

Stakeholder Engagement for Sustainable Tourism Development in Indonesia: A Case Study of Nusa Tenggara Barat Province

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Abstract. Tourism has a strategic role in sustainable development, including supporting cultural conservation and environmental protection, creating peace and security, expanding employment opportunities, and increasing economic growth. An important key in developing sustainable tourism is maximizing stakeholder involvement and collaboration. This research aims to analyze how actor involvement is managed in implementing sustainable tourism development. ANT, or Actor-Network Theory, can offer a helpful framework for comprehending and examining these intricate relationships. To construct networks that influence the creation and application of tourist policies and practices, it is crucial to understand how actors, including governmental organizations, firms engaged in the tourism industry, local communities, and NGOs, connect with one another and with physical objects. The research is descriptive qualitative. Field findings show that the roles of each actor - government, business, society, academics, and mass media - are not fixed but change depending on needs and situations. For example, in some situations, businesses may lead in developing sustainable tourism practices, while in others, government or civil society may play a more prominent role. The flexibility of this role allows for greater collaboration and adaptability, which is critical to achieving sustainable tourism development in Nusa Tenggara Barat (NTB) Province of Indonesia. Obstacle. The obstacles are related to values, communication, and societal and cultural issues, which are still strong in local culture. Further studies are suggested to analyze aspects outside this research.

Keywords: engagement, management, stakeholder, sustainable tourism development

1. Introduction

The creation of jobs, economic growth, and development are all important aspects of tourism, which contributes \$1.60 trillion to the export sector, 10% of global GDP, 7% of exports, and 30% of service exports, making it a very strategic industry for achieving the Sustainable Development Goals [1]. The increasing number of tourist visits around the world has successfully opened up and attracted investors to invest in the tourism sector, making it a key driver of socio-economic progress through export earnings, creating jobs and businesses, and initiating infrastructure development [2]. The Sustainable Development Goals (SDGs), a new set of development goals adopted by more than 190 nations worldwide and applicable from 2015 to 2030, will replace the Millennium Development Goals. The 17 goals and 169

development goals in the SDGs are intended to address the underdevelopment of nations around the world, including issues with excessive consumption and production, inequality in developed nations, and issues with poverty, illiteracy, health, and education, as well as the preservation of marine and forest ecosystems, urban areas, sanitization, and access to clean water in developing nations. One of the topics that the SDGs objective has as its focus is tourism. To use tourism assets to their full potential and significantly boost the country's economy, the sector must be developed with seriousness, direction, and professionalism. Sustainable tourism (1995) means tourism that can be sustained ecologically, economically, ethically, and socially fair to society. Sustainable development is an integrated and organized effort to improve the quality of life by managing the provision, development, use, and conservation of natural resources continuously [3].

Supported by previous research, [4] wrote that this study aims to identify and analyze stakeholders by mapping stakeholders based on their influence and interests, describing the role of each stakeholder in efforts to develop Karang Jahe Beach tourist attractions in Rembang Regency. Another research conducted by [5] found that in the development of tourism in the city of Semarang, Central Java Province, there are many actors involved as pentahelix. Because it involves five actors, it is often called the Penta Helix model. Further research by Genta with the title actor network model in the development of Wonolopo tourism village tourism, Mijen sub-district, Semarang [6] Helix Model. The network of actors involved in the development of tourism in NTB Province has not been efficient, making this research subject intriguing to explore. Analysis of the players involved in the development of sustainable tourism was the goal of this study. So, the research question that will be answered is how to manage stakeholder involvement in the development of sustainable tourism in NTB Province.

2. Literature Review

2.1. Stakeholders Analysis

According to Crosby, the purpose of stakeholder analysis is as follows: "For the purposes of this analysis, stakeholders are considered relevant if and only if the group or actor has significant resources that can be used for or against policy implementation [7]. Ways to establish priorities among stakeholders are in terms of their power (the ability to command compliance), legitimacy (the extent to which a stakeholder's claims are seen as appropriate and appropriate), and legitimation (the extent to which a stakeholder." Stakeholder analysis was carried out using the approach method developed by Groenendijk to determine its role and function [8]. Then, each of these different stakeholders certainly has different attributes to be studied according to the situation and purpose of the analysis. The attributes included in the analysis are power and interest [9]. Maryono [10] divides stakeholders into 3 groups, including primary stakeholders, key stakeholders, and secondary stakeholders.

2.2. Network Model

According to Latour [11] [10] actors are a unified network of elements. This means that actors are network units that have interactions within them in achieving goals, so they are not understood as individuals or non-human elements one by one. Actors carry out actions or actions (actions) because there are agencies (agencies) and actants [12]. Ryan [13] say that each actor is seen as having various ways and access to obtaining resources and having the ability to coordinate, collaborate, and create. The network's participants include academics, businesses and entrepreneurs, communities, governments, and the media. The actor-network runs stable if these actors are consistent in being in the network [13]. The actor network is an ontological

concept that refers to a phenomenon of how something becomes and produces effects [14]. It can be concluded that the actor network is an effort to solve problems through the involvement of other parties, both human and non-human elements, by forming a new network. Some of the helix concepts that have been developed are the Triple Helix. Lucy Yang Lu and Etzkowitz explained that there were three stages in the emergence of the Triple Helix innovation model) [15], Quadruple Helix, and Penta Helix (a development of the Triple Helix and Quadruple Helix models), which are refined into 5 actors by adding mass media [16] to the Hexa Helix [17].

2.3. Actor Role

The role of actors according to Riant Nugroho [18] actors in development programs are classified according to their position, namely:

- a. Policymakers (Policy Creators): decision makers and policymakers
- b. Coordinator: coordinate other relevant stakeholders
- c. Facilitators: accommodate and fulfill the needs of the target group
- d. Implementers: carry out policies including the target group
- e. Accelerators: accelerating and contributing so that the program.

3. Research Methods

This study is descriptive research with a qualitative approach. Efforts to uncover the problems that are the object of research are carried out by referring to the results of research and literature studies. Judging from its type, the data used in this study are primary data and secondary data. Primary data were obtained through interviews with informants, namely actors involved in tourism development in NTB. The informants in this study were determined by snowball, in this case the Head of the NTB Provincial Tourism Office as the key informant. The secondary data used in this research includes regulations, scientific writings, journals, books, and other supporting literature. Literature study is used to collect secondary data needed in research. Qualitative analysis techniques are used to analyze data that has been collected supported by the Nvivo application to assist in analyzing qualitative data.

4. Result And Discussion

4.1 Stakeholder Analysis of Sustainable Tourism Development in NTB Province

Stakeholder analysis is required to determine the role of each stakeholder which is all actors or groups that influence and/or are affected by the policies, decisions, and actions of a program. The attributes included in the analysis are power and interest. Maryono [7] divides stakeholders into 3 groups including:

- a. Primary Stakeholder
First, key stakeholders who have direct influence and interest and play a role in the activity stage. In addition, these key stakeholders are also directly impacted positively or negatively by an activity. The main stakeholders in the development of sustainable tourism in NTB Province are the people of NTB Province. *Sustainable tourism development* has a direct impact on society because it has a positive impact, such as creating job opportunities for the community and creating interactions between people and tourists that allow the exchange of information and culture. The communities involved include the Tourism Village Awareness Group, the Association of Indonesian Tours & Travel Agencies (ASITA NTB), the Indonesian Hotel and Restaurant Association (PHRI) NTB, the Indonesian

Tourist Association (HPI) NTB, the Association of Indonesian Tourism Actors (ASPPI) NTB and Association of Indonesian Travel Agents (ASTINDO) NTB.

b. Key stakeholders

The people who are legally able to make decisions are considered key stakeholders. Key participants in West Nusa Province's development of sustainable tourism include the Regional government of NTB Province, Government Tourism Office of NTB Province, Head Of The Regional Library And Archives Service of NTB Province, Local Government (Regent/Mayor of Mataram City, West Lombok Regency, North Lombok Regency, Central Lombok Regency, East Lombok Regency, Sumbawa Regency, West Sumbawa Regency, Dampu District, Bima district, Bima City), Local Tourism Office (Mataram City, West Lombok Regency, North Lombok Regency, Central Lombok Regency, East Lombok Regency, Sumbawa Regency, West Sumbawa Regency, Dampu District, Bima district, Bima City).

c. Secondary stakeholders

Secondary stakeholders are those who are concerned about the development process but do not directly have an interest in a plan. Supporting stakeholders transform into facilitators during the development of an activity and have an impact on the decision-making process. Supporting stakeholders include investors or the private sector FIM (Fédération Internationale de Motocyclisme), MGPA (Mandalika Grand Prix Association), GNFY Indonesia, Infront Moto Racing, ISM Bali (incorporation of Indonesia Sports and Events Management), Shell, GMI Jakarta, Dorrna and MGPA, NGOs and researchers.

With regard to the network model in the development of sustainable tourism, the Penta Helix model. Based on the results of research in sustainable tourism development, the NTB Province Provincial Government applies the Penta Helix model, namely cooperation between the government, private sector, community, academics, and mass media. This suggests that these stakeholders must work collaboratively and in partnership to create sustainable and socially responsible business practices. Traditional business and innovation models, which focus only on the role of government and business, are not enough in today's complex and interconnected world. The Penta Helix model emphasizes the importance of engaging civil society, academia, and the media as active and equal partners in creating sustainable and innovative business practices. By working together, these stakeholders can bring diverse perspectives, expertise, and resources to the table, leading to more effective and inclusive solutions. The Penta Helix model has been applied in various contexts, including regional economic development, innovation ecosystems, and social entrepreneurship and tourism development (Kortekaas, 2018). The following is the result of the analysis in the form of a table about the actors/helix involved in sustainable tourism development in NTB Province:

Table 1. Actors/Helix Involved in Sustainable Tourism Development NTB Province

Penta Helix Actors	Actors
1. Government	<ul style="list-style-type: none"> • Ministry of Tourism and Creative Economy and Government Tourism Office • Regional Government of NTB Province • Government Tourism Office of NTB Province • Head of the Regional Library and Archives Service of NTB Province • Governor's Staff of NTB Province • Head Of Public Works and Public Housing of NTB Province • Head Of Environmental and Forestry Office of NTB Province

Penta Helix Actors	Actors
	<ul style="list-style-type: none"> • Industry and Trade Service Office of NTB Province • Office For Management of Regional Revenue, Finance and Assets of NTB Province • Head Of Education and Cultural Office of NTB Province • Local Government (Regent/Mayor of Mataram City, West Lombok Regency, North Lombok Regency, Central Lombok Regency, East Lombok Regency, Sumbawa Regency, West Sumbawa Regency, Dampu District, Bima District, Bima City) • Local Tourism Office (Mataram City, West Lombok Regency, North Lombok Regency, Central Lombok Regency, East Lombok Regency, Sumbawa Regency, West Sumbawa Regency, Dampu District, Bima District, Bima City) • Regional Technical Implementation Unit • State-owned corporation • ITDC (Indonesia Tourism Development Corporation)
2. Private Sectors	<ul style="list-style-type: none"> • FIM (Fédération Internationale de Motocyclisme) • MGPA (<i>Mandalika Grand Prix Association</i>) • GNFY New Zealand • Infront Moto Racing • ISM Bali (incorporation of Indonesia Sports and Events Management) • Shell • GMI Jakarta • Dorrna And MGPA

Penta Helix Actors	Actors
3. Community	<ul style="list-style-type: none"> • Water, Sanitation and Hygiene (WASH) • Mitra Samya (Institute for Participatory Studies, Economics and Democracy) • SAPANA (Friends of Nusantara Tourism) • Tourism Village Awareness Group (<i>Kelompok Sadar Desa Wisata</i>) • Business Tourism Association (ABT) • Regional Tourism Promotion Board (BPPD) NTB • Association of The Indonesian Tours &; Travel Agencies (ASITA NTB) • Indonesian Hotel and Restaurant Association (PHRI) NTB • Indonesian Tourist Association (HPI) NTB • Association of Indonesian Tourism Actors (ASPPI) NTB • Association of Indonesian Travel Agents (ASTINDO) NTB • Indonesian Tourism Industry Association (GIPI) NTB • Indonesia Congress and Convention Association (INCCA) NTB • Indonesian Motor Association (IMI) NTB • Indonesia Hotel General Manager Association (IHGMA) NTB • Gili Hotel Association (GHA) NTB • Mataram Hotel Association (MHA) NTB • Senggigi Hotel Association (SHA) NTB • Mandalika Hotel Association (AHM) NTB • Indonesian Enchantment Generation (GENPI) NTB • ICCN NTB Representative • NTB Pokdarwis Association • DPD IHKA NTB • IFBEC NTB • DPD ICA NTB • GEKRAF NTB • DPD PUTRI NTB • Mount Rinjani National Park Management • IWAPI NTB • IPEMI NTB • Lombok Womanpreneur Club (LWC) NTB
4. Academics	<ul style="list-style-type: none"> • Lombok Tourism Polytechnic (PPL) • Universitas Mataram • Universitas Gadjah • Universitas Brawijaya • Griffith University • Udayana University • Bandung Institute of Technology

Penta Helix Actors		Actors
5. Mass Media	<ul style="list-style-type: none"> • Lombok Post • TV Lombok • TVRI NTB • CNL • Mandalika • RRI • TV 9 	

The identification of tourism development actors with the Penta Helix Model in NTB Province can be seen in the picture below.

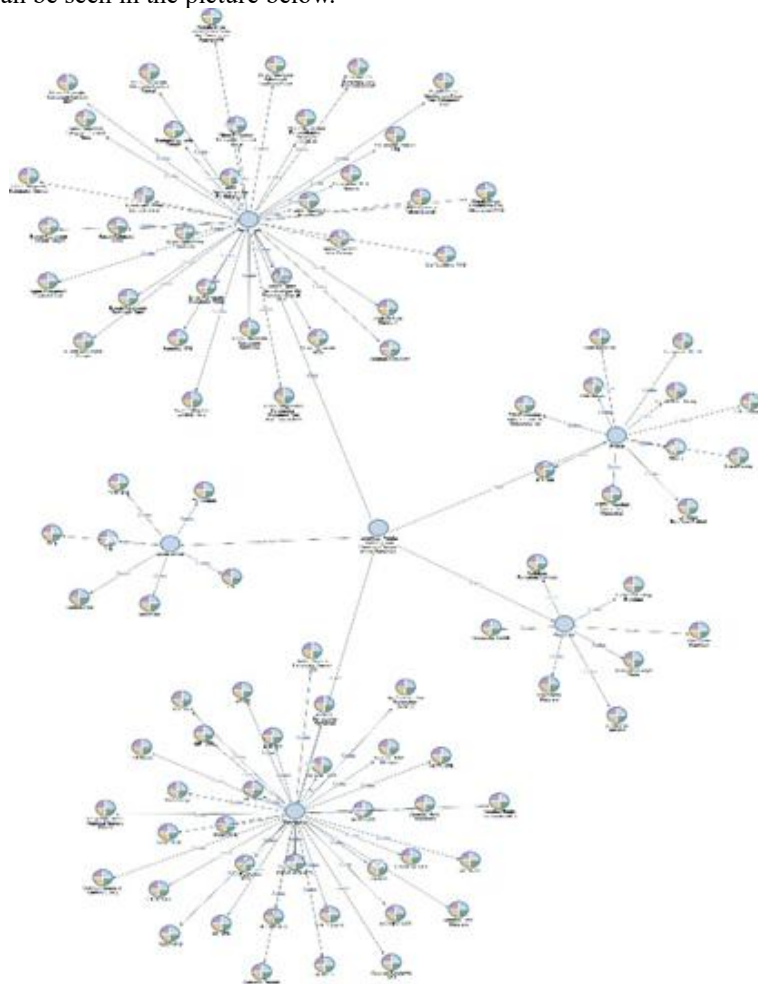


Figure 1. Identification of Tourism Development Actors with the Penta Helix Model in NTB Province
Source: Data Processed using Nvivo Software, 2023

4.2 Analysis of the Role of Stakeholders in Sustainable Tourism Development in NTB Province

According to [19], the level of importance of each stakeholder is measured using variables that include stakeholder involvement, benefits obtained by stakeholders, the form of stakeholder efforts, stakeholder work programs, and the level of stakeholder dependence on the program. The ability to force someone to do something they otherwise will not is what [19] defined as proposed five power bases: resource control, technical skill control, body of knowledge control, power of prerogatives, and access to those who can draw on prior resources. According to [19], three contextual dimensions, normative power, coercive power, and utilitarian power, tend to be the source of power. Laws and regulations that the organization has no authority over give rise to normative power. The issue with bodily coercive forces. From the results of the study, it can be seen that the 5 (five roles), as stated by Ryan Nugroho above, were found according to the role of each stakeholder.

4.2.1 The Role of Policy Creators

Polymakers are individuals or groups in charge of formulating, developing, and carrying out policies at various levels of government or inside organizations. They play a crucial role in determining the goals and priorities of public policies and ensuring that they are just, efficient, and effective [20]. Polymakers typically have three main responsibilities, including agenda-setting, policy formulation, policy implementation. In planning and implementing sustainable tourism development in NTB Province, the main polymakers are the government, both Ministries, Provincial Governments, and Regency/City Governments in NTB. This section will describe their role more specifically. The role of the government as a policy maker is to formulate regional potential for sustainable tourism destinations, conduct mapping, and carry out budget planning functions. In mapping tourism potential, the government prepares Spatial and Regional Plans for tourist areas and zoning. Followed by making a tourism theme with the application of sustainability principles. From the budget dimension, the government seeks to focus on the development and maintenance of tourist areas to support tourism. As a basis for budgeting, the government assesses the progress of post-operational physical development in collaboration with a team of practitioners to see progress to monitor the implementation of predetermined performance targets.

4.2.2 Coordinator Role

The role of coordinator in tourism development refers to the individual or organization responsible for planning, organizing, and implementing tourism development initiatives at the local, regional, or national level. Coordinators play an important role in coordinating the efforts of various stakeholders, including government agencies, private sector businesses, and community organizations, to ensure sustainable tourism development in a destination. The role of coordinator in tourism development involves a number of key responsibilities, including facilitating communication and collaboration among stakeholders, conducting research and analysis, developing and implementing tourism policies and plans, managing tourism projects, and monitoring and evaluating tourism development initiatives. The role of the coordinator is very important in ensuring sustainable tourism development. Coordinators should work to balance the economic, social, and environmental impacts of tourism and promote long-term industrial viability. Coordinators are important in coordinating and collaborating with stakeholders to ensure that tourism development is aligned with community values and priorities. Coordinators should also work to identify and mitigate potential negative impacts of tourism development, such as population density, environmental degradation, and cultural

erosion. From the results of the study, it was found that associations and communities carry out more coordination roles that aim to develop tourism potential in NTB Province. One of them is the Tourism Entrepreneurs Association, which acts as a forum for the aspirations of tourism activists. An example is when there is a plan to develop connecting infrastructure between Bali and NTB Province. Tourism activists consider that building inclusive tourism requires infrastructure development that is not only centralized in Mandalika but also in other tourist areas in NTB Province. It is hoped that the existence of a tourism entrepreneur association can be taken into consideration when making tourism policies in NTB Province. Other associations that act as coordinators are ASITA, ASPI, ASPINDO (associations in the field of travel and transportation), and HPI (associations in the field of tour attendants). But this role can also be exchanged with the government; local governments also act as coordinators with tourism-related associations whenever there are events in NTB and training for tourism businesses. (Var, 2020).

4.2.3 Identify the Facilitator's Role

The role of facilitators in tourism development includes helping to create an environment conducive to the growth and development of the tourism industry. This role requires a deep understanding of the local tourism industry and the ability to work collaboratively with a wide range of stakeholders, such as government agencies, tourism operators, and local communities. The role of facilitators is very important in ensuring sustainable tourism development. Facilitators should work to create regulatory and institutional frameworks that support the development of the tourism industry while protecting the destination's natural and cultural resources. Facilitators are important in promoting tourism development through marketing and promotion. Facilitators should work to develop and implement effective marketing strategies that promote destinations and attractions and their unique experiences. From the results of facilitator research, more are carried out by the community, finance, institutions, and organizations with the aim of developing tourism potential in NTB Province. Professional Certification Institutions play a role in providing training, institutional training, and certification for the community on skills that support tourism development. Academics such as Lombok Tourism Polytechnic, Mataram University, Mataram Tourism College, and Hamzanwadi University play a role in conducting training and research. The tourism sector, such as the Public Works Office, plays a role in infrastructure development, agriculture, etc. There are programs from each bank, such as Business Credit; Bank Indonesia implements Corporate Social Responsibility to assist MSME development through training and assist their marketing. There is also photography training for photos of MSME products.

4.2.4 Identify the Role of the Executor

The role of the executive in tourism development involves the supervision and implementation of strategies and plans that have been developed for the tourism industry. This role requires a deep understanding of the local tourism industry and the ability to work collaboratively with a wide range of stakeholders, such as government agencies, tourism operators, and local communities. The role of the executive is very important in ensuring that tourism development plans are implemented effectively and efficiently. Implementers should work to ensure that the various elements of the plan are well coordinated and resources are allocated appropriately. The importance of implementers in monitoring and evaluating the impact of tourism development initiatives. Implementers should work to establish performance metrics and monitor progress toward achieving plan goals and objectives. In addition, implementers should work to identify any challenges or problems that arise during

implementation and develop solutions to address them. In addition, the executive role involves managing various stakeholders involved in the tourism industry, including tourism operators, government agencies, and local communities. This can include facilitating communication and collaboration between stakeholders, addressing issues and complaints, and promoting responsible tourism practices. From the results of the study, it was found that the role of implementers is mostly carried out by tourism village awareness groups (POKDARWIS), Village-Owned Enterprises, private parties, people living in tourist destinations, or target communities for the development of tourism villages. In addition, governments such as the Village Community Government (OPD), Manpower Office, and Industry and Trade Office are tasked with recording the number of human resources entering the tourism industry and creative economy, such as MSMEs to be developed. as part of a tourist attraction. In NTB Province, 99 tourism villages have already been registered and developed to support sustainable tourism.

4.2.5 Identify the Accelerator Role

The role of accelerators in tourism development involves facilitating the growth and expansion of the tourism industry. This role requires a deep understanding of the local tourism industry and the ability to identify and exploit new opportunities to grow and develop. The importance of accelerators in promoting innovation and entrepreneurship in the tourism industry. Accelerators should work to foster a culture of innovation and creativity, support startups and new businesses, and promote collaboration and partnership within the industry. In addition, the role of accelerators involves working closely with various stakeholders to create an environment that supports the growth and expansion of the tourism industry. This can include working with government agencies to create favorable policies and regulations, working with investors to secure financing for tourism development initiatives, and working with local communities to ensure that the industry benefits the local economy and environment.

The role of accelerators is mostly carried out by mass media, such as print media, namely Lombok Post, television, such as TV Lombok and TVRI NTB, and radio, namely CNL, Mandalika, and RRI. And many local and national online media. Investors are also included in the accelerator to accelerate the growth and development of tourist destinations; for example, Mandalika can develop because of SOE investment. More details about the role of each stakeholder can be seen in the following figure.

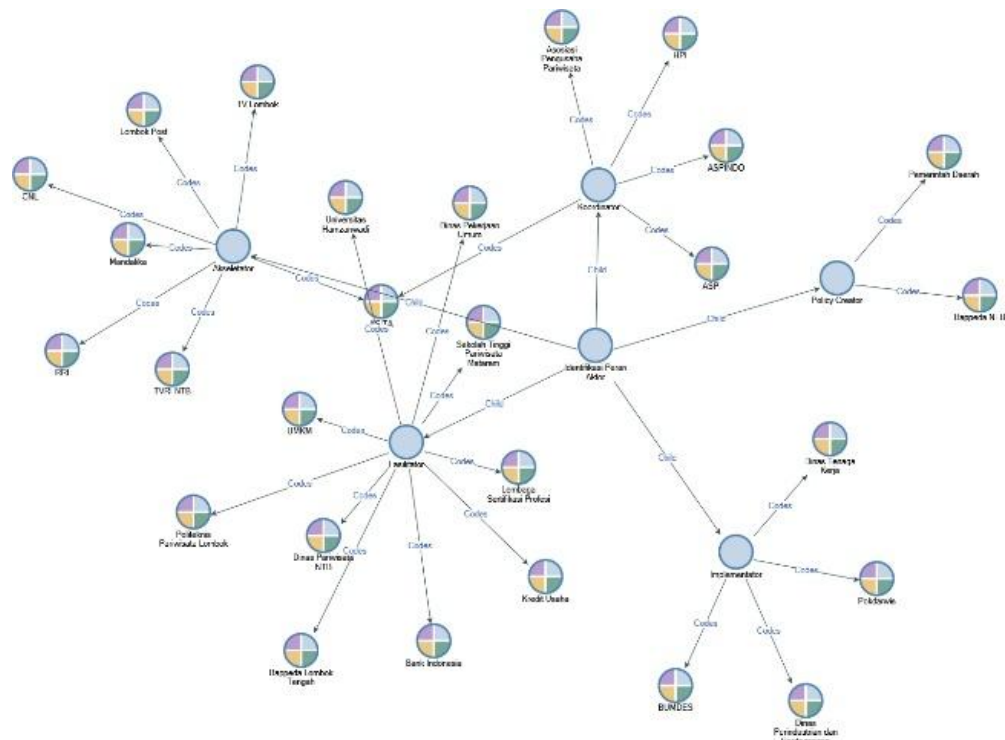


Figure 2. Identifying the Role of Tourism Development in NTB Province
Source: Data Processed using Nvivo software, 2023

5. Conclusion

In the development of sustainable tourism, forward-thinking is needed by looking at four main aspects, specifically, the economic, social, technological, and environmental elements. In addition, stakeholders determine how tourism in an area can develop or even regress. In NTB Province, five actors/stakeholders involved in sustainable tourism development are the government, private sector, academia, mass media, and the community, so the network model formed is often called the Penta Helix. Each actor has carried out their role; some actors have good involvement, but some need improvement; for example, the private sector is still very lacking in involving local communities, causing jealousy and dislike from the community. Therefore, the private sector must increase the involvement of the surrounding/local community in the events held so that later the economic and social impacts can be felt. For technological aspects, especially in the field of tourism, SDH began to stretch with the increase in technological literacy in the community, so that tourism promotion, especially in tourist villages, was increasingly advanced. Environmental aspects have been implemented/considered with the involvement of academics both locally and nationally by cooperating in the environmental sector in the development of tourism at several points of leading tourist destinations. Another suggestion conveyed for the next research is the need for more in-depth research on the role of private or international actors in order to cooperate with tourism villages and improve the welfare of local communities.

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