

Strengthening of Collaboration Strategy through Pentahelix Model in Borobudur as a Super Priority Tourist Destination

Kartika Ayu Ardhanariswari¹, Krisnandini Wahyu Pratiwi²

¹Department of Communication Science, FISIP UPN "Veteran" Yogyakarta, Indonesia

²Departments of Management FEB UPN "Veteran" Yogyakarta, Indonesia

Abstract

The Indonesian government is set to follow through with the plan for five super-priority tourist destinations. The five super-priority tourist destinations are Lake Toba in North Sumatra, Borobudur Temple in Central Java, Mandalika in West Nusa Tenggara, Labuan Bajo in East Nusa Tenggara, and Likupang in North Sulawesi. Borobudur temple is known as one of the plans for five super-priority tourist destinations. Managed directly by the Badan Otorita Borobudur, it offers various exciting and different facilities from the others. This study aims to find out the communication strategy carried out by the Badan Otorita Borobudur on Borobudur as a super-priority tourist destination. Therefore, it is necessary to strengthen collaboration through Penta helix's synergy (business, government, community, academia, and the mass media). This research uses a case study method; data collection is done by interview and observation. This study indicates that Badan Otorita Borobudur implements several collaboration strategies to introduce Borobudur to the public and with support from the community, academia, and the mass media. From this research, it can be seen that the Badan Otorita Borobudur has carried out the stages of their collaboration strategy well, and the message to be conveyed to the public can be received well. For this reason, the collaborative discussion of the Pentahelix model for the development of Borobudur Temple as one of the super-priority tourism destinations is essential to note. Based on the conclusion of joint activities, it can be seen from the impact of tourism management. The existence of Borobudur tourism is felt to have not had a direct effect on the community's welfare around Borobudur Temple.

Keywords: Borobudur, Collaborative, Pentahelix,



This is an open access article under the CC-BY-NC license

INTRODUCTION

The tourism sector has developed into one that can support the current and post-Covid-19 economic recovery. The rapid growth of the tourism sector brings various benefits for the country and the people in the destination area. This situation can be interpreted as the tourism sector moving the economy from the lower community to the government. Tourism has become a trigger for economic activities that are very important for a destination region. This tourism sector makes it possible to create extensive employment ranging from the hospitality industry and tourist travel to regional souvenirs. Sustainable tourism sector development is needed to improve tourism services sold to increase visits and foreign exchange.

The onslaught of tourism promotion is expected to be the beginning of economic growth in one region. One indicator of economic growth is the development of the number of accommodation businesses in the community. Currently, it is considered typical that the existing temple building in Indonesia is one of the tourism destinations, as is Borobudur temple. Temple Building is a tourist asset of the area that is in demand by many tourists. Tourists are interested in the uniqueness of the building, both from the arrangement of stone, sculpture, relief, story, and beauty. As a tourist destination now, the temple tourist park is professionally by several business entities.

Corresponding author:

kartika_ayu@upnyk.ac.id; krisnandiniwahyupratiwi@gmail.com

DOI: 10.31098/bmss.v1i4.360

Research Synergy Foundation

Badan Otorita Borobudur is the Implementing Badan Otorita Borobudur, further called BOB, formed based on Presidential Regulation number 46 of 2017. BOB is a working unit under the Ministry of Tourism and Creative Economy of the Republic of Indonesia. BOB itself has an authoritative task covering the management of land areas for tourism and others. At the same time, the collaborative study covers three National Tourism Destinations (DPN), including Borobudur Yogyakarta and surrounding areas, Solo Sangiran and surrounding areas, Semarang Karimun Java, and surrounding areas. Therefore, there is a communication strategy carried out by the Badan Otorita Borobudur (BOB) itself in its implementation. This communication strategy is used to introduce the public to what the Badan Otorita Borobudur is, then introduce what tourism is managed and developed by BOB, one of which is in the Borobudur authority area. From the communication strategy implemented by BOB, later it can be known some essential things as follows, namely, the introduction of BOB to the community, the introduction of tourism authorities as new tourist attractions, and new icons in Central Java and Yogyakarta.

The tourism sector is one of the sectors that can be developed into one of the sources of income in the region. Through Law No. 10 of 2009 on Tourism, the Indonesian government is focused on improving and developing potential tourism areas. The tourism sector is currently a source of growth for the Indonesian economy. This very rapid growth is what makes the Indonesian tourism sector must make changes. Because nowadays, the tourism sector in Indonesia has been increasingly stretched and makes Indonesia is seen to become one of the world's tourist destinations. Therefore, the Government of Indonesia, through the Ministry of Tourism, focuses on the development of Super Priority Tourism Destinations in five regions, namely Lake Toba (North Sumatra), Borobudur (Central Java), Mandalika-Lombok (West Nusa Tenggara), Labuan Bajo (East Nusa Tenggara), and Likupang (North Sulawesi).

As one of the super-priority tourism destinations, Borobudur Temple is the pride of the Indonesian nation and has been recognized by the world. The majesty of the Borobudur te, simple, however, is difficult to assess because of the high values of aesthetics, culture, art, architecture, to spirituality. World recognition has been established in the title of world *heritage by UNESCO* No. 592 of 1991. The world heritage criteria are official predicates and go through a lengthy assessment stage. The world heritage-listed site is also constantly being evaluated and monitored by UNESCO as one of the world's wonders. Borobudur temple can be established because it has an "*outstanding universal value*" or outstanding universal value. *Exceptional universal value* is the significance of culture and nature that is so extraordinary that it transcends national boundaries and has importance for present and future generations of all humanity.

Geographically Borobudur Temple is located in Borobudur Village, Borobudur Subdistrict, Magelang Regency, Central Java Province, and is directly adjacent to Magelang City, Central Java Province, and Sleman Regency, Yogyakarta. The existence of Borobudur Temple can increase tourist visits, not only domestic tourists but foreign tourists. The increase in the number of tourists as well as the establishment as one of the world heritage sites, encouraged the government to make Borobudur Temple a National Strategic Area according to Government Regulation No. 26 of 2008 on National Spatial Plan (Government Regulation of the Republic of Indonesia No. 26, 2008). The Strategic Area of Borobudur has a significant influence on the culture, within a radius of at least 5 (five) kilometers from the center of Borobudur Temple and Palbapang Corridor. The Strategic Area of Borobudur has a significant influence on the culture, which is within a radius of at least 5 (five) kilometers from the center of Borobudur Temple and Palbapang Corridor which, can be seen in figure 1.

Strengthening of Collaboration Strategy through Pentahelix Model in Borobudur as a Super Priority Tourist Destination

Kartika Ayu Ardhanariswari, Krisnandini Wahyu Pratiwi

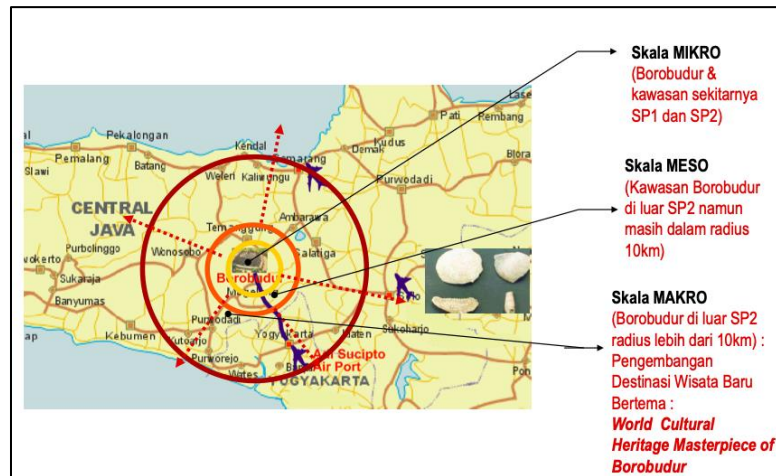


Figure 1. The direction rection of Tourism Area Development of Central Java Province
(Source: Bappeda Prov. Central Java)

Borobudur Temple tourism activities have been happening since 1980. But this is not a guarantee that tourism activities at Borobudur Temple develop and benefit the surroundings, especially in the economic sector. Because, in reality, Borobudur Subdistrict is still among the poorest subdistricts in Magelang Regency according to BPS. So it needs to be seen the extent of the development of Borobudur, The temple's destination, and how much influence it has on community economics. It is considering that the tourism sector is the most dominant in the region.

According to Biantoro and Ma'arif (2014), the development of tourism activities has affected the socio-economic characteristics of the people in the tourist area. But it is not yet known the direction of tourism development in question that affects the community's economy around the temple, so it is necessary to see the extent of tourism activities' influence on the community's economic condition around the Borobudur Temple tourist attraction area. Based on the picture, the purpose of the research to be achieved is (1) identifying the development of Borobudur Temple tourism; (2) identify the economic characteristics of the communities around Borobudur Temple; (3) and analyze the influence of tourism development on the economic characteristics of the community around Borobudur Temple.

From the various conditions that exist, there are at least three main issues related to the development of this Borobudur tourist area, especially related to Borobudur Temple. The first is preservation or conservation, where the carrying capacity of Borobudur Temple is limited while the target of tourist visits is expected to rise. The second is related to the impact of Borobudur temple tourism management on the welfare of the surrounding community. Therefore, there is a potential contradiction between the interests of conservation (conservation) and utilization (tourism) and the welfare of the surrounding community. The third is how the local government around the Borobudur area responds to the development policy of this area. Therefore, a mature concept is needed so that there is no strong contradiction between the interests of increasing tourism, the conservation of the Borobudur temple, and the surrounding community's welfare.

Pentahelix's development of Borobudur Temple as one of the super-priority tourism destinations for that collaborative discussion model is essential to note. Based on the conclusion of Collaboration can be seen from the impact of tourism management, the existence of Borobudur tourism has not had a direct

effect on the community's welfare around Borobudur Temple. So it will be answered that the tourism of the temple, whether it has been or has not involved the community or has an impact on welfare improvement.

The Pentahelix, becomes a new tourism development model in Indonesia. Some of the products of this model include the travel priority under the name "10 New Bali", in which the government focuses on the development of tourism sites including Toba Lake, Kelayang Cape, Kepulauan Seribu, Borobudur, Mount Bromo, Wakatobi, and Labuan Bajo; all of which incorporate the concept of pentahelix. In addition to these prioritized destinations, some areas in Indonesia have begun to develop their tourism using the pentahelix concept.

To solve this problem, a collaboration was carried out in the form of a pentahelix. This pentahelix model intends to synergize all interested parties to obtain creative solutions to increase economic benefits in the Borobudur area. Pentahelix is an extension of the triplehelix strategies which involves the elements of society and non-profit institutions to realize the innovation (Lindmark, Stuesson, & Nilsson-Roos, 2009). Triplehelix is developed with added with an element, civil society or community, which makes the quadruplehelix that functions to accommodate the community's perspective. The quadruplehelix concept is developed by maintaining the interaction of the triple helix models (network science and technology between universities, industry, and government) and involving civil society as a whole in the system (Yawson, 2009). Indonesia's model of the quadruplehelix has then added one more element that is media which then becomes a complementary element pentahelix, as the context of the development of the creative economy in Indonesia.

Based on some of the explanations above, it can be concluded that pentahelix is an innovation model to increase the level of the economy of a country or region which involves five stakeholders i.e. government, businessman (private), media, academic, and community. These five elements have their respective roles and fairly large influence that when combined in a collaboration with the specific purpose may achieve better and maximum results.

LITERATURE REVIEW

Pentahelix in the study of this research literature can be seen from the relationship of Collaboration with Pentahelix. Collaboration activities are direct activities that reflect the dynamics of Collaboration in practice are very diverse depending on the context of the three Collaboration activities can be the creation of strategic planning, resources, establishing a policy, especially regarding the needs of budget resources and facilities, the implementation of policies or programs and the monitoring process and then the results of the actors bring temporary impacts and directly lead back to the dynamics of collaboration. Collaboration activities are comprehensive, and some are narrow following the mutual agreement. Collaboration can be collective, and one institution or organization only implements it. All stakeholders can do Ada, and there are also only specific stakeholders following the capacity of each stakeholder. However, the activity still belongs to the collaboration process.

The results of Collaboration, according to Emerson and Nabatchi, emphasize that the results of a process of Collaboration can be in the form of a change of quality and quantity in terms of physical, environmental, social, economic, and political. The results obtained are implications of collaboration activities that have been carried out that have contributed to the community's social conditions, economy, the surrounding environment, or aspects of political legitimacy of society to the government. Thus, collaboration results are implications of the output or collaboration activities that have been carried out.

Strategic planning of tourist destinations or tourist destinations is a complex task due to the interdependence of various stakeholders and fragmented control over destination resources (Jamal & Getz, 1995). Therefore, sustainable tourism development at the regional level requires cooperation and Collaboration between actors by optimizing the role of business, government, community, academic, and mass media, as stated by the Minister of Tourism Regulation No. 14 of 2016 on Guidelines for Sustainable Tourism Destinations.

The understanding of Collaboration is different from some other concepts that mean cooperation, argued Peter Shergold (2008), by distinguishing four concepts that reflect a process of transformation to the understanding of Collaboration, as illustrated in the table:

Table 1. The Process of Collaborative Transformation

Command	The process of centralized control-with clear lines of hierarchies authority
Coordination	The process of collective decision making-imposed on participating institutions
Cooperation	The process of sharing ideas and resources for mutual benefit
Collaboration	The process of shared creation-brokered between autonomous institutions

Source: (want to & Shergold, 2008:20)

The four concepts above are; Command, Coordination, cooperation, and Collaboration. The difference between the four concepts lies in the purpose of Collaboration and its form of dependence. Command as a centralized control process with a clear line of hierarchical authority coordination as a collective decision-making process imposed on participating institutions. Cooperation is a process of sharing ideas and resources for mutual benefit. Collaboration is a process of joint creation brokered between autonomous institutions. From the four understandings of this concept, the independent nations in collaboration relationships differentiate from other concepts.

Pentahelix extends the triple helix strategy by involving various societies and non-profit institutions to realize innovation. Through synergistic Collaboration, it is expected that an invention is realized supported by multiple resources that interact synergistically. In 1995, Etzkowitz and Leydesdorff introduced the Triple Helix model with academics, business sectors, and government. First, the actor was responsible for creating innovation in the field of Industry. Second, the actor was responsible for developing knowledge in the field of the University. Then interact with the third area, namely government. The three work together through a top-down approach to create innovations that can improve the economic conditions. The Triple Helix was then developed again with one added with a single element, Civil Society or community which became the Quadruple Helix, to accommodate the perspective of society. Thus, the quadruple helix concept was developed by maintaining the interaction of the triple helix model (a network of science and technology between universities, industry, and government) and involving civil society as a whole in the system.

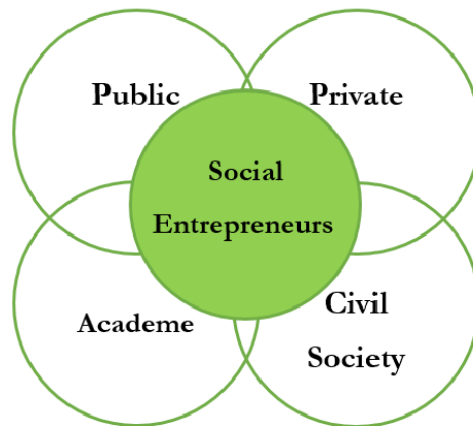


Figure 2. Pentahelix Calzada Model, 2016

In Indonesia, model Quadruple Helix has then added one more element, namely Media which then becomes a complement to Penta Helix because, in the context of creative economic development in Indonesia, the existence of media (both conventional media and social media) plays a significant role even though it remains an independent element or not directly affected by other aspects in carrying out its parts or functions. The idea of Pentahelix is also outlined in the Regulation of the Minister (Permen) of Tourism of the Republic of Indonesia Number 14 of 2016 concerning guidelines for Sustainable Tourism Destinations.

Based on some of the above explanations, it can be concluded that Pentahelix is a model innovation used to increase or float the economic level of a country or region that involves five stakeholders, namely government, business (private), media, academia, and komunitas where the five elements have each role and influence that is large enough and influential so that when combined in Collaboration with a specific purpose will get better and maximum results.

According to Soemaryani, the model Pentahelix is a reference in developing synergies between related agencies in supporting as optimally as possible to achieve the goal. So it is that the Pentahelix collaboration has a vital role to play necessary the common innovation goals, and Pentahelix contributes to the socio-economic progress of the parts of each function sent of Pentahelix, among others:

1) Government

The government on the Pentahelix model acts as a regulator. The government acts as a regulator and a controller who has rules and responsibilities in developing objects. In this regard, it involves all types of activities such as planning, implementation, monitoring, control, promotion, financial allocation, licensing, programs, legislation, development and knowledge, public innovation policy, support for innovation networks, and public-private partnerships. The government also has a role in coordinating the stakeholders who contributed to the development of the Collaboration.

2) Businessman

Businesses on the pentahelix model act as enablers. A company is an entity that conducts business processes in creating added value and sustaining sustainable growth. The industry acts as an enabler that presents infrastructure by supporting changes in human resources business in collaborative governance

and working as promoters or contributions to budgets in providing added value or income in the form of funding development of the sector.

3) Academic

Academics on the pentahelix model act as concepts, such as standardizing the activities carried out and certification and human resource skills. In addition, academics in this regard are a source of knowledge with the use of the latest concepts, theories relevant to the activities or sectors developed to gain a sustainable competitive advantage.

4) Media

Media on the pentahelix model acts as an expender. The media plays a role in supporting publications in promoting and creating a brand image in the cooperation development program. Therefore, media can be said as an element that is quite influential in the development of tourism. Because of the influence of the development of the very modern times, technology and media dominate. Therefore, what is rumored in the media becomes a quite influential topic and has a perfect effect on tourism.

5) Community

The community on the pentahelix model acts as an accelerator. In this case, the district has similar interests and is relevant to the growing business. The community can also act as an intermediary or liaison between stakeholders to help the development process. Komunitas can include the official community or the community, which has a vital role in developing cooperation.

RESEARCH METHODOLOGY

This research uses descriptive analysis with a qualitative approach. Primary data collection is done using observations, in-depth interviews, and literature studies. Secondary data collection is done by collecting data related to tourism development, namely of data related to research objects.

The analysis was strengthened on the influence of the development of Borobudur temple tourist destinations as super-priority destinations to the surrounding community's economy, especially the Joglosemar area (the regency of Yogyakarta, Solo, and Semarang). Analysis techniques used descriptively on the influence of Borobudur Temple destinations as super-priority destinations for the growth of the community's creative economy are seen from the effects or direct impacts, indirect impacts, and continued impacts.

This qualitative research focuses on the results of interviews and observations at the tourism object that is sampled, namely Borobudur Temple-Magelang to see reality, study phenomena, and interpret findings in the field. This study uses secondary data originating from documentaries from the Ministry of Tourism and Creative Economy / Tourism and Creative Economy Agency of the Republic of Indonesia and the Tourism Office of the Regency / City Government. Furthermore, the primary data was dug up by interviewing the implementing actors, namely the Borobudur Authority Body with a data triangulation pattern and trying to capture, record and interpret, and present various information by always adhering to data collection to produce in-depth and comprehensive analysis, including understanding related to the problems in each object. tour.

Interview and observation activities for respondents, namely the the Board of Directors and the Implementing Borobudur Authority in the Badan Otorita Borobudur, were more focused on 2 attributes, namely the form of pentahelix collaboration carried out (government, industry/business, community, academics, and media) and the impact of this collaboration on the development of Borobudur Temple tourism destinations influence on the community's economy. Other things outside of attributes are used

to sharpen the analysis, as well as find solutions. Researchers tried to make the interviews take place fairly and were written in diaries for the purposes of coding and tabulating data for the accuracy of information.

At the same time, the analysis of the involvement of the community's creative economy can be reviewed on tourism activities, income, and the growth of the tourism-based MSME economic sector. Primary data in this study was obtained through interviews, in-depth interviews obtained from the Badan Otorita Borobudur (BOB), and secondary data was obtained from mass media, news, social media, books, and journals.

FINDING AND DISCUSSION

A. New Paradigm of Borobudur Temple Management

Borobudur temple has a variety of values, both economic, educational, religious center, cultural identity, the cultural identity of the nation, recreation, and so on. Therefore, its existence involves various interests for various parties. Accordingly, multiple parties pay special attention to Borobudur Temple. Borobudur, as a tourist asset, has a strong enough value, able to act as one of the local and international tourist attractions and destinations, able to become a tourism icon, and this is inseparable from the media that work as a brand that forms, builds, and creates identities in a tourism entity. The existence of Borobudur tourism also contributes to making changes in the income patterns of the surrounding community. Residents who previously only relied on agriculture have the opportunity to get involved in tourist services, hawkers, as well as kiosks, and other facilities. At first, the existence of temple tourism.

Borobudur Temple area tends to be considered physical monuments or buildings, without considering the relationship with the surrounding landscape (environment). Borobudur temple is regarded as an independent entity that stands alone and is not related to the surrounding environment, including its society and culture. As a result, tourist activities are only centered on the temple as a physical monument. This is what causes tourist visits only centered on the temple. Similarly, the economic benefits are also only felt by temple tourism managers and service providers around it. The temple as the only tourist center, in the end, provides a significant burden, because all tourist activities only rest on the temple building alone. If this continues to happen, then the contradiction between preservation and utilization to make money will continue to strengthen.

At the national level, Borobudur is also protected by regulations on Cultural Heritage, namely Law no. 11 of 2010 on Cultural Heritage. One of the essential points is that the utilization of cultural heritage is for the maximum benefit of the welfare of the people, one of which is through tourism activities. In the regulation (article 97), it is also mentioned that the management of cultural heritage areas is facilitated by the government and local governments. Management is carried out by the governing Badan Otorita Borobudur (BOB) formed by the Government, Local Government, and indigenous law communities. The governing can consists of elements of government and local government, business, and community.

The government also issued Presidential Regulation (Peraturan Presiden) Number 46 of 2017 concerning the Borobudur Tourism Area Management Authority Agency. This Badan Otorita Borobudur was formed to optimize the management, development, and development of the Borobudur Tourism Area. The Badan Otorita Borobudur consists of the Board of Directors and the Implementing Borobudur Authority. The Managing Board organizes the functions of licensing and non-licensing services of the center and area in the Borobudur tourism area, following spatial provisions in Presidential Decree 58 of 2014. Such licensing and non-licensed services include areas: public works; housing and residential areas;

employment; environment; relationship; investment; trade; land and spatial planning; tourism; forestry; energy and mineral resources.

The Badan Otorita Borobudur has the right to: a) plan the allocation and use of land; b) use the land of Borobudur Tourism Area for the purposes of management, development, and development of Borobudur Tourism Area; and c) rent and cooperate in the use, utilization, and management of land with third parties and receive rent payments and profit money. Thus, the Badan Otorita Borobudur, especially the Implementing Agency, will carry out some work on the participation of particular regional governments in the core area (SP1). Environmental and regional management, permit granting, utilization, and maintenance of temples and core areas are controlled by this Badan Otorita Borobudur. In addition, this authority, Badan Otorita Borobudur, has consequences on the general management of tourist areas.

With the Badan Otorita Borobudur, it is expected that there is a new paradigm in the management of Borobudur tourism which begins to shift from centered on the physical monument of the temple to the concept of Borobudur as a landscape area that includes the environment, society, and culture. There needs to be a change in the meaning of the Borobudur area, which is related to the physical building of the temple and the community and culture. Borobudur temple is no longer meant to be a site or structure separate from development and isolated from the changes that occur and its people. Conservation and utilization efforts are strongly related to the social, economic, and cultural issues around it. Although during this time, the use of Borobudur as a tour only involves certain parties, in the future, it needs to expand coverage by placing more actors of interest in its management.

So, one of the efforts that need to be done is management with a participatory approach, which prioritizes the involvement of the surrounding community to have a more significant role, care, and benefits for their lives. Borobudur temple is a common property where many interests are involved. Therefore, the concept offered must be intact, Borobudur as a landscape.

B. Pentahelix Collaboration Contribution of Borobudur Area Development

Around the Borobudur area, there are several buffer areas, namely Central Java, consisting of Magelang Regency, Magelang City, and Purworejo Regency. In contrast, the Yogyakarta Special Region consists of Kulonprogo Regency and Sleman Regency. This study discussed the disclosure of 5 related core areas, namely Magelang Regency, Magelang City, and Purworejo Regency, Kulonprogo Regency, and Sleman Regency. These five areas on the pentahelix model act as regulators so that the policies will directly impact the Borobudur area's development, infrastructure development, tourism management, and impact. Furthermore, as a buffer area of Borobudur, the five regions should improve with various supporting development programs to increase regional competitiveness and capture economic development opportunities to enhance regional development and community welfare.

Based on the above analysis, local governments in the Borobudur area already have their strategic positions that must be optimized. As the center of the region, Magelang Regency must develop the landscape's potential in the form of the rural environment, along with community, art, culture, and daily life. Tourist villages need to get full support from aspects of human resources capacity, infrastructure, and economic empowerment. Magelang city, as a buffer Borobudur area, provides various tourist accommodations and activities related to it. The number of hotels, shopping, culinary, transportation facilities, cultural and urban tourism, and other services makes Magelang City has strong potential for the Borobudur area. Purworejo regency and Kulonprogo regency have the same character as the crossing

area while having natural, cultural, and historical potential. Easier transportation access must be utilized in the framework of regional development as a supporter of tourist activities. This area acts as an intermediary area or stopover that provides tourism support services with the potential of MSMEs that simultaneously offer alternative or additional tourism for the Borobudur area. In contrast, Sleman Regency can give alternative attractions and can provide tourist support accommodation. In addition, there is also temple tourism between Borobudur Temple Tourism, Prambanan, and Ratu Boko.

The role carried out by the local government around the Borobudur area is to improve with various supporting development programs to increase the acceleration of regional competitiveness and capture economic development opportunities to enhance regional development and community welfare. The need for an agreement forum to divide the role of each region in addressing the part of taking Borobudur so that it leads to a sustainable tourism area.

The role of other Pentahelix models is shown by business actors/businesses who act as enablers and communities as accelerators. A company is an entity that conducts business processes in creating added value and sustaining sustainable growth. At the same time, in nature, this community is people who have similar interests and are relevant to the growing business. Community can also act as an intermediary or liaison between stakeholders to help the deposit development process. This role has been intertwined in several potential spaces such as art galleries, craft places, landscapes. The richness of traditional arts can be an alternative tour that complements each other and expands tourist visits to Borobudur Temple. While non-physical wealth such as food (culinary) and crafts, equipped with supporting facilitation such as packaging, processing, promotion, distribution, and marketing, can increase the community's economic empowerment if developed as a small and medium enterprise.

The role of the media in this Pentahelix is as an expender, in which case the media plays a role in supporting publications in the promotion and creating brand images. If based on the new paradigm of Borobudur management, the press is recommended to scatter tourists on a broader area by making more attractions Instagramable elsewhere to relieve pressure on the temple itself. I was doing 'remarketing,' i.e., reducing the current level of Borobudur promotion, especially images. Especially during the Covid-19 pandemic, the role of the media is shown through several schemes offered is the implementation of quota restriction policies and changes in entrance ticket prices, development of tourist zones, virtual tourism development (Borobudur Virtual Tourism), Tourism Pledge policy, development of small and Medium-Sized Micro Enterprises (MSMEs) through online markets and the development of buffer attractions.

While the role of Pentahelix's, academics as a conceptor includes standardizing the process on the activities carried out and certification and human resource skills, I added, the form academic contribution can also be in the form training. Competency certification actor and institutions authorized to direct labor (accommodation services, dining and drinking services, tour guides, etc.) and indirect (transportation, infrastructure development, information technology managers, etc.). Then increase the qualification standards to meet international standards, sharpening the overall entrepreneurial incubation program from the product level, marketing, different schedules, tool assistance, business sharing forums, and capacity building for tourism agents to increase knowledge.

CONCLUSION AND FURTHER RESEARCH

In each program, all parties in the realm of pentahelix (government, industry/business, community, academia, and media) play an essential and significant role. The support of helix actors can

boost the economy of a region to be more developed and integrated. This is due to a common goal and is carried out based on the capabilities and capacities of each actor. The impact of this collaboration shows that the development of Borobudur Temple tourism destinations has an impact on the economy of the surrounding community in the form of a multiplier effect consisting of direct, indirect, and continued impacts.

The Borobudur Temple area is an object of tourism development and the need for active participation of community ideas in creating more equitable economic welfare. Therefore, the synergy of Pentahelix becomes the primary capital to bring out creativity and innovation. Collaborations built with interrelationships between actors in the pentahelix model, starting from planning sustainable tourism development stages. The role of each actor is always trying to do the best for the development of tourism that impacts the community.

Based on this study, some suggestions can be drawn for future research as follows:

1. Research can continue to look at the synergy of pentahelix communication in developing Borobudur as a priority tourist destination and related to development in the Joglosemar area (the regency of Yogyakarta, Solo, and Semarang).
2. The development of tourism, especially tourist destinations, actually consists of more complex components/aspects to state that a destination is truly developing. Surrounding communities are involved as business actors or workers in the tourism sector in order to take advantage of opportunities and create new ideas or innovations in providing services for tourists and for managers to involve the community more to balance the regional economy. All relevant stakeholders, especially the Borobudur area development government, to cooperate more with the Borobudur Temple management, namely the Badan Otorita Borobudur and vice versa in order to create a greater impact on the community's economy.

REFERENCES

- Ansell, C., & Gash, A. (2008). *Collaborative Governance In Theory And Practice*. Journal of Public Administration Research and Theory. <https://doi.org/10.1093/jopart/mum032>
- Regional Infrastructure Development Agency (BPIW). 2020. Integrated Tourism Master Plan (ITMP) Borobudur-Yogyakarta-Prambanan. Ministry of Public Works and Public Housing (PUPR).
- Bappeda Province of Central Java. (2019) Direction of Tourism Area Development of Central Java Province, presentation of the Central Java Government.
- Biantoro, R., & Ma'rif, S. (2014). The Influence of Tourism on the Socio-Economic Characteristics of the Community in the Borobudur Temple Tourist Attraction Area of Magelang Regency. *PWK Engineering (Urban Area Planning)*, 3(4), 1038–1047.
- Calzada, I. (2016). Plugging Smart Cities with Urban Transformations: Towards Multi-Stakeholder City-Regional Complex Urbanity. *Journal of Urban Studies and Social Sciences*, 6(2), 37. Retrieved from <http://www2.ual.es/urbs/index.php/urbs/article/view/calzada>
- Dwiyanto, A. (2015). *Public Service Management: Caring, Inclusive and collaborative*. Yogyakarta: Gadjah Mada University Press.
- Etzkowitz, H., & Leydesdorff, L. (2000). *The dynamics of innovation: From National Systems and "mode 2" to a Triple Helix of university-industry-government relations*. Research Policy. [https://doi.org/10.1016/S0014-3147\(00\)00055-4](https://doi.org/10.1016/S0014-3147(00)00055-4)
- Halibas, A. S., Sibayan, R. O., & Maata, R. L. R. (2017). *The Pentahelix Model Of Innovation in Oman: An hei*

- perspective*. Interdisciplinary Journal of Information, Knowledge, and Management.
- Howlett, M., & Ramesh, M. (1995). *Studying Public Policy: Policy Cycles and Policy Subsystems*. Oxford University Press.
- Jamal, T.B., & Getz, D. (1995). *Collaboration theory and community tourism planning*. *Annals of Tourism Research*, 22(1), 186–204. [https://doi.org/10.1016/0160-7383\(94\)00067-3](https://doi.org/10.1016/0160-7383(94)00067-3)
- Kusumawati, H. & Dimas Arif Primanda Aji. *10 Years of Preservation of Borobudur Temple 2007-2017*. Central Java: Borobudur ConservationCenter.
- Shergold, P. (2008). Governing through Collaboration. In J. O'Flynn & J. want to (Ed). 2008. *Collaborative Governance: A New Era of Public Policy in Australia?* (13-22). Canberra: The Australia and New Zealand School of Government, The Australian National University E-Press.
- Soemaryani Imas. (2016). *Pentahelix Model To Increase Tourist Visit To Bandung And Its Surrounding Areas Through Huan Resource Development*. *Journal Academy of Strategic Management*. Volume 15, Special Issues 3.
- Supandi, Y. & Setiyawan, J. (2012). *Mapping of Borobudur Strategic Area*, *Journal of Conservation of Cultural Heritage*.
- Sturesson. Elof; Lindmark, Adam and Nilsson Roos. Markus, (2009). "Collaboration for Innovation - A Study in the Öresund Region", Sweden: Lund University Libraries.
- Tonkovic, A.M., Veckie, E., & Veckie, V. W. (2015). *Application Of Pentahelix Model In Economic Development*. *The economy of Eastern Croatia Yesterday, Today, Tomorrow*, 4, 385–393. Retrieved from <https://ideas.repec.org/a/osi/eecytt/v4y2015p385-393.html>
- Von Stamm, B. (2004). *Collaboration With Other Firms and Customers: Innovation's Secret Weapon*. *Strategy & Leadership*. <https://doi.org/10.1108/10878510410535727>
- J., & Shergold, P. (2008). *Governing through Collaboration*. In *Collaborative Governance*. <https://doi.org/10.22459/cg.12.2008.02>
- Yawson, Robert M., (2009). "*The Ecological System of Innovation: A New Architectural Framework for A Functional Evidence-Based Platform for Science and Innovation Policy*", University Library of Munich, Germany.
- Yuningsih, T., Darmi, T., & Sulandari, S. (2019). *Pentahelix Model in Tourism Development in Semarang City*. *JPSI (Journal of Public Sector Innovations)*, 3(2), 84. <https://doi.org/10.26740/jpsi.v3n2.p84-93>

Laws and Regulations

Law No. 11 of 2010 on Cultural Heritage.

Government Regulation No. 26 of 2008 on National Regional Spatial Plan.

Presidential Regulation (Peraturan Presiden) Number 46 of 2017 Concerning the Borobudur Tourism Area Management Authority.

Regulation of the Minister (Peraturan Menteri) of Tourism of the Republic of Indonesia Number 14 of 2016 Concerning Guidelines for Sustainable Tourism Destinations.