W. (2018). Peran stakeholder pemerintah dan swasta dalam perkembangan destinasi wisata di Kabupaten Pulau Morotai. *Gadjah Mada Journal Of Tourism Studies*, 1(2), 64-78.
- Fairuza, M. (2019). Kolaborasi antar stakeholder dalam pembangunan inklusif pada sektor pariwisata. *Kebijakan dan Manajemen Publik*, 5(3), 1-13.
- Indrianeu, T., Fadjarajani, S., & Singkawijaya, E. B. (2021). Analisis potensi pariwisata di Kabupaten Cianjur. *Jurnal Geografi Dan Pengajarannya*, 19(1), 73–90.
- Halibas, A. S., Sibayan, R. O., & Maata, R. L. R. (2017). The penta helix model of innovation in Oman: An HEI perspective. *Interdisciplinary Journal of Information, Knowledge, and Management*, 12, 159-172.
- Khotimah, K. W. (2017). Strategi pengembangan potensi destinasi

- pariwisata budaya (Studi kasus pada kawasan situs Trowulan sebagai pariwisata budaya unggulan di Kabupaten Mojokerto). *Administrasi Bisnis*, 42(1), 56-65.
- Muis, A. (2016). Peran dinas pariwisata dalam meningkatkan kunjungan wisatawan (Studi pengembangan ekowisata di Kabupaten Penajam Paser Utara). *Administrasi Negara*, 4(2), 3988-4001.
- Paristha, N. P. T., Arida, I. N. S., & Bhaskara, G. I. (2022). Peran stakeholder dalam pengembangan Desa Wisata Kerta Kecamatan Payangan Kabupaten Gianyar. *Jumpa*, 8(2), 625-648.
- Utomo, D. K. S., Gusadi, M. H., Rahmi, U. A., Ramadhan, G., & Pratiwi, W. D. (2024). Identifying 4a's Component (Attraction, Accessibility Amenity, And Ancillary) In Sade Tourism Village. *Jurnal DIALEKTIKA: Jurnal Ilmu Sosial*, 22(1), 105-118.
- Yulianda, H., & Sari, A. R. (2022). Faktor yang mempengaruhi minat kunjung ulang wisatawan (repeater guest) pada objek wisata Banto Royo. *Journal of Tourism Sciences, Technology and Industry*, 1(2), 1-12.