

Stakeholder Collaboration through the Pentahelix Model in the Tetebatu Nature Fest 2024 Event

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Abstract: The *Tetebatu Nature Fest 2024* is the inaugural event aimed at branding Tetebatu Village, East Lombok, as an international nature tourism destination. This study seeks to analyze the role of the pentahelix model, which involves the government, academia, businesses, communities, and media in the implementation of this event. Additionally, it aims to identify challenges and strategic solutions to enhance stakeholder collaboration effectiveness. A qualitative approach was employed, utilizing interviews, observations, and document analysis. The findings indicate that the pentahelix collaboration positively contributes to tourism promotion, local community empowerment, and cultural preservation. However, challenges such as lack of stakeholder coordination and resource limitations need to be addressed. This study concludes that strengthening coordination, fostering active community involvement, and diversifying promotional strategies are essential. The research provides significant contributions to the development of collaborative-based tourism to establish a sustainable tourism destination.

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Introduction

Tetebatu, a small village in East Lombok, has long been recognized as a premier nature tourism destination, particularly among international travelers from Europe. With its breathtaking landscapes featuring terraced rice fields, waterfalls, and mountains, Tetebatu offers a uniquely memorable experience. Data from the Tourism Office of West Nusa Tenggara Province indicate that in 2022, the number of international tourist arrivals in Lombok reached 1.5 million, with Tetebatu being one of the most favored destinations (Tourism Office of NTB, 2022). The *Tetebatu Nature Fest 2024* is expected to enhance the promotion of the region's natural beauty and cultural heritage while simultaneously increasing tourist visits to the area.

This event is not merely a festival but also a strategic platform to showcase Tetebatu's tourism potential to the world. The success of a tourism event, however, does not solely depend on its natural attractions but also on the synergy and collaboration among stakeholders. In this context, the pentahelix model-incorporating the government, academia, businesses, communities, and media-becomes highly relevant. This approach fosters strong collaboration, where each sector contributes optimally to support the event's success (Suharto, 2021). Through the pentahelix framework, this event is expected to serve not only as a promotional agenda but also as a catalyst for sustainable tourism management.

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Nevertheless, challenges in stakeholder collaboration are often unavoidable. Issues such as ineffective communication, differing interests, and a lack of understanding regarding each party's role can hinder the success of an event. Halim (2020) noted that in previous tourism events, overlaps in planning and execution frequently occurred, leading to resource inefficiencies. Additionally, insufficient support from local government, particularly in terms of permitting and infrastructure provision, has been a critical factor affecting the effectiveness of event implementation.

Stakeholder collaboration in this context refers to the interaction, communication, and cooperation among various parties with vested interests in the success of a particular activity (Bryson et al., 2015). In tourism event management, such collaboration aims to create added value for all stakeholders involved and to achieve shared objectives. The government, local communities, private sector, academia, and media each play complementary roles. Therefore, clear role definitions, effective coordination, and continuously nurtured trust are essential for ensuring successful collaboration.

Another critical challenge to consider is the management of natural resources and local cultural heritage. Poorly managed events can have negative impacts, such as environmental degradation and threats to cultural sustainability. In this regard, involving local communities in the planning and implementation processes is crucial. Local residents need to feel a sense of ownership and responsibility for their environment and cultural heritage (Kusnadi, 2022). Through the pentahelix approach, the *Tetebatu Nature Fest 2024* is expected to address these challenges through effective collaboration.

According to Freeman's stakeholder theory (1984), stakeholders are individuals or groups that can influence or be influenced by an organization's goal achievement. In the context of *Tetebatu Nature Fest 2024*, stakeholder collaboration aims to create synergy through a clear division of roles and responsibilities. In practice, this requires open communication, structured coordination, and mutual trust among parties. By prioritizing these principles, the success of the event can be achieved while also generating long-term benefits for the sustainable tourism development of Tetebatu.

Tetebatu, which has gained global recognition as a premier tourism destination, now faces challenges in maintaining its position. Data from the United Nations World Tourism Organization (UNWTO, 2022) indicate that community-based tourism villages have strong appeal due to their emphasis on cultural authenticity and environmental sustainability. However, sustaining its status as a leading destination requires synergistic collaboration among various stakeholders, particularly in leveraging the opportunities presented by the *Tetebatu Nature Fest 2024*. This event is designed as a strategic initiative to further showcase Tetebatu's tourism potential while promoting sustainable tourism development. In this context, stakeholder support plays a crucial role in ensuring both the success of the event and the long-term sustainability of its impact.

The involvement of all stakeholders in the *Tetebatu Nature Fest 2024* is crucial. The government plays a key role in ensuring that regulations and supporting facilities are in place, the private sector can contribute through investment and sponsorship, while the local community must be empowered to ensure that the activities reflect local wisdom. The media also holds a strategic position in promoting this event globally, attracting more international tourists. Through the pentahelix approach, solid collaboration can be realized to create professional and sustainable event management (Suharto, 2021).

The success of *Tetebatu Nature Fest 2024* is expected not only to increase tourist arrivals but also to strengthen Tetebatu's position as a world-class tourism village and create a positive long-term

impact on sustainable tourism in the region. Therefore, to gain a more detailed understanding, there are two research questions: first, what is the role of each pentahelix element government, academia, business, community, and media in the implementation of *Tetebatu Nature Fest 2024*? And second, what are the barriers and challenges faced in stakeholder collaboration during the event? The aim of this research is to analyze the role of each pentahelix element in supporting the implementation of *Tetebatu Nature Fest 2024* and to identify the barriers and challenges that arise in stakeholder collaboration during the event's organization.

Literature Review

1. Pentahelix Concept

Pentahelix is a collaboration model that involves five key elements: government, academia, business, community, and media, aimed at creating sustainable development, including in the tourism sector. This concept was initially developed by Etzkowitz and Leydesdorff (2000) in the context of the Triple Helix (government, academia, business), which later expanded into the Pentahelix with the addition of the community and media elements (Kemenparekraf, 2020).

According to Hafidh and Hidayat (2018), the pentahelix approach emphasizes the importance of cross-sector collaboration to support more effective resource management, drive innovation, and create added value in development activities, including tourism. Meanwhile, the pentahelix approach, as proposed by Sudarmo et al. (2022), is a collaborative framework that involves five key elements: government, academia, business, community, and media. This model is designed to create a collaborative ecosystem that supports the sustainability of activities, particularly in the tourism and cultural event sectors.

2. Pentahelix Elements

a. Government

The government acts as both a regulator and facilitator. Its primary role is to create regulations and policies and support infrastructure for tourism. Relevant policies include tourism promotion and the management of environmental sustainability at tourism destinations (Etzkowitz, 2008). Another key role is the implementation of infrastructure development, such as hiking trails and public facilities, to support sustainable nature-based tourism (Goodwin, 1996).

b. Academics

Academics contribute through research, human resource development, and innovation. In the context of tourism, academics can provide strategic recommendations based on research to ensure the sustainability of tourism events (Cohen and Levinthal, 1990). Furthermore, Mowforth and Munt (1998) noted that academic involvement enhances the quality of nature-based tourism management strategies.

c. Business

Businesses play a central role in supporting local economic development. In the tourism sector, businesses include tour operators, hotel owners, restaurants, and the creative industries associated with tourist destinations (Prahalad and Hamel, 1994). Buhalis and Darcy (2011) emphasize that environmentally friendly businesses enhance the appeal of nature-based tourism.

d. Community

The local community plays a crucial role as the guardian of cultural values and local wisdom. They also become active participants in creating authentic tourism experiences that are attractive to visitors (Ashley and Roe, 1998). Murphy (1985) further explains that empowering local communities

in tourism activities fosters a sense of ownership, which supports the sustainability of community-based tourism.

e. Media

Media functions as a communication and promotional tool to introduce tourism potential to a wider audience. Media also plays a role in building a positive and appealing image of a tourism destination (Kotler, 2017). Media is responsible for promoting tourism destinations to a broader audience. According to Kotler and Keller (2016), effective media can capture tourists' attention and increase visitation.

According to Nugroho and Sugandini (2017), the implementation of the pentahelix approach enables the creation of innovation and effective cross-sector collaboration, which can enhance the competitiveness of tourist destinations, including nature-based tourism events like *Tetebatu Nature Fest 2024*.

3. Role of Stakeholders in Sustainable Tourism

Stakeholder collaboration is the key to success in the development of nature-based tourism destinations. Freeman (1984), in his Stakeholder Theory, emphasizes that the success of a project depends on how each stakeholder collaborates to achieve common goals. In the context of tourism, each stakeholder element has a specific, complementary role. In the development of nature-based tourism events such as *Tetebatu Nature Fest 2024*, the collaboration of all stakeholder elements is crucial. Hall (2000) explains that synergy among stakeholders produces a holistic approach capable of managing environmental, economic, and social challenges in tourism.

The implementation of this pentahelix model also supports the achievement of the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 15 (Life on Land). *Tetebatu Nature Fest 2024* serves as a concrete example of how the pentahelix approach can be applied to integrate all stakeholder elements. Referring to the pentahelix model, the implementation of collaboration in this event includes the following steps:

a. Participatory Planning

Involving all pentahelix elements from the planning stage. The government can organize discussion forums with academics, communities, businesses, and the media to formulate the event's vision, mission, and agenda.

b. Role Distribution

Each element is assigned a role based on its expertise and resources. Academics can assist in designing educational programs, while the community contributes to implementing activities based on local culture.

c. Coordination and Evaluation

A good coordination mechanism is required through the establishment of a cross-sector working team. Additionally, periodic evaluations of the event's target achievements can be conducted to ensure the sustainability of its implementation.

The collaborative approach through pentahelix not only focuses on short-term success but also on long-term sustainability. According to Purwanto (2023), the sustainability of collaboration-based events depends on: first, local capacity building, which involves engaging the local community in managing and implementing the event to strengthen their ability to support future events. Second, data-driven innovation, which integrates the results of academic research into the event development strategy to ensure the tourism appeal remains relevant to market needs. Third, sustained

promotion, which utilizes digital media to continuously build a positive image of the event, thereby enhancing its attraction to tourists.

Research Methodology

This study employs a qualitative approach to deeply understand how the pentahelix collaboration is applied in the Tetebatu Nature Fest 2024 event. According to Creswell (2014), the qualitative approach aims to explore social phenomena by prioritizing meaning and interaction. The study also utilizes a case study approach, as proposed by Yin (2009), which emphasizes the importance of understanding specific contexts within particular phenomena.

The research is conducted in Tetebatu Village, the primary location for the Tetebatu Nature Fest 2024. This village is recognized as a nature-based tourism destination, which aligns with the community-based tourism theory by Murphy (1985), emphasizing the critical role of local communities in the development of tourism destinations and their ability to take responsibility. The research subjects are selected based on Freeman's (1984) stakeholder theory, which posits that the success of a project depends on the collaboration and shared interests of various parties. The research subjects consist of:

1. Government. Tourism Office of West Nusa Tenggara Province (NTB), Tourism Office of East Lombok Regency.
2. Business Actors. Accommodation businesses (homestays, resorts), Travel agencies, Local restaurants and Tour guide and transportation service providers.
3. Academics, Hamzanwadi University, as an educational institution supporting tourism development through research and community service, in line with Etzkowitz and Leydesdorff's (2000) concept of the academic role in the Triple Helix.
4. Local Community. Tetebatu Tourism Management Community (community-based tourism). And Organizing Committee for the Tetebatu Nature Fest 2024.
5. Media. Photography of East Lombok, Regional Tourism Promotion Agency (BPPD) of East Lombok, Barbereto Media and Masmedia.

Data collection method

This study employed multiple data collection methods to ensure a comprehensive understanding of stakeholder collaboration in Tetebatu Nature Fest 2024. First, in-depth interviews were conducted with representatives from each Pentahelix element to explore their roles, challenges, and collaborative strategies in event management. According to Kvale (1996), in-depth interviews are effective in capturing the experiences and perspectives of research subjects in detail. Second, field observations were carried out to examine stakeholder interactions and the implementation of event management strategies. As emphasized by Spradley (1980), participatory observation enables researchers to understand behaviors and practices in their natural context. Lastly, document analysis was conducted on relevant materials such as event program plans, previous event reports, and promotional content. Bowen (2009) highlights that document analysis is an efficient method for obtaining valuable insights from written sources. By integrating these approaches, this study ensures a well-rounded analysis of stakeholder collaboration in Tetebatu Nature Fest 2024.

Data Analysis Method

The collected data were analyzed using a descriptive analysis method, which includes the following steps: Data reduction, which involves filtering relevant information from interviews, observations, and documents. Miles and Huberman (1994) state that data reduction helps researchers focus on essential and meaningful data. The next step is data presentation, where data is organized in narrative or tabular form to facilitate the identification of patterns and relationships among stakeholder elements. Finally, a conclusion drawing is conducted to summarize the analysis results and address the research objective, which is to understand stakeholder collaboration strategies through the Pentahelix model in Tetebatu Nature Fest 2024.

Result and Discussion

Tetebatu Nature Fest 2024 is a nature-based tourism event designed to promote Tetebatu Village as a premier tourist destination in East Lombok, West Nusa Tenggara (NTB). This event integrates natural beauty, local culture, and community empowerment within the context of an organized festival. Scheduled for September 25–26, 2024, the event serves as a strategic initiative to elevate Tetebatu's presence on an international scale while fostering broader collaboration between hosts and visitors during the high season. With a vision of establishing Tetebatu as an eco-friendly destination and a welcoming rural community, the event emphasizes a unique hospitality approach—treating visitors as extended family rather than mere tourists. Consequently, the festival's campaign promotes an immersive and culturally inclusive experience, reinforcing a deep sense of connection between guests and the local community.

The concept of this event is to engage the local community in an annual celebration while expressing gratitude for nature's blessings and abundance. Thus, it serves as a cultural platform that fosters connections among various stakeholders, including local residents, business entities, village and regional governments, as well as organizations and institutions contributing to Tetebatu's development. Through its agenda, the event facilitates social gatherings, strengthens community bonds, and encourages collaboration among key players in sustaining Tetebatu's growth and prosperity.

The event begins with a symbolic inauguration featuring the installation of international flags, representing Tetebatu's openness to global collaboration. This initiative embodies the village's vision of fostering a harmonious relationship between international tourists and the local community. The presence of these flags creates an inclusive atmosphere, signaling that Tetebatu is ready to become an integral part of the global tourism network.

Tetebatu Nature Fest 2024 has several key objectives, including: (a) Promoting Nature-Based Tourism showcasing the natural beauty of Tetebatu, including its tropical forests, rice fields, and waterfalls, which attract both domestic and international tourists; (b) Empowering the Local Community providing opportunities for residents to actively engage in tourism management and enhance economic potential; and (c) Environmental and Cultural Preservation raising awareness about the importance of environmental conservation and safeguarding local traditions as integral aspects of sustainable tourism.

The core activities of the event include: 1. Nature and Cultural Photography Exhibition Displaying the beauty of Tetebatu through documentary and landscape photography, capturing both daily life and the cultural richness of Tetebatu and East Lombok; 2. Local Wisdom Workshops Training sessions on traditional crafts such as weaving and dance, packaging for local MSME

products, and identifying plant-based materials for herbal medicine and wellness tourism; 3. Sangkep (Traditional Gathering).

One of the most significant activities of Tetebatu Nature Fest 2024, this customary assembly serves as a platform for the Tetebatu community to: 1. Discuss various issues that have occurred, are currently occurring, and will occur within the village environment as a result of its status as an international tourist destination; 2. Develop joint strategies to address challenges such as environmental changes or the sustainable management of tourism, which has been rapidly growing in recent years; 3. Increase community participation in decision-making regarding village development, particularly concerning the tourism business sector, which has gained significant attention from relevant stakeholders.

Sangkep is held openly, involving all elements of the community. This tradition reflects the principles of mutual cooperation and local democracy, which are fundamental values in the management of Tetebatu Village as a community-based tourist destination. 1. Culinary Festival: Showcasing typical East Lombok cuisine based on natural ingredients. Traditional snacks commonly served during local celebrations such as Begawe and Maulid are featured. 2. Ecotourism and Trekking: Nature-based tourism led by local guides, covering areas like rice fields, waterfalls, and forests. This activity introduces participants to the unique flora and fauna of Tetebatu while providing environmental education; 4. Gala Dinner: As part of the opening event, a gala dinner is held with the presence of important figures, such as: The Acting Regent of East Lombok, Representatives from hotels involved in Tetebatu tourism, The NTB Provincial Tourism Office, the main governing body for tourism in the region. And International guests, making up 40% of the total visitors, emphasizing Tetebatu's growing international appeal. The gala dinner serves not only as a social gathering but also as a platform to strengthen collaboration between local tourism stakeholders and regional actors.

Implementation of Pentahelix in Tetebatu Nature Fest 2024

The application of the Pentahelix model in this event involves five key elements: government, academia, business, community, and media.

a. Government.

The government, through the Tourism Office of NTB Province and East Lombok Regency, plays a strategic role as a regulator and facilitator. Their main contributions include providing regulations to support the smooth execution of the event, including the coordination of location permits with the district head of Sikur, and collaborating with other tourism offices within NTB Province. The NTB Provincial Tourism Office has allocated IDR 50,000,000 in funding for the event, while the East Lombok Regency Tourism Office has provided supporting facilities throughout the event's duration. As such, both the provincial and regency governments allocate budgets for promotional activities and supporting infrastructure under different categories. A key initiative encouraged by the government is the implementation of sustainable tourism, incorporating environmental education into the event, with the aim of establishing it as an annual event. Additionally, the event is intended to serve as a potential platform for the Grand Prix event held in Mandalika.

b. Academia

Hamzanwadi University serves as a strategic partner in providing research and educational support. The primary contributions include: first, providing data and analysis on community-based tourism management; second, organizing training for local tourism entrepreneurs, such as guiding

techniques and homestay management within the Orong Gerisak area; and third, offering student support as volunteers to enhance service delivery during the event, with 7 students acting as liaison officers and 5 as participants. The collaborative efforts have resulted in academic research that helps develop an eco-tourism concept that preserves the Tetebatu ecosystem balance, and provides scientific documentation to support the sustainability of future events

c. Business

Local business actors, such as accommodations, restaurants, and tour guide services, play a pivotal role as the driving force of the local economy. Their contributions include providing supporting facilities in each village, particularly in the Orong Gerisak area where the event takes place, and promoting the event directly to guests staying at their hotels and homestays. Additionally, they offer material support in the form of venues and facilities for activities, such as workshops, restaurants, and the main event venue at Bale Desa Tetebatu. The primary contributions include: first, supporting the event through sponsorship; second, providing services for tourists, such as accommodations, transportation, and culinary experiences, and delegating international guests to participate in the International Sasak Fashion Day during the event. The involvement of these businesses has also increased the participation of small and medium-sized enterprises (SMEs) in supporting the Tetebatu Nature Fest 2024.

d. Local community

The local community plays a crucial role in ensuring the sustainability of tourism activities. The primary contributions include serving as organizers and hosts for the event, acting as catalysts in a multi-party coordination system, and preparing the event's activities and mobilization systems throughout various stages: planning, organizing, implementing, controlling, and monitoring. They also manage trekking routes and cultural attractions showcased during the event, and actively participate in the culinary festival and local wisdom workshops. The collaborative outcomes demonstrate that community participation provides an authentic tourism experience, which is a key attraction for visitors, while also fostering improved cooperation among the stakeholders involved.

e. Media

The media serves as a key promotional tool for introducing Tetebatu Nature Fest 2024. The primary contributions include covering the event to enhance its tourism appeal and utilizing digital platforms and social media to reach a broader audience. In this context, media coverage plays a central role, while the involvement of the Lombok Timur Tourism Promotion Agency (BPPD) also falls into two categories: as a local community member acting as the host and organizing committee, and as a bridge between stakeholders to facilitate the timely implementation of the event. Consequently, the collaboration within the organizing committee has positively impacted the relationship between the Tourism Promotion Agency and the event organizers. The extensive media coverage has successfully attracted attention from visitors both domestically and internationally.

Obstacles and Challenges

Despite the positive impacts of the Pentahelix model, several obstacles and challenges were encountered during the implementation of Tetebatu Nature Fest 2024.

1. Coordination Among Stakeholders

Conflicting interests among stakeholders, particularly between the government, businesses, and the local community, often hinder decision-making. Field findings revealed that some accommodation owners viewed the event primarily as a business opportunity, while the local

business community in Tetebatu, as hosts, was expected to contribute through collaboration. However, not all could participate, with some opting not to attend organizational meetings. Additionally, local tourism groups such as Pokdarwis Green Rinjani, Pokdarwis Ulem-Ulem, and the Tetebatu Tourism Management Body each delegated members for event participation, but not everyone could be accommodated. As a result, coordination had to be centralized within the main organizing committee, though task delegation on the ground was essential for smooth operations. Furthermore, communication between the NTB Provincial Tourism Department and the Lombok Timur Regency Tourism Department was often problematic, with delays in collaboration regarding the types of assistance to be provided, as both sides waited on each other.

2. Limited Resources

Some local communities faced limitations in terms of skills and time availability to fully participate. Many groups focused on running their own homestay services or guiding tourists, especially during the event, which coincided with the high season in September. Furthermore, knowledge regarding event management, including administrative and logistical aspects, was still lacking. As a result, collaboration with local universities emerged as an alternative solution to address these gaps.

3. Uneven Promotion

The dominant media coverage on digital platforms led to limited promotion for the local community and neighboring villages. Residents in these areas did not receive detailed or sufficient information about the event. Additionally, the short promotion timeline reduced the reach, particularly among hotel businesses outside Lombok or tourists in other destinations such as Gili Trawangan, Kuta Mandalika, and Mataram. Many of the promotional efforts relied on WhatsApp group distributions.

4. Environmental Impact

The large number of tourists attending the event posed potential risks to the environment if not managed properly. While the environmental impact was relatively small mainly concerning waste, litter, and disposable items used during the event this could be mitigated by the local Tetebatu tourism community through their "Clean Village" program, which was implemented as part of the event in Orong Gerisak Village.

Alternative Strategies

To address the challenges and obstacles identified, several alternative strategies are proposed. These include strengthening collaboration among stakeholders by organizing regular meetings and forming a dedicated committee involving representatives from each element of the Pentahelix model to align goals and improve communication. Empowering local communities through continuous training to enhance tourism management skills and providing financial support for small community-run businesses would enable greater participation in the tourism economy. Diversifying promotion by combining digital methods with traditional approaches such as roadshows, exhibitions, and utilizing local tourism ambassadors would broaden the event's reach. Finally, integrating environmental conservation efforts by incorporating environmental education into event activities and limiting participant numbers in high-impact activities like trekking and camping would help mitigate potential environmental damage.

Conclusion

The results of this study indicate that the implementation of the Pentahelix model in the Tetebatu Nature Fest 2024 has had a significant positive impact on the development of Tetebatu Village as a nature-based tourism destination. The collaboration involving the government, academia, business, local communities, and media has successfully created an inclusive, participatory event with a focus on sustainability. The government's role as a regulator and facilitator has been crucial in providing policy support, budgets, and infrastructure for the smooth running of the event. Academics have contributed by offering data-driven approaches and training that have helped the local community develop tourism-related skills. Business actors have played a key role in driving the local economy by providing tourism services and supporting the event through sponsorship. Local communities have actively participated in organizing the event, creating an authentic tourism experience that has become a major attraction. The media has played an essential role in promoting the event widely, especially through digital platforms that reached an international audience. However, several challenges, such as coordination among stakeholders, limited community resources, and environmental impacts, need to be addressed for similar events to run more effectively in the future..

Recommendation

To enhance the effectiveness of implementing the Pentahelix model in future tourism events, several strategies are recommended: strengthening stakeholder coordination by establishing regular communication forums and providing a collaborative digital platform for real-time discussions and evaluations; enhancing local community capacity through continuous training and offering funding access to local SMEs to improve their competitiveness; diversifying media promotion by expanding outreach beyond digital platforms to include tourism exhibitions and partnerships with international travel agencies, and involving local tourism ambassadors to create compelling narratives for tourists; and focusing on environmental conservation by limiting participant numbers in activities that could harm ecosystems and offering environmental education programs that engage both tourists and local communities.

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