

## Penta Helix Model In Local Tourism Development Through “Peken Banyumasan”

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**Abstract:** *The purpose of this study was to analyze and describe the Collaborative Penta Helix in the development of local tourism through Peken Banyumasan. The research method used is qualitative. An informant recruitment technique is purposive sampling. The data analysis technique used is an interactive model. The results show that the collaborative pentahelix conducted by the government sector, the private sector, and society as a whole is well coordinated and executed. The stakeholders have a definite role in the establishment of collaboration. The role of each stakeholder involved, such as the district government, as the government sector, has a role as a facilitator and organizer in Peken Banyumasan; academics at ITTP Telkom Purwokerto, as the private sector, have a role as drafters of Peken Banyumasan activities as well as implementers; the arts and culture community, as the private sector, has a role as a supporter of traditional handicrafts and tools to support and promote MSMEs in Banyumas Regency; and the mass media as supporting activities in the field of information and communication as a form of information dissemination in a wide scope.*

**Keywords:** *Collaborative, Pentahelix; Tourism Development; Peken Banyumasan.*

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**Introduction**

Indonesia is a country that has the potential for abundant natural resources, both flora and fauna, ancient relics and other historical relics, as well as art and culture that have become resources as well as capital in tourism development. The country has a tropical climate with a total of approximately 16,766 islands scattered throughout Indonesia (Central Bureau of Statistics, 2021). Natural resources in Indonesia are very diverse, ranging from Sabang to Merauke. There is a lot of natural beauty that cannot be found in other countries. As a developing country, Indonesia continues to strive to increase national income and public welfare, one of which is by increasing the tourism sector. In Indonesia, tourism has always been a sector that continues to be developed by the government. This is because tourism in Indonesia is one of the largest contributors to increasing the country's foreign exchange as a tourist destination for both foreign and local tourists. In Article 4, paragraphs 1 and 2, of the law of the Republic of Indonesia Number 10 of 2009 on tourism, it has been mentioned that the purpose of tourism is to

Tourism has a complex nature; therefore, in managing tourism, there is a need for cooperation between the government, the private sector, and society so that tourism can develop properly and provide benefits to humans (Yasir Yasir, 2021). Tourism development is capable of pioneering business activities that generate significant social, cultural, and economic benefits for a country. Central Java Province is one of the provinces in Indonesia that has a lot of potential for tourism to continue to be developed. One of the districts in Central Java that has a potential tourist market is

Banyumas Regency. Its location near Mount Slamet makes this area have great tourism potential to be developed into a tourist destination. In connection with the development of the tourism sector, Banyumas Regency has potential in the tourism sector. Both tourism is managed by the government and the private sector, and tourism is managed by non-governmental organizations (NGOs) such as *Desa Wisata*. Based on Banyumas Regent Regulation Number 89 of 2020 concerning amendments to Banyumas Regent Regulation Number 59 of 2018 concerning the establishment of the position of the organizational structure of the tasks and work procedures of the Technical Implementation Unit at the Banyumas Regency Youth Sports Culture and Tourism Office, Article 9 paragraph 3 states that the position and working area of UPTD Lokawisata Purwomas are: a) recreation amusement park monument pensar Sudirman; b) Taman Sari and Puppet Museum Sendang Mas; c) attractions Kalibacin; d) Recreation Park Andhang Pangrenan; e) Park Bale Kemambang; f) Curug Gumawang; g) Campground Kendalisada, h) Cultural Park Sutedja building.

**Table 1. Distribution of Sub-districts and Number of Villages / Kelurahan in Banyumas Regency**

| No | Subdistrict | Village | Village |
|----|-------------|---------|---------|
| 1  | Lumbir      | 10      | -       |
| 2  | Wangon      | 12      | -       |
| 3  | Jatilawang  | 11      | -       |
| 4  | Rawalo      | 9       | -       |
| 5  | Kebasen     | 12      | -       |
| 6  | Kemranjen   | 15      | -       |
| 7  | Sumpiuh     | 11      | 3       |
| 8  | Tambak      | 12      | -       |
| 9  | Somagede    | 9       | -       |
| 10 | Kalibagor   | 12      | -       |
| 11 | Banyumas    | 12      | -       |

|                 |                    |            |           |
|-----------------|--------------------|------------|-----------|
| 12              | Patikraja          | 13         | -         |
| 13              | Purwojati          | 10         | -         |
| 14              | Ajibarang          | 15         | -         |
| 15              | Gumelar            | 10         | -         |
| 16              | Pekuncen           | 16         | -         |
| 17              | Cilongok           | 20         | -         |
| 18              | Karanglewas        | 13         | -         |
| 19              | Kedungbanteng      | 14         | -         |
| 20              | Baturraden         | 12         | -         |
| 21              | Sumbang            | 19         | -         |
| 22              | Kembaran           | 16         | -         |
| 23              | Sokaraja           | 18         | -         |
| 24              | Purwokerto selatan | -          | 7         |
| 25              | Purwokerto barat   | -          | 7         |
| 26              | Purwokerto timur   | -          | 6         |
| 27              | Purwokerto utara   | -          | 7         |
| <b>Banyumas</b> |                    | <b>301</b> | <b>30</b> |

Source: Central Bureau Of Statistics 2022

Based on Table 1, the division of sub-districts and villages/*kelurahan* in Banyumas Regency, there are 27 sub-districts that have the potential to be used as tourist destinations. Of the 27 districts in Banyumas Regency, researchers are interested in choosing Banyumas district as the object of research because there is a history that states that the Central Government of Banyumas Regency during the tenure of the first Banyumas Regent was located in Banyumas district before the transfer of the district's location to the city of Purwokerto.

Based on the results of the pre-survey and a short interview with one of the managers of the Sendang Mas Museum located in Banyumas district, we obtained data that this location is called The Old City of Banyumas because of the transfer of the District Government Center to the city of Purwokerto during the reign of the 7th Regent of Banyumas in 1937. The existence of this story triggered the Tourism Awareness Group (POKDARWIS)

in Banyumas district to initiate a tour with the branding "Banjoemas Kota Lama", which was inaugurated by the Banyumas Regent on November 10, 2020. The tour is in the Banyumas district office complex.

**Table 2. List of Tourism in Banjoemas Old Town tourist area**

| No | Tourism Name                                  |
|----|-----------------------------------------------|
| 1  | Puppet Museum Sendang Mas                     |
| 2  | Pendopo Duplicate Si Panji                    |
| 3  | District Offices (Ex. District Building)      |
| 4  | Taman Sari                                    |
| 5  | Sumur Mas                                     |
| 6  | Garden Lengger                                |
| 7  | Abdi Dalem Room                               |
| 8  | Banyumas Square                               |
| 9  | Great Mosque Of Nur Sulaiman                  |
| 10 | Chinatown and Temple of Boen Tek Bio Banyumas |

Source: data on the results of the pre-survey at the research site Year in 2022

Based on the data in Table 2, we know that there are several tours in the Old Town Banjoemas Tourism Area. Banjoemas Kota Lama Tourism is a culture- and history-based tour. There are old buildings that have an important history dating from the reign of the 1st Banyumas Regent to the 7th Regent. The tourism potential of Banjoemas Kota Lama is supported by its geographical location, which is the center of the Banyumas sub-district.

In an effort to develop tourism, the Banyumas district government held a tourism program whose purpose was to enliven tourism in the Old City of Banyumas with the theme of art and History market called Peken Banyumasan. Peken in Javanese means market, while Banyumasan is a term for people with a Banyumas spirit. In Peken Banyumasan, there are various activities, such as Banyumasan art, a local market, and a collection of Banyumas communities, such

as the painter community. In addition to being a tourist attraction, Peken Banyumasan is also a capital for economic growth in Banyumas District, especially for MSMEs in Banyumas District. In the development of the tourism sector, optimal carrying capacity is needed. Carrying capacity, in this case, has become an important point in the development of tourism. The carrying capacity in question is not only in the form of the environment but also in the form of carrying capacity related to capital, infrastructure, and facilities, as well as tourism between regions in the development of tourism. If the carrying capacity is not available, it will be difficult to develop tourism. Therefore, there is a need for cooperation and integrity from the actors involved. The availability of carrying capacity cannot be managed by one actor alone but by involving actors who can support the tourism development process.

In developing the tourism sector, the role of government is key. How the pattern of government develops the region will have an impact on its progress. In this case, the Peken Banyumasan tourism program implements collaborative governance in its implementation. In collaboration, local governments cannot manage their regions independently, so the role and function of the government are no longer dominant; it takes the role and function of other stakeholders to solve problems and accommodate public needs. The role of collaborative actors involved includes the government, the private sector, and the general public. With the role and active participation of collaborative actors, tourism is very popular because it can develop in accordance with what is expected and can provide benefits to humans. Based on the description above, researchers are interested in conducting research with the

title "Penta Helix Model In Local Tourism Development Through Peken Banyumasan".

### **Method**

This study was conducted using a qualitative approach (Bungin & Burhan, 2011). This study uses educational descriptions based on the collaborative pentahelix form. This is the development of Banyumasan peken tourism in Banyumas Regency. This research data collection involves the processes of research, handling, and documentation (Morgan, 2017). Informant selection is done by the purpose sampling technique (Hektner et al., 2012; Nathan & Scobell, 2012). Data analysis using interactive analysis (B. Miles et al. 2014), which aims to analyze in the first study, and exploratory design to analyze in the second study (Cresswell & Cresswell, 2018a). The purpose of this study was to assist the Collaborative Pentahelix in the development of local tourism through Peken Banyumasan. This study uses triangulation of source data and documents (Cresswell & Cresswell, 2018a).

### **Result and Discussion**

#### **Penta Helix**

The findings regarding the components of sustainable competitiveness (natural capital, social capital, intellectual capital, and governance efficiency) have led to the development of a framework known as Penta-Helix stakeholder management, which includes a flow chart for innovative natural resource management as a first stage (Flores et al. 2020). The five main components of the penta-helix model are society, government, research institutions, businesses, and IT. Sumedang might become a smart city and the driving force

behind the eco-social advancement of West Java Province thanks to this idea (Sihotang et al. 2019). The investigation demonstrates that in a model of penta-helix cooperation relevant to governance, local penta-helix collaboration performed well. The mechanisms that were citizen-driven were what made the initiative successful in terms of overall cooperation (Forss et al., 2021). Based on the analysis of the data, it can be said that, in accordance with its authority and capability, each member of the penta helix is crucial to attempts to revive Bali tourism in the new normal period. The supply of subsidized interest and credit restructuring are regarded as short-term priorities. The planning of international events, as well as joint training and internship programs for the creative economy and tourism human resources, are now prioritized for the medium term. In general, the penta-helix element views improving access and improving attractiveness as long-term priorities (Budhi et al., 2022).

The key contribution from the conversation was a model called Penta Helix assistance for startups, which is composed of lists of the types of help that entrepreneurs require. This model offers policymakers a thorough, hands-on manual for supporting startups from five angles (Sudiana et al., 2019). The so-called quadruple helix is made up of the public sector, the business sector, academia, and civic society. The fifth helix, which consists of social entrepreneurs and activists, acts as an intermediary and activates the connection between the four established helixes (Calzada, 2020). In conclusion, we have been addressing the knowledge center on the quantity of private businesses operating in the healthcare industry, the quantity of healthcare facilities, and the quantity of educational

institutions generally referred to as the "Penta Helix" (Caraka et al., 2021).

Success indicators for the Penta Helix Area include the following: academic concept, business enabler, government regulator, community accelerator, and media promoter. This model is anticipated to be utilized as a planning tool for sustainable tourism development that may be applied both locally and nationally, particularly in select Indonesian green tourist hotspots (Ikhtiangung and Radyanto, 2020). Optimization in tourism management requires various components that serve as supporting functions and tourism exploration to form a collaborative relationship with various parties. This step is used as a suitable idea for studying tourism through the pentahelix collaborative model (Katarina S.J. Nagren Forss, Anders Kottorp, and Margareta R. 2021). This model is one of the strategies that involves both parties, from the community to the providing institutions, to combine the potential of the village as an ingredient in achieving optimal collaboration in the development of tourism. Collaborative pentahelix can be defined as another collaborative activity between various parties to manage the potential of a village that is managed with various ideas that arise from various parties for the common good (Kiki Sudiana, Ernie Tisnawati Sule, Imas Soemaryani, and Yunizar Yunizar, 2019). The emergence of collaborative pentahelix is a paradigm used to replace the term government, which refers to the holders of political, social, economic, and administrative authority of the state, with "collaborative pentahelix", which focuses on the combination in the administration of government power (Onkar Nath, Archana Singh, Indrakant K. Singh, 2017).

The collaborative penta helix concept lays out five basic elements in a

particular development of initiator, namely government, community, academia, business organizations, and mass media, which are incorporated into a unified component that will comprehensively support the implementation of Public Administration, and more specifically support public services provided to the community (Andrea Ilari, Annarita Fiorillo, 2015). Igor Calzada uses the term "penta helix," consisting of government, business, academicians, NGO, and mass media (Igor Calzada, 2020). The addition of affected communities to the hexahelix is similar to the characteristics of the hexahelix, which adds tourists. While the hexahelix added the role of law and regulation in addition to government, entrepreneurs and businesses, the community, academia, and mass media.

**Figure 1. Pentahelix Model**



Source: Wargadinata (2018)

A pentahelix collaborative process is an approach or model that tries to describe a condition of the problem that can be solved by the efforts of synergy or cooperation between the parties (Katarina Sjögren Forss, Anders Kottorp, and Margareta Rämngård, 2021). This process must be followed in an effort to achieve an

understanding that becomes the value orientation to be achieved.

Lindmark et al. (2009) explain the pentahelix:

1. This group includes all government agencies at the national and local levels (at all levels of government) that have public authority.
2. The business world, including business groups such as employers' associations, is usually based on their business interests on a local, national, and international scale.
3. This academic group is based on expertise, competence, and scientific competence based on research and development, such as advocacy or specialized consulting.
4. This group includes the voluntary activities of groups that provide services to the community on the principles of non-profit organizations. When participating, always do so with mutual respect, cultural courtesy, and friendly manners.
5. Mass Media. This group includes mass media actors, both in print and electronic media, that encourage the interests of the public to become the main standard in running the organization.

The categorization of stakeholders is based on the opinion of Eden and Ackermann, which is based on the level of importance and influence of the stakeholders in a matrix (Mayer Cabrera-Flores, 2020). Stakeholder groups classified as players (quadrant I) are key players that have high influence and important characteristics. Context setters (quadrant II) are characteristics that have high influence but low importance. Subjects (quadrant III) have low influence characteristics but high importance.

Crowd (quadrant IV), which has the characteristics of influence and low importance. An analysis of interaction patterns in relationships between stakeholders can be identified in three patterns: patterns of potential conflict, patterns of potential mutual complement, and patterns of mutual cooperation. (Hongfei Li, 2022).

Analysis of the grouping of stakeholder roles is based on a classification that states that there are six roles, namely regulator, facilitator, implementer, evaluator, advocate, and beneficiary (J. W. Sihotang, M. S. D. Hadian, and D. Muslim, 2018). The classification of interests of stakeholders uses a classification that mentions there are four, namely, economic, social, environmental, and political interests (Si Min Zhang, Alenka Jecic, James P. Tam, and Anders Vahlne, 2015). In addition to these four motives of interest, this study also identified religious motives. Categorization of stakeholders using a categorization that mentions there are three, namely assistant stakeholders (main), key stakeholders (strong or significant), and secondary stakeholders (mediator or assistant).

The Pentahelix Collaborative Process is a reference source to build communication and cooperative relationships between various parties to help and support the optimal achievement of goals. The role of the pentahelix collaboration model is to prioritize support for shared goals and innovation. This model has several elements that are divided into five categories: (1) government, (2) community, (3) business organizations, (4) media, and (5) academics. (Made Kembar Sri Budhi, 2022). The pentahelix collaborative process in the development of local tourism in Banyumas Regency can be

known from each aspect of the collaborative process. First, the government, as one of the aspects that play a role in the cooperation process, forms a face-to-face dialogue forum, and the intensity of dialogue between stakeholders takes place during the collaborative pentahelix process in Banyumasan peken activities that are routinely carried out through cooperation between the Banyumas Regency government (PemKab). The various activities contained in Peken banyumasan, which became an icon, are a lengthy dance, where the government, with the existence of Peken banyumasan, one of them with the appearance of a lengger dance, is uplifting for banyumasan artists and can be used as a container to display various original art works in Banyumasan Regency. Another hope is also aimed at inviting the younger generation to be able to advance and preserve local culture as widely as possible.

Second, the community has a role as a group that includes voluntary activities by groups that provide services to the community with non-profit principles. Elements like this seek to build a common vision and orientation that fosters a sense of mutual assistance and support between parties in handling a problem so that the programs implemented can be in accordance with the goals of the community. Efforts to build trust among the stakeholders involved are something that is important to note in a collaborative process. The collaborative process of Pentahelix in the effort to develop and preserve it gradually in Banyumasan Week activities in Banyumas Regency. Banyumasan Week can also be used as a forum for preserving and enlivening the culture that exists around Banyumas Regency by being carried out by various communities that are members of

it. The Banyumas Weekend Program event is held every 2 weeks with various performances that are different for each Banyumas Weekend. In general, Banyumasan Peken does not only present performances but will also be conceptualized with food stands, handicrafts, and traditional tools to support and advance MSMEs in Banyumas Regency. performances in a series of programs featuring various arts from various Kentongan communities and requests from visitors to serve Banyumas culinary specialties who feel homesick for typical food and the taste of traditional food, which is increasingly rare to find. performances that are shown, such as the Lengger dance in Banyumas, and specifically, the public can visit the Lengar house in Banyumas district.

Third, the academic element is a group based on expertise and scientific competence based on research and development, such as advocacy or specific consultants. The role of academics requires a commitment that can be the main key to achieving the success of any government program by getting the support of both the community and stakeholders. The commitment built by academics in the collaborative pentahelix process aims to develop and preserve local culture in Banyumas Regency. One of the roles of academics in Peken Banyumasan is aimed at the Telkom Institute of Technology Purwokerto as the holder of the concept and scheme of the program held in Peken Banyumasan, which is carried out by the participants, who continue to strive to present and grow various innovations that appear and reflect the culture or values in the region. In general, the banyumasan peken program is a program that has a concept of creative place making with various flagship programs in the series of activities

such as Heritage Photowalk Tour, Music and Culture Performance, B.Y.O.B. (Bring Your Own Banyumas), Banyumasan Maker Showcase, Local Market, and Culture Sharing. The initiator of the formation of the banyumas peken program was a lecturer in Visual Communication Design, Galih Putra Pamungkas, M.Sn., who serves as a conceptor and connector, along with Gilang Ramadhan, M.Sn., as the creator, assisted by several students majoring in visual Communication Design who are members of the committee.

Fourth, business organizations indirectly tend not to play a full role in a problem that occurs but have a role that can contribute more to its resolution. The option that can be made in this business organization element is an effort to build mutual understanding between the actors and parties involved in the collaborative process. This mutual understanding is done to provide mutual openness and a common vision to achieve alternatives to the problems faced. Efforts that can be made by business organizations are generally Peken Banyumasan not only presents the show but will be conceptualized with the food stand, handicrafts, and traditional tools to support and advance SMEs in Banyumas. There are various crafts, such as crafts made of plastic that are formed into bags, wallets, and so on; taleng ice; teleng flowers; and others. This is certainly the main step to encourage the realization of community welfare, which is still developing in Indonesia.

Fifth, the media element acts as a liaison between the various four elements that are incorporated collaboratively into the pentahelix through the information obtained or conveyed. The media is also a container for aspirations that can be conveyed publicly and is also an input to the government as one of the five elements



in the pentahelix model. This group includes mass media players, both print and electronic, who push public interest to be the main focus in running their organizations. The role of the mass media in the implementation of Facebook Banyumasan Week is to disseminate information or notification of program implementation through digital-based media such as Instagram, Facebook, WhatsApp, Twitter, and online-based news and combine it with print media such as magazines or newspapers. Mass media-based publications are a form of collaborative strategy to make it easier to reach a large number of people in order to attract attention to the Banyumasan Peken program in Banyumas district.

In general, through five components, such as government, academia, the community, mass media, and business organizations, in collaboration with the development of the Peken Banyumasan program in Banyumas Regency, it is indirectly able to revive local culture and wisdom from the region and is able to develop the economic welfare of the community gradually and sustainably.

### Conclusion

Based on the results of research and discussion, it can be concluded from the analysis of the collaborative pentahelix in the development of tourism in Peken Banyumasan. The collaborative pentahelix conducted by the government sector, the private sector, academia, and the mass media as a whole is well coordinated and executed in accordance with the pentahelix model. The role of each stakeholder involved, such as the district government, as the government sector, has a role as a facilitator and organizer in Peken Banyumasan; academics, ITTP Telkom Purwokerto, as the private sector, have a role as drafters of Peken

Banyumasan activities as well as implementers; the arts and culture community, as the private sector, has a role as a supporter of traditional handicrafts and tools to support and promote MSMEs in Banyumas Regency; and the mass media, as supporting activities in the field of information and communication as a form of Information Dissemination in a wide scope. This means that with the Banyumasan Peken program in Banyumas regency, it is indirectly able to revive local culture that comes from the region and is able to develop the economic welfare of the community gradually and sustainably.

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