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Pentahelix Collaboration Model in Accelerating Tourism Development in Depok City

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ABSTRACT

This study aims to analyze and describe the Pentahelix collaboration model in an effort to accelerate tourism development in Depok City. As a buffer city for the capital with strong urban characteristics, Depok faces challenges in synergizing the potential of natural tourism (situ), history (Old Depok), and the creative economy. The study uses a descriptive qualitative approach to explore the depth of interactions between actors. Data were collected through in-depth interviews with representatives from five main pillars: the Government (Youth, Sports, Culture, and Tourism Office), Academics, Business Actors, Communities, and the Media. In addition, field observations and documentation studies were conducted to strengthen the validity of the data. The research findings indicate that Pentahelix collaboration in Depok City is currently dominated by government-led involvement, while the roles of other actors, such as academics in strategic research and the media in digital branding, have not been optimally integrated. Obstacles identified include limited supporting infrastructure at tourist sites and the lack of an integrated communication platform between stakeholders. This study formulates a collaboration strengthening model that emphasizes the establishment of the Depok Tourism Forum as a cross-sector coordination platform. The study's conclusions emphasize that tourism acceleration in Depok City can only be achieved with a proportional division of roles and a shared commitment to building a unique and sustainable city tourism identity.

Keywords: *Pentahelix Collaboration, Tourism Development, Depok City, Urban Tourism Stakeholder Synergy.*

1. INTRODUCTION

The tourism sector has become a strategic pillar in accelerating the national economy [1]. However, the current tourism development paradigm has shifted from a single management by the government to an inclusive collaborative model. One of the cutting-edge concepts promoted by the Ministry of Tourism and Creative Economy is the Pentahelix model, which emphasizes synergy between the government, academics, business actors, communities, and the media [2].

The city of Depok, as a buffer city of Jakarta that has a rapid population growth rate, has unique but complex tourism potential. Depok is not only known as the "City of Education" with the existence of well-known universities, but also has a wealth of water tourism assets in the form of dozens of Situ (lakes), Old Depok cultural heritage (Heritage), to the proliferation of creative and culinary industries along the Margonda corridor [3].

The phenomenon that is seen today has not been optimally exploited. Based on initial observations, tourism development in Depok still faces several crucial obstacles:

1. Sectoral Ego: Coordination between stakeholders often runs alone without an integrated vision.
2. Weak Branding: Depok is more often perceived as a dormitory town than a tourist destination.
3. Asset Utilization: Many tourist areas such as Situ have overlapping management between the central government, local governments, and local communities.

This is where the urgency of the Pentahelix model lies. The acceleration of tourism development in Depok cannot only rely on the APBD (Government), but requires strategic studies from academics, investment and innovation from Business Actors, grassroots support from the Community (Pokdarwis), and promotional

orchestration from the Media. Without systematic collaboration, tourist attractions in Depok will remain a latent potential without having a significant economic impact on the local community [2].

This research is urgent to be carried out to map the extent to which this cross-sector collaboration has been running and how to formulate an ideal synergy model to accelerate tourism in Depok City. Based on this phenomenon, the researcher is interested in conducting a qualitative research entitled: "Pentahelix Collaboration Model in Accelerating Tourism Development in Depok City."

Based on the background that has been described, the formulation of the problem in this study is:

1. What is the role of each actor (Government, Academics, Business Actors, Community, and Media) in the development of tourism in Depok City today?
2. What is the pattern of interaction and collaboration between Pentahelix in an effort to accelerate tourism development in Depok City?
3. What are the obstacles and challenges faced in implementing the Pentahelix
4. collaboration model for tourism in Depok City?
5. What is the ideal Pentahelix collaboration model to accelerate the development of sustainable tourism in Depok City?

The objectives to be achieved in this study are:

1. To identify and describe the specific role of the five pillars of Pentahelix in the tourism sector in Depok City.
2. To analyze the effectiveness of collaboration patterns and synergy between stakeholders in advancing local tourist destinations.
3. To map the obstacles (bureaucratic, social, and economic) that hinder the creation of optimal cross-sector collaboration.
4. 4.To formulate recommendations for the Pentahelix collaboration model that are applicable to the Depok City Government and all related stakeholders.

2. LITERATURE REVIEW

2.1 Tourism Communication

Tourism communication is not just a promotional activity, but a complex process of exchanging messages to build the image of the destination. According to Hanafi [4], tourism communication is a planned effort to influence the perception of tourists through various communication channels to create a positive tourism experience.

- Tourism Communication Dimension: Includes destination marketing, provision of public information, and intercultural communication between tourists and local communities.
- Digital Role: In the 4.0 era, tourism communication shifts from one-way to interactive dialogue through social media, where user-generated content (User Generated Content) greatly influences a city's reputation.

Tourism communication in Depok City is very important because it is a bridge between the government, business actors, and the community in introducing existing tourism potential. With clear and attractive communication, information about destinations, culture, and tourist activities can be conveyed well to local and foreign tourists. This helps to form a positive image of Depok City as a friendly, creative, and worth visiting [4].

In addition, tourism communication also plays a role in increasing community participation and supporting local economic development. When the message about tourism is conveyed in a simple and easy-to-understand way, people will be more encouraged to take part in protecting, promoting, and developing tourist destinations in their environment. That way, effective communication is one of the main supporting factors so that tourism in Depok City can progress, develop, and provide real benefits for all its citizens [4].

2.2 Pentahelix Collaboration Concept

The Pentahelix model is an extension of the Triple Helix theory. This concept emphasizes that innovation and regional development cannot be done partially. Lindberg et al. [2] explain that Pentahelix is a socio-economic model that involves the synergy of five key elements:

1. Government: Regulatory holders, tourism master plan makers, and basic infrastructure providers.
2. Academic: Plays the role of a draftsman who provides research, technical assistance (human resource training), and tourism quality standardization.
3. Business (Business Actor): The driver of the economy through investment, the provision of facilities (hotels, cafes, transportation), and job creation.
4. Community: A representation of local wisdom. The community through the Tourism Awareness Group (Pokdarwis) is the subject as well as the object of tourism development (Community Based Tourism) [5].
5. Media (Mass/Social Media): Acts as an accelerator in building branding and disseminating destination information to a wide audience.

By applying the pentahelix model for tourism development in the city of Depok, it is hoped that all tourism potential in the city of Depok can be raised and developed and become the main sector that contributes to the economic welfare of the Depok community and can also contribute to regional income [6].

2.3 Sustainable Tourism

Sustainable Tourism is a tourism development concept that considers current and future economic, social, and environmental impacts [7]. According to UNEP and UNWTO [8], sustainable tourism should take full account of its current and future economic, social, and environmental impacts while addressing the needs of visitors, the tourism industry, the environment, and host

communities. Definition, sustainable tourism must meet three main pillars:

1. Environmental Sustainability: Maintaining natural resources (such as Situ in Depok) from being damaged by tourism activities.
2. Socio-Cultural Justice: Respect the cultural originality of the local community and preserve historical heritage (such as the Old Depok area).
3. Economic Feasibility: Ensuring economic benefits are felt by local communities in the long run, not just large financiers.

Through this research, it is hoped that a good and integrated pentahelix collaboration can be a solution to create sustainable tourism in the city of Depok.

3. METHOD

3.1 Approaches and Types of Research

This study uses a qualitative approach with a descriptive method. This approach was chosen to understand in depth the phenomenon of the Pentahelix collaboration in Depok City through the words and behavior of the actors involved, not in the form of statistical figures [9].

3.2 Place and Time of Research

The research was conducted in the administrative area of Depok City, focusing on strategic points such as the Depok City Disporyata Office, the Old Depok cultural heritage area, and several Situ tourist destinations (such as Situ Pengasinan or Situ Jatijajar).

The research is planned to last for 3 months, starting from the proposal preparation stage to the preparation of the final report (March 2026 – May 2026).

3.3 Research Subject (Informant)

The determination of informants was carried out using the Purposive Sampling technique. The criteria for informants are parties directly involved in tourism policies or operations in Depok (as shown in the informant table in the previous discussion) [9].

3.4 Data collection techniques

1. In-depth Interview: Semi-structured Q&A with the five pillars of Pentahelix.
2. Observation: Direct observation of the physical condition of tourist destinations and interaction patterns between actors in the field.
3. Documentation Study: Collect relevant documents such as RIPPARKOT Depok, tourist visit statistical data, and media news clippings.

3.5 Data Analysis Techniques

This study uses an interactive data analysis model according to Miles et al., [10]:

1. Data Collection: Collect all interview results, field notes, and documents.
2. Data Condensation: Select, simplify, and abstract data relevant to Pentahelix's collaboration focus.
3. Data Display: Organize data into narratives, tables, or charts to make collaboration patterns visible.
4. Conclusion Drawing: Draw a final conclusion regarding the most effective collaboration model for the City of Depok.

3.6 Data Validity (Triangulation)

To ensure the validity of the data, the researcher used Source Triangulation (comparing data from different informants) and Technical Triangulation (comparing interview results with observation results and documents) [9].

5. FINDINGS AND DISCUSSION

5.1. Findings

Based on the results of the research that has been carried out, there are several findings and problems that result in the lack of maximum pentahelix collaboration in Depok City, especially in an effort to develop tourism potential in Depok City. This can be described as follows:

1. Existing Conditions: Government Dominance

The results of the study will most likely show that collaboration in Depok is currently not balanced.

- Findings: The government (Disporyata) is still the single most dominant actor. Relationships with other actors are still "top-down," not "partnerships."
- Problem: Academics and the community are often only involved when there is a ceremonial event, not from the strategic planning stage of the destination.

2. Fragmented" Tourism Potential

This research will reveal that Depok has large assets, but its management is separate.

2.1. Situ (Water & Ecotourism)

Depok geographically has many natural water basins. Of the dozens of existing sites, these are the most strategic to develop [3]:

- Situ Pengasinan (Sawangan): One of the most actively managed sites by the community. It already has duck boat facilities, fishing areas, and greening. A successful example of local community collaboration.
- Situ Jatijajar (Tapos): Local legends say it is related to the story of Raden Kamandaka. The potential is great because of its strategic location, but it often faces the challenges of cleanliness and merchant arrangement.
- Situ Rawa Besar (Pancoran Mas) : Located in the middle of the city (near Depok Baru Station). It has great potential to be used as an urban public space, but the challenge is the dense settlements around it.
- Situ Cilodong: Often used for military activities and residents' recreation. It has a large enough land area for festivals or community events.
- Situ UI (University of Indonesia): Even though it is on campus, the sites at UI (such as Situ Kenanga or Situ Aghatis) are the lungs of the city that are crucial for educational and sports tourism.

2.2. Historical Sites (Heritage Tourism)

The main focus of Depok's history lies in the "Old Depok" area, the remnants of the Cornelis Chastelein era and the independence of the 12 Clan community [3]:

- Old Depok Area (Jalan Pemuda): This is the heart of Depok's history. There are old buildings

that are still intact, including old government offices and colonial-style houses.

- GPIB Immanuel Church: A historic church that is the center of the spread of religion and the community of Depok Lama. The building has undergone renovation but still retains its historical value.
- Memorial (Chastelein Monument): Although the original monument is no longer there, the narrative of Cornelis Chastelein freeing his slaves here is a powerful historical attraction.
- Panus Bridge: A Dutch heritage bridge over the Ciliwung River. Built by an architect named Andre Panus in 1917, it became a symbol of connecting the Depok region in the past.
- Depok President's House (Cornelis Chastelein Institute Foundation): A center for documentation and archives regarding the history of the 12 Depok clans. This place is very important to visit for the interview of informants from the Community pillar.

2.3. Other Religious and Cultural Sites

- Golden Dome Mosque (Dian Al-Mahri Mosque): The most famous religious tourism icon in Depok. It attracts thousands of tourists from outside the city every month [3].
- Betawi Traditional House (Setu Babakan border): Although Setu Babakan is in Jakarta, the border area of Depok (such as the Kukusan or Lenteng) area has many Betawi cultural studios that can be integrated.

The researcher divided the tourist attractions in the city of Depok into "Tourism Clusters":

1. Heritage Cluster: Jl. Pemuda & Panus Bridge.
2. Ecotourism Cluster: Situ Pengasinan & Situ Jatijajar.
3. Religious Cluster: Golden Dome Mosque.

5.2. Discussion

As the final result, this study offers a solution in the form of the Ideal Pentahelix Collaboration Model for Depok, namely the Integrated Synergy Model, as follows:

1. Depok Tourism Forum: Establishment of an official non-bureaucratic forum where the five pillars meet regularly.
2. Centralized Digital Branding: Media and entrepreneurs collaborate to create a one-stop platform (One Gate System) for Depok tourism information.
3. Tourism Zoning: Academics help the government divide Depok into tourist zones (Heritage Zone in Old Depok, Ecotourism Zone in Situ-Situ, and Culinary Zone in Margonda).

There are Collaboration Obstacles (Bottlenecks) that make the acceleration of tourism in Depok hampered, namely:

- Sectoral Ego: Between agencies in the government still have different interests (for example: one side wants to be a tourist attraction, the other side wants to be a residential area).
- Communication Gap: Business actors feel that government regulations sometimes make it difficult to invest, while the media feels that they lack an attractive supply of information or narratives to promote outside Depok.

The Old Depok Area (Jl. Pemuda) as an example of a specific case (Case Study) This area is the "hidden gem" that best illustrates how important the Pentahelix model is.

Case Example: Revitalization of the Old Depok Heritage Area

1. Location Description

This area is located along Jalan Pemuda, Pancoran Mas. This is where the original identity of the "Depok Dutch" lies. There are historical assets such as old churches, colonial houses, and former Chastelein government offices.

2. Pentahelix Role Analysis (Field Conditions)

A. Government:

- Condition: There has been a discourse on making Old Depok the "Old City" of Depok, but the regulation on the determination of cultural heritage buildings is still running slowly.
- Challenge: Narrow pavement and parking infrastructure make it difficult for tourists to walk to enjoy the old building.

B. Academic:

- Role: Many researchers from UI (Architecture/History) have mapped historical buildings here.
- Gap: The results of academic research often only stop at libraries and have not been fully implemented into a tourism strategy by the government.

C. Business:

- Potential: The emergence of retro-style cafes in old buildings (such as Coffee Toffee that occupies the old building).
- Challenge: There are no tax incentives for old homeowners who want to keep their original form for tourism business.

D. Community:

- Role: The existence of the YLCC (Cornelis Chastelein Foundation Foundation) and the Depok Heritage Community who are very active in maintaining historical narratives and conducting walking tours.
- Gap: The community has data and passion, but lacks funds to physically take care of buildings that are starting to deteriorate.

E. Media (Media):

- Role: Often covering the "unique" side of the Dutch Depok, but the narrative that is built is sometimes still limited to history, not yet as a tourist destination that is "worth visiting" (lifestyle).

3. Acceleration Strategy

Based on the case of Depok Lama, the collaboration model offered is:

1. Incentive Regulation: The government provides UN relief for owners of old buildings that make it a museum or place of business without changing its original form.
2. Curation of Tours by Academics: Academics create tour guidebooks and train local communities to become certified tour guides.
3. Digital Heritage Map: Media and IT entrepreneurs collaborate to create an Augmented Reality (AR) application where tourists can see the history of the building just by scanning the QR code in front of the old house.

5. CONCLUSIONS

The conclusion of this study shows that the acceleration of tourism in Depok City can only be realized if it can provide even greater space for communities and entrepreneurs to innovate. In this way, creative ideas from the community and business actors can develop more freely, while academics provide support in the form of research that strengthens strategies, and the media helps to disseminate information widely. This collaboration makes tourism development more dynamic and in accordance with real needs in the field.

In addition, the active involvement of all elements in the Pentahelix model will create a healthy and sustainable tourism ecosystem. The community can maintain and develop local potential, entrepreneurs present attractive tourism products, academics ensure data-based development steps, and the media build a positive image of Depok City. If all parties run in balance, Depok tourism will not only develop faster, but also provide more equitable economic, social, and cultural benefits for the community.

Pentahelix's collaboration model in tourism development in Depok City is a very relevant approach because it involves five main elements, namely the government, academics, business actors, community, and media. The suggestion that can be given is to strengthen coordination between these elements by establishing a regular communication forum. This forum can be a forum to equalize visions, share data, and develop an integrated promotional strategy so that everyone feels that they have a real role in accelerating tourism development.

It is also important to emphasize the sustainability and empowerment aspects of local communities. The government and academics can provide assistance, while business actors and communities play a role in creating creative and environmentally friendly tourism products. The media then became the main channel to spread positive information and build the image of Depok City as an attractive destination. With consistent synergy, the Pentahelix model not only accelerates the development of tourism, but also ensures that its benefits are widely felt by the community, as well as the city government.

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