


## Pentahelix-Based Development Strategy of Batu Sori Tourism Object in Lea-Lea Sub-district, Baubau City

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Article Info	ABSTRACT
<b>Keywords:</b> Strategy, Tourism, Pentahelix	The purpose of this research is to explore the pentahelix-based Batu Sori tourist attraction development strategy in Lea-Lea District, Baubau City which includes SO (Strength - Opportunity) strategy, WO (Weakness - Opportunity) strategy, ST (Strength - Threat) strategy and WT (Weakness - Threat) strategy. And the role of pentahelix stakeholders in the development of Batu Sori tourism. The method used in this research is qualitative description. Data were collected through interviews, questionnaires, observation and documentation. The informants in this study were 10 people. The data was analysed using excel application. The results showed first that SWOT mapping, placing pentahelix-based Batu Sori tourism development in the Aggressiveness situation, namely tourism has a number of elements of strength as well as opportunities that are high enough to realise the development strategy of the pentahelix-based Batu Sori tourist attraction in Lea-Lea Kec Baubau City, so that the development strategy that must be pursued is that all strengths must be maximised by taking advantage of existing opportunities. Second, the development of a number of alternative aggressiveness strategies formulated for the development of Batu Sori tourism, including, 1) Maximising the potential of existing natural beauty and the use of social media and digital platforms, 2) Maximising opportunities to establish partnerships with private parties / entrepreneurs, 3) Batusori managers need to hold events or festivals. Furthermore, the role of penta helix stakeholders in Batu Sori tourism development in Baubau City can be optimised through the government, academics, the community, business people, and the media. The government plays an important role in planning and regulating policies that support the development of tourism infrastructure, as well as providing incentives for investors or private parties.
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### INTRODUCTION

In the last decade, many developing countries have focused on tourism development, with efforts to attract more tourists, make them stay longer, and spend more money. Tourism management in Indonesia is carried out based on Law Number 10 of 2009 concerning Tourism, then derived from Government Regulation Number 50 of 2011 concerning the

National Tourism Development Master Plan 2010-2025. The government's attention can be seen in the 2021 Government Work Plan (RKP), where the government increases the budget allocation for the tourism sector in the State Budget (APBN) every year, reaching IDR 14.6 trillion in 2021, which shows a growth of 36.3 per cent compared to the previous year (Wulandari 2021).

According to Law No. 10 of 2009 concerning Tourism to regulate the development and management of the tourism sector in Indonesia, including the need to involve communities, entrepreneurs, and local governments in planning, developing, and managing destinations, further Government Regulation No. 50 of 2011 concerning the National Tourism Development Master Plan, regulates the involvement of various parties in tourism development, including the community, government, and private sector, as well as the importance of participation in decision making.

In tourism development, the Southeast Sulawesi Provincial Government has also followed up on Government Regulation No. 50/2011 on the National Tourism Development Master Plan 2010-2025 by issuing Southeast Sulawesi Provincial Regulation No. 5/2016 on the Southeast Sulawesi Provincial Regional Tourism Development Master Plan 2016-2031. However, this follow-up does not seem to have reached the district / city level government, one of which is Baubau City which until now does not have a City Level Regional Regulation or Mayor Regulation governing Tourism Development. This indicates a normative gap in tourism development in Baubau City.

Since its development, Batu Sori tourism has become one of the growing tourist destinations and is popular among the people of Baubau City. Batu Sori offers the charm of a long bridge across the sea and a giant ship-shaped coral reef. Presenting beautiful sea views, clear sea water, and bright Gazebo facilities. The calm natural atmosphere with the chirping of birds and the swish of waves that can be heard clearly adds to the uniqueness and attractiveness of this place (ufuknews.com 2023).

However, the potential of Batu Sori tourist attraction has not given an optimal positive impact on the economy and attractiveness of this destination compared to other tourist destinations in Baubau City. In 2023, the Baubau City Tourism Office (Dispar) recorded the number of tourist visits, both domestic and foreign, as many as 245,195 people. This number consists of 126,820 male tourists and 118,375 female tourists. The majority of tourists tend to visit the Nirvana Beach tourist attraction with a total of 43,000 people, while tourists visiting Batu Sori only numbered 4,285 people. The number of visitors to Batu Sori, although it has increased from 2022, which totalled 1,437 people, is still very far from the number of visitors in 2021, which totalled 11,007 people. Konsep *Pentahelix* merupakan perkembangan dari konsep *triple helix* dan *quadruple helix*. *Pentahelix* merupakan sistem simbolik yang harus dipahami dan diwujudkan dalam interaksi intersubjektif (Muljono 2021). *Pentahelix* juga merupakan kerangka konseptual inovatif yang mengintegrasikan berbagai elemen, termasuk akademisi, praktisi, bisnis, komunitas, pemerintah, dan media, dengan tujuan menciptakan ekosistem yang didasarkan pada pengetahuan dan kreativitas (Yulianti and Andriani 2023).

Based on the above, Pentahelix as a concept can be an important reference to be implemented in the tourism sector. This concept has been introduced by the Minister of Tourism for the 2014-2019 period, Arif Yahya. In fact, regulations related to Pentahelix have been regulated in the Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. In the context of Indonesian tourism, the Pentahelix strategy is known by the abbreviation ABCGM which includes Academic, Business, Community, Government, and Media (Hakim 2022). This signifies that the concept is officially recognised and made the legal basis to be applied in various sectors. Of course, the application of the Pentahelix concept in the tourism sector raises a fundamental question, namely the extent to which this concept provides significant development to tourism growth (Sucahyo et al. 2023).

Several studies reveal the importance of the Pentahelix concept in the tourism sector. In a study (Hardianto et al. 2017) suggested that between good public services and investment in the tourism industry is an interesting focus to be explored, especially through the Pentahelix concept. In this context, the government as a public servant has the responsibility to provide optimal services, especially in the tourism investment sector which has a major impact on regional development. The Pentahelix approach, involving five main parties, namely government, business, academia, community, and media, is key to achieving synergy and sustainability in the tourism industry.

Based on the overall description above, it shows that the development of Batu Sori tourist attraction can be done with collaboration between actors in the Pentahelix concept. The development strategy can be done by analysing so that the development of the tourist attraction can be. In line with the research focus above, this research aims; Knowing and elaborating the development strategy of the pentahelix-based Batu Sori tourist attraction in Lea-Lea District, Baubau City which includes the SO (Strength - Opportunity) strategy, WO (Weakness - Opportunity) strategy, ST (Strength - Threat) strategy and WT (Weakness - Threat) strategy. Knowing and elaborating the role of pentahelix stakeholders in the development of Batu Sori Tourism Object.

## METHOD

This research utilises a descriptive qualitative approach with the main objective of providing an in-depth and contextualised picture of tourism infrastructure development at Batu Sori Tourism Object. This research also aims to understand stakeholder perceptions related to the application of the Pentahelix model in the context of tourism development. By detailing the dynamics of influence and differences in perceptions through interviews, observation, and document analysis, this research is expected to contribute to a deeper understanding of the dynamics of tourism development based on the Pentahelix model, especially at the Batu Sori Tourism Object location.

In this research, the researcher has a role as a key research instrument that functions to determine the focus of research, select informants as resources, conduct data collection, assess data quality, analyse data, interpret data and make conclusions. supporting instruments used in this research are SWOT analysis and the Pentahelix approach. SWOT

analysis was used to identify strengths, weaknesses, opportunities, and threats relevant to the development of tourism objects. Meanwhile, the Pentahelix approach was used as a framework to integrate five key stakeholders, namely government, academia, business, community, and media, in the decision-making process and implementation of tourism development strategies.

The supporting instruments used in the research also include quantitative and qualitative research methods, such as surveys, interviews, literature studies, and field observations. In addition, statistical data analysis and modelling techniques can also be used to process and analyse data obtained from the main instruments. The informants of this research are the Head of the Tourism Office, the private sector that cooperates with the government in the development of tourism objects, academics, mass media (Baubau Post and RRI Baubau) and the community of visitors to tourism objects selected incidentally. The data in this research consists of two types of primary and secondary data. The process of collecting data related to the development strategy of the pentahelix-based Batu Sori tourist attraction in Lea-Lea District, Baubau City, used data collection techniques in the following ways Observation, Questionnaire, Interview, Documentation and Literature Study.

The analysis method used in this research is descriptive analysis method and SWOT analysis. Descriptive analysis method is used to describe the results of research findings obtained based on SWOT analysis data. While SWOT analysis is used to analyse the development strategy of Batu Sori Tourism object. Data was analysed using an excel-based SWOT software application, (Rasmuin, 2023). The second stage is quantitative data analysis with the external factors analysis summary (EFAS) matrix model. (Rangkuti 2018) After the company's internal strategic factors are identified, an IFAS (Internal Factors Analysis Summary) table is compiled to formulate these internal strategic factors within the company's Strength and Weakness framework. In testing the validity of qualitative research data, it can be done by credibility test, transferability test, dependability test, confirmability test (Uhar 2012).

## RESEARCH RESULTS AND DISCUSSION

### Penta helix-based tourism development strategy

#### a. SWOT analysis of penta helix-based Tourism development

##### 1) Qualitative data analysis

##### a). Formulation of penta helix-based tourism development internal factors

##### A.1. Power

**Table 1.** Strength matrix for the development of Batu Sori Tourism Object

1	The natural beauty of Batu Sori is very alluring and has great potential.
2	Existing tourist facilities are quite adequate (toilets, parking area,
3	Access to Batu Sori is relatively easy and public transportation is available.
4	The rise of local tourists visiting Batu Sori tourism.
5	Included in the strategic area of regional tourism development

Capitalizing on these strengths, Batu Sori can strengthen its position as an attractive tourist destination, boost the local economy, and provide a valuable experience for visitors.

Improved facilities, effective promotion, and good management will be key in optimizing its potential.

#### A.2. Weaknesses

**Table 2.** Weaknesses of Batu Sori Tourism Object development

1	Management of tourism objects that have not been optimized with the challenges faced.
2	Limited accessibility (public transportation) to tourist sites
3	Road conditions that are potholed so that it takes more time to get to the location of the Batu Sori Tourism Object.
4	Tourist facilities that are still inadequate or require repair.
5	There are no binding rules related to visitor discipline while at the tourist attraction location.

Overall, these weaknesses indicate the existence of various obstacles faced in tourism development in Batu Sori. To increase the attractiveness and sustainability of the attraction, it is important for managers to identify and address these weaknesses through improved management, improved facilities, and the implementation of necessary regulations.

#### A.3. Opportunities for development of Batu Sori Tourism Object

**Table 3** of Opportunities for the development of Batu Sori Tourism Objects

1	Have an impact on increasing growth in the economic sector
2	The high interest of tourists to visit the sori stone tour
3	Increasing tourism products to increase added value and maintain a sustainable economy among the community around the Batu Sori tourist attraction area
4	The potential for increasing the number of tourist visits to Batu Sori is quite large
5	Having a more attractive layout and spatial layout and ensuring the safety of visitors.
6	Opportunities to establish partnerships with the private sector.
7	Potential to hold events or festivals that attract visitors

Overall, although Batu Sori has much potential for profitable tourism development, these weaknesses require serious attention. A comprehensive management strategy is needed to optimize tourism benefits while minimizing risks and negative impacts that may arise from rapid growth.

#### A.4. Challenge

Batu Sori tourism development is inseparable from challenges, to find out this can be seen in the table of challenge formulation results sourced from interviews with research informants.

1.	Competition from other nearby attractions that are better known
2.	Environmental risks that may affect Batu Sori's attractiveness (for example, natural disasters).
3.	Academics who have not yet played a role as an institution that conducts research and development.

Overall, these challenges require a collaborative approach between the government, tourism industry players, academics and local communities to create sustainable solutions and enhance Batu Sori's appeal as a tourist destination. This will help attract more visitors and ensure positive benefits for the local economy as well as the environment.

b). Research result matrix SWOT method

<div> <div>IFAS (INTERNAL FACTOR STRATEGY ANALYSIS)</div> <div>EFAS (EXTERNAL FACTOR STRATEGY ANALYSIS)</div> </div>	STRENGTHS (S);	WEAKNESSES (W);
	<ol style="list-style-type: none"> <li>1. The natural beauty of Batu Sori is alluring and has great potential.</li> <li>2. Existing tourist facilities are adequate (toilets, parking area,</li> <li>3. Access to Batu Sori is relatively easy and public transportation is available.</li> <li>4. The rise of local tourists visiting Batu Sori tourism.</li> <li>5. Included in the strategic area of regional tourism development</li> </ol>	<ol style="list-style-type: none"> <li>1. Tourism management is not yet optimal with the challenges faced.</li> <li>2. Limited accessibility (public transportation) to tourist sites</li> <li>3. road conditions that are potholed so that it takes more time to get to the location of the Batu Sori Tourism Object</li> <li>4. Tourist facilities that are still inadequate or require repair.</li> <li>5. There are no binding rules related to visitor discipline while at the location of the tourist attraction</li> </ol>
Opportunities	SO strategy;	WO Strategy
<ol style="list-style-type: none"> <li>1. Impact on growth in the economic sector</li> <li>2. High interest of tourists to visit sori stone tourism</li> <li>3. Increasing tourism products to increase added value and maintain a sustainable economy among the community around the Batu Sori tourist attraction area</li> <li>4. The potential for increasing the number of tourist visits to Batu Sori is quite large</li> <li>5. Having a more attractive layout and spatial layout and ensuring the safety of visitors.</li> <li>6. Opportunities to establish partnerships with the private sector.</li> <li>7. Potential to hold events or festivals that attract visitors</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize tourism potential for economic growth of the community. (S1, &amp; S2 and O1, O2, O3, O5, O6).</li> <li>2. Improve facilities and access and work together to increase productivity, and tourist visits to Babtu Sori (S2, S3, S4, S5 and O2, O3, O4, O5 &amp; O6)).</li> </ol>	<ol style="list-style-type: none"> <li>1. Optimization of tourism objects, to increase growth and tourist visits (W1. &amp; O1, O2, O3, O4).</li> <li>2. Opening access, infrastructure, and regulations for the development of Batu Sori tourism (W2, W3, W4, W5 &amp; O3, O4, O5, O6 &amp; O7)</li> </ol>
THREAT (T)	ST Strategy	WT Strategy
<ol style="list-style-type: none"> <li>1. Competition from other tourist attractions in the vicinity that are better known</li> <li>2. Environmental risks that may affect the attractiveness of Batu Sori (for example, natural disasters).</li> <li>3. Academics who have not played a role as an institution that conducts</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize the potential and facilities to win the competition of tourism objects (S1, S2 &amp; T1, T3)</li> <li>2. Improve the quality of access facilities by involving the external environment (S1, S3, &amp; T1, T2,) 2.</li> </ol>	<ol style="list-style-type: none"> <li>1. Optimize the development of tourist attractions, accessibility and infrastructure to increase tourism competition to be better known to the public. (W1, W2, &amp; T1)</li> <li>2. Need to develop facilities by paying attention to</li> </ol>



research and development.	3. Improve the promotion and development of Batu Sori tourism by involving pentahelix stakeholders (S1, S2, S6, S7, & T3)	environmental conditions so that the space is well managed (W3, & T2) 3. Need regulations governing the involvement of pentahelicx stakeholders in Batu Sori tourism development
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c). Development Strategy

Referring to the results of the matrix above, there are 3 strategies needed in the development of the Sori stone tourism project, namely: Maximizing the potential of existing natural beauty and the use of social media and digital platforms, Maximizing opportunities for private / business partnerships, Batusori managers need to hold frequent events or festivals.

2) Quantitative data analysis

a). Formulation of penta helix-based tourism development external factors

A.1. the power of the penta helix model of tourism development

Key Factors	Weight	Rating	bxr
<b>Power:</b>			
The natural beauty of Batu Sori is very alluring and has great potential.	0,06	3,80	0,24
Existing tourist facilities are quite adequate (toilets, parking area,	0,06	3,20	0,20
Access to Batu Sori is relatively easy and public transportation is available.	0,03	2,60	0,08
The rise of local tourists visiting Batu Sori tourism.	0,05	3,40	0,16
Included in the strategic area of regional tourism development	0,06	3,70	0,23
Total strength rating score:			1,65
<b>Weaknesses:</b>			
Management of tourism objects that have not been optimized with the challenges faced.	0,05	3,10	0,15
Limited accessibility (public transportation) to tourist sites	0,05	3,10	0,15
Road conditions that are potholed so that it takes more time to get to the location of the Batu Sori Tourism Object.	0,06	2,40	0,15
Tourist facilities that are still inadequate or require repair.	0,05	2,80	0,13
There are no binding rules related to visitor discipline while at the tourist attraction location.	0,05	3,20	0,15
TotalWeakness rating score:			1,51
S-W Score			0,15

The results of the rating of internal factors show that strength factors are more dominant than weakness factors. These results also show that the most prominent strength factor possessed by Batu Sori tourism in Baubau City is the natural beauty that exists in Batu Sori is very alluring and has great potential, while the prominent weakness aspect is the absence of binding rules related to visitor discipline while at the tourist attraction location.

Key Factors	Weight	Rating (r)	bxr
<b>Opportunities:</b>			
Have an impact on increasing growth in the economic sector	0,07	3,30	0,24
The high interest of tourists to visit the sori stone tour	0,05	2,90	0,16
Increasing tourism products to increase added value and maintain a sustainable economy among the community around the Batu Sori tourist attraction area	0,07	3,20	0,23
The potential for increasing the number of tourist visits to Batu Sori is quite large	0,07	3,10	0,23
Having a more attractive layout and spatial layout and ensuring the safety of visitors.	0,05	2,80	0,15
Opportunities to establish partnerships with the private sector.	0,07	3,50	0,25
Potential to organise events or festivals that attract visitors	0,07	3,90	0,28
Total Opoprtunities rating score:			1,81
<b>Challenge:</b>			
Competition from other better-known attractions in the neighbourhood	0,05	2,60	0,14
Environmental risks that may affect Batu Sori's attractiveness (for example, natural disasters).	0,07	2,30	0,17
Academics who have not yet played a role as an institution that conducts research and development.	0,05	2,40	0,13
Total score of the Challenge (Treath) rating:			1,14
O-TScore			0,67

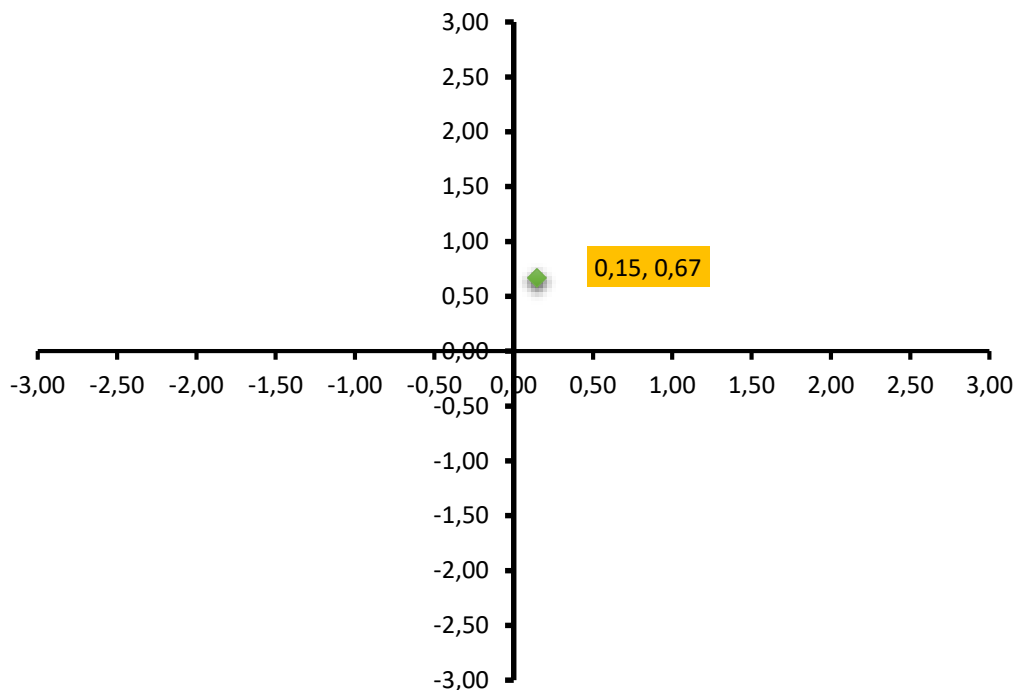
The results of the rating of external factors show that the opportunity factor is more dominant than the challenge factor. These results also show that the most prominent opportunity factor owned by Batu Sori tourism is the potential to hold events or festivals that attract visitors, while the prominent challenge aspect is that the private sector or other business actors have not contributed to efforts to improve tourism products to increase added value.

#### b). SWOT analysis matrix

Based on the results of the rating of internal factors and external factors, the SWOT coordinal related to the Pentahelix-Based Batusori Tourism Object Development Strategy in



Lea-Lea Kec Baubau City is at the point (0.15, 0.67), or as in Figure KSU.1 below.



c). Aggressiveness strategy

Based on the KSU.1 figure above, the role of stakeholders related to the Pentahelix-based Batusori Tourism Object Development Strategy in Lea-Lea Sub-District, Baubau City is in an aggressive position. Based on this position, the development strategies that will be pursued by the Baubau City Government include: SO1: Maximising the potential of existing natural beauty and the use of social media and digital platforms. SO2: Maximising opportunities for private/business partnerships. SO3: Batusori managers need to organise frequent events or festivals.

To determine which strategy is the best/priority that should be carried out by the Baubau City government related to the Pentahelix-Based Batusori Tourism Object Development Strategy in Lea-Lea Sub-District, Baubau City, then conducted a rating of a number of development strategies set out above. The rating results are presented in Table KSU.4 below.

**Table KSU.4.** The summary of the results of the Batu Sori tourism development strategy rating based on pentahelix are

The code	Development strategy	score
SO1	Maximising the potential of existing natural beauty and the use of social media and digital platforms	6,07
SO2	Maximising opportunities for private/business partnerships	6,18
SO3	Batusori managers need to hold frequent events or festivals	5,76

Based on the data in the QSPM matrix above, the best strategy that should be pursued by the Baubau City local government is to maximise opportunities for partnerships

with the private sector/entrepreneurs. In the context of research findings using the QSPM matrix (Quantitative Strategic Planning Matrix), the determination of the best strategy for the local government (PEMDA) of Baubau City is to maximise opportunities for partnerships with the private sector or entrepreneurs.

If the data in the QSPM matrix shows that partnership opportunities have been identified as a key factor, then the local government should capitalise on this condition. For example, this can be done through public-private partnership (PPP) programmes for infrastructure, health, education and other projects. Overall, the finding that the Baubau City government should maximise opportunities for partnerships with the private sector is a strategic move that can improve public performance and services, as well as boost regional economic growth.

### **The role of pentahelix stakeholders in Batu Sori Tourism Object Development**

#### **1. Role of Academia**

The results of the researcher's observations also saw the role of academics through the process of preparing the Baubau City regional development plan in which there was a Batusori tourism development plan. The natural beauty of tourism is very attractive and has great potential if managed properly, it will have an impact on the Pad and the opinions of the community in the Batu Sori tourism object area. Overall, the role of academics has provided an assessment of Batu Sori tourism and contributed knowledge and ideas related to tourism development, but the role is still very limited and has not contributed to the development of tourism.

#### **1. The role of business actors**

The results showed that the role of the private sector in facilitating the development of sori stone tourism is still very limited. The role of the private sector is only limited to the micro economy that prepares light meals. In addition, there are entrepreneurs in the field of travel who can be utilised for visiting Sori stone attractions. Related to the construction of tourist attraction infrastructure has not involved entrepreneurs, except for the involvement in the construction of home stay facilities but far from the Batu Sori tourist attraction area.

#### **2. The role of the community**

The role of the community in the development of Batu Sori tourism is very multifaceted. By becoming economic catalysts and facilitators, mediators that connect various parties, and marketers for local products and services, the community can contribute significantly to the sustainability and growth of the tourism sector. The active involvement of communities in all aspects of this development is important to create sustainable benefits for them and enhance the traveller experience.

The research findings show that overall, the community's role as catalyst, mediator, and marketer is very important in the development of tourism in Batu Sori. However, these roles have not been utilised properly. In fact, active involvement in every aspect of development, the community can create a positive and sustainable impact on the local economy, as well as strengthen the social fabric among the various parties involved in the tourism sector.

### 3. The role of the government

The government is also responsible for business development in the area by creating a conducive environment for investment and innovation in the tourism sector. Through co-operation with various stakeholders such as local communities, businesses, and non-governmental organisations, the government can create an integrated strategy to enhance Batu Sori's tourism appeal while ensuring sustainability and economic benefits for the local community. Thus, the government's active role in tourism development is key to driving overall regional growth. In general, it can be seen that the government's role in tourism development is as a regulator, controller and as a responsible party. However, this role has not been utilised properly for tourism development, so that Batu Sori tourism development is slow.

### 4. The role of the media

In general, it can be seen that the role of the media has been carried out in promoting tourism but not intensively. In addition, it is necessary to collaborate with the private sector to promote tourism, tourism promotion does not only involve mass media but needs the involvement of other parties.

## Discussion

### SWOT analysis of penta helix-based tourism development

As the research findings show, the best strategy to be pursued by the Baubau City Government is to maximise opportunities for private/business partnerships. In the context of research findings using the QSPM (Quantitative Strategic Planning Matrix) matrix. This study found that the most effective strategy for the Baubau City LGU is to maximise partnerships with the private sector or entrepreneurs through a QSPM (Quantitative Strategic Planning Matrix) matrix-based approach. The results of the analysis show that collaboration with the private sector can generate positive impacts in regional economic development, increase job creation, and improve the quality of public services.

As previously found, the strength factors are the strategic location, original, beautiful and cool natural panorama, unique and natural nature tourism, and fairly cheap prices. The weakness factors are the lack of cooperation with the local government, and the low awareness of the community to protect the environment. Opportunity factors are the potential for mangrove conservation, and the absorption of local labour which can reduce unemployment. Threat factors are: potential environmental or coastal pollution, and lack of attention from the government. The development strategy is cooperation with the local government to jointly manage and develop this tourist attraction, increase community participation, use local labour in the management of this tourist attraction, and utilise the potential of the local tourism market segment to increase the number of tourist visits. Kormun Wasidori Arfai Mangrove Forest Tourism Object. This is done by means of promotion, (Riantoro and Aninam 2021).

This is relevant to the findings of this study. Effective tourist attraction development strategies involve collaboration with local governments. This collaboration aims to jointly manage and develop tourist attractions to make them more attractive to visitors. One important aspect of this strategy is to increase the participation of local communities, which

not only provides support, but also increases the sense of ownership of the tourist attraction.

In addition, this study emphasises the importance of utilising local labour in the management of tourist attractions. The use of local labour not only helps to create jobs but also enriches the tourist experience through local knowledge and wisdom brought by the locals. The strategy also focuses on utilising the potential of the local tourism market segment. By understanding and optimising these market segments, attractions can increase the number of tourist visits, which in turn can contribute to local economic growth as well as the sustainability of the attractions themselves. Overall, the findings of this study suggest that a collaborative approach and empowering local communities are key in the development of a sustainable and successful tourist attraction.

This view highlights that effective marketing, especially if done collaboratively between the public and private sectors, can generate significant visibility for an area. This will attract more tourists, provide greater economic benefits, as well as foster the development of local communities through the tourism industry. Thus, strong marketing initiatives are essential to improve the competitiveness and sustainability of the tourism sector.

Partnerships between the government and the private sector in tourism development have been a widely discussed topic by experts. These partnerships can strengthen infrastructure, improve services, and foster sustainable economic growth in the tourism sector. According to (de Araujo and Scott 2018), public and private partnerships are key in managing sustainable tourism destinations. It further emphasises that this collaboration helps to ensure that tourism development is not only financially beneficial, but also considers environmental and social sustainability.

However, to achieve optimal results, close co-operation between the government and the private sector is required. This includes the establishment of supportive regulations, as well as space for the private sector to play an active role in decision-making related to tourism development. Challenges such as environmental concerns, social impacts, and sustainability must also be addressed through a co-operative approach. By promoting open and transparent dialogue, this partnership can result in strategies that benefit all parties, including local communities, industry players, and tourists.

### **The role of stakeholders in the development of Batu Sori tourist attraction**

The development of Batu Sori tourism in Baubau City can be optimised through a pentahelix approach, which involves five main stakeholders: government, academics, community, business people, and media. The government plays an important role in planning and regulating policies that support the development of tourism infrastructure, as well as providing incentives for investors. Academics can contribute with research and development that produces innovations and explorative studies on existing tourism potential. Local communities are the driving force that not only take advantage of economic opportunities, but also maintain local wisdom and culture that become tourist attractions. Businesses, both local and outside the region, are expected to invest in providing the necessary facilities and infrastructure, such as accommodation and other supporting

facilities. The media serves as an information channel that promotes Batu Sori destinations, increases visibility and attracts the attention of tourists. With this synergistic collaboration between stakeholders, Batu Sori tourism development will be more planned, sustainable, and provide greater benefits for all elements of society.

As found by (Fajri et al. 2022) that stakeholders must increase their knowledge and understanding, especially in achieving a joint commitment to tourism development. Collaboration with the private sector is an important element in sustainable tourism development. Past research has shown that these partnerships can facilitate the investment required for the development of infrastructure and facilities that support tourism. For example, by partnering with local entrepreneurs to develop accommodation, restaurants or attractions, Batu Sori can create a mutually beneficial tourism ecosystem. Other research also suggests that public-private partnerships can generate innovative solutions for natural resource management and more effective tourism promotion.

Organising events or festivals is an effective strategy to attract tourists and increase local community engagement. Previous studies have shown that festivals that showcase local culture, arts, or products can attract a high level of interest from tourists. In addition, these events can increase the length of stay of travellers in a destination and encourage their spending in the local area. Organising events regularly can also create a strong branding for Batu Sori as a vibrant and dynamic tourist destination.

Pentahelix involvement in tourism development refers to the synergy built between five key elements: government, private sector, academia, community, and media. This pentahelix model aims to create a sustainable and competitive tourism ecosystem. With the involvement of these five elements, it is expected that tourism development becomes more holistic and sustainable, which not only increases the number of tourists but also brings social and economic benefits to all parties involved. A good synergy between the pentahelix helps to create a richer and more relevant tourism experience, as well as preserving the tourist destination itself.

Tourism development should involve pentahelix stakeholders, not just the private sector, although it is highly expected that private actors will be involved but the results will be maximised if pentahelix actors are involved in Batu Sori tourism development. Batu Sori tourism development in Baubau City will be better if it involves the active role of various actors in a pentahelix framework that creates sustainable synergies. The government acts as a policy initiator and infrastructure provider that supports the accessibility and security of tourist areas. The private sector, through investments in lodging, restaurants and other tourism services, contributes to quality services and engaging experiences for visitors. Academia provides research and innovation in tourism product development, while educating the local workforce to become competent in the industry.

## CONCLUSION

Based on the results of this SWOT analysis, it can be concluded that: The results of SWOT mapping, placing the development of pentahelix-based Batu Sori tourism in the Aggressiveness situation, namely tourism has a number of elements of strength as well as

opportunities that are high enough to realise the development strategy of the pentahelix-based Batu Sori tourist attraction in Lea-Lea Kec Baubau City, so that the development strategy that must be pursued is that all strengths must be maximised by taking advantage of existing opportunities. A number of alternative aggressiveness strategies formulated for the development of Batu Sori tourism, including, 1) Maximising the potential of existing natural beauty and the use of social media and digital platforms, 2) Maximising opportunities to establish partnerships with private parties / entrepreneurs, 3) Batusori managers need to hold events or festivals. Among a number of alternative aggressiveness strategies formulated above, the best strategy is to maximise opportunities for private / business partnerships, with a number of work programs including. The development of Batu Sori tourism in Baubau City can be optimised through a pentahelix approach, which involves five main stakeholders: government, academics, community, business people and media. The government plays an important role in planning and regulating policies that support the development of tourism infrastructure, as well as providing incentives for investors. For future researchers to further explore the importance of pentahelix stakeholders in supporting development in various fields.

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