

EFFECTIVE PENTA HELIX COLLABORATION IN DEVELOPING TOURISM VILLAGES IN SUMEDANG REGENCY WITH THE SILIH SIMBEUH APPROACH

Eeng Sumarna^{1)*}, Ahmad Geohansa¹⁾, Mulyaningsih¹⁾

Universitas Garut, Indonesia¹⁾

*Email: 24094124004@pasca.uniga.ac.id**

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Abstract

This qualitative research uses a case study method with data collection through in-depth interviews, participatory observation, and document analysis. Informants include representatives from local government, academia, business, local community, and media involved in tourism management in Citengah. Data were analyzed using thematic analysis.

The findings show that all Penta Helix actors have contributed to the management of Citengah Tourism Village, but coordination and synergy are limited due to unclear regulations, low academic involvement in community education, and constraints in business sector investment. The Silih Simbeuh principle has been applied in the local community but has not yet been fully integrated into cross-sector collaboration. To overcome these challenges, the study recommends a more systematic collaboration strategy with stronger regulatory support. This research contributes to the academic understanding of applying the Penta Helix model with local wisdom perspectives and offers practical strategies for managing tourism villages in Indonesia.

Keywords: Tourism Village, Penta Helix, Silih Simbeuh, Collaboration, Sustainable Tourism

A. INTRODUCTION

Citengah Tourism Village is located in Sumedang Selatan District, Sumedang Regency, which is known for its rich natural and cultural potential. With natural beauty such as waterfalls, tea gardens, and pine forests, as well as traditional culture that is continuously maintained, this village has great tourist attraction. However, since 2015, this village has not had a Tourism Village Decree (SK) issued by the Sumedang Regency Government, thus hampering further development.

Studies on the development of collaboration-based tourism villages have been widely conducted in various contexts, both in Indonesia and abroad. These studies can be a reference in understanding the role of Penta Helix actors in the development of Citengah Tourism Village and in evaluating the effectiveness of the Silih Simbeuh approach as a collaboration strategy.

Penta Helix in Tourism Village Development

According to (Harsono et al., 2025), the Penta Helix model plays a very important role in increasing the competitiveness of tourist villages. Their study shows that synergy between government, academics, business, communities, and the media can create an ecosystem that supports sustainable tourism development. However, this study also highlights the constraints on coordination between actors that often become obstacles in the implementation of tourism

village development policies. Another study by (Maghfirah, 2024) discusses how regional policies in supporting tourist villages are often not in sync with needs in the field. This is in line with the condition of Citengah Tourism Village which does not yet have a Decree (SK) from the Sumedang Regional Government, which causes stagnation in further development.

Challenges in Penta Helix Collaboration

A study conducted by (May et al., 2025) shows that one of the main challenges in developing tourism villages is the lack of communication and coordination between Penta Helix elements. The government often has inflexible regulations, while business actors and communities have different expectations regarding the management of tourism villages. Therefore, an effective collaboration strategy is the main key to accelerating the development of community-based tourism. Research (Saddiah et al., 2023) also found that although the involvement of academics in tourism villages can provide innovation in destination management, the lack of support from the business sector and the media is often a major obstacle in branding and marketing efforts. This is a challenge in increasing sustainable tourism appeal.

The Effectiveness of the Silih Simbeuh Approach in Penta Helix Collaboration

The Silih Simbeuh approach, which refers to the principles of mutual support and mutual cooperation in Sundanese culture, has been studied in the context of village development by Sutisna (2018). This study shows that the Silih Simbeuh principle can increase community trust and involvement in managing tourism villages. However, this approach requires full support from other stakeholders in order to run effectively in the long term (Mulyaningsih et al., 2021). In addition, Handayani and Kusuma (2021) studied the application of the concept of local wisdom in building collaboration between the community, government, and the business sector in the tourism village ecosystem. The results of their study showed that local culture-based strategies can increase community participation and commitment in developing community-based tourism (Rahu & Suprayitno, 2021).

Compared to previous studies, this study offers scientific contributions in several aspects: Focusing on barriers to collaboration in Penta Helix, not just its role, Examining tourist villages without formal decrees that have not been widely studied in previous studies, Integrating the Silih Simbeuh concept into the Penta Helix model as a local wisdom-based approach to building collaboration, Producing collaboration strategies that can be implemented especially for tourist villages that face regulatory challenges and stakeholder coordination. The urgency of this study lies in the urgent need to understand and overcome barriers to collaboration in the development of tourist villages, especially in the context of villages that do not yet have formal regulations (Desa Wisata Decree). Here are some of the main reasons why this study is important: Helping Citengah Village overcome regulatory barriers and accelerate the development of tourist villages, Answering the challenges of collaboration in the Penta Helix model that is still not running optimally, Integrating local wisdom of Silih Simbeuh into the strategy for developing tourist villages, Producing strategies that can be directly implemented by stakeholders to strengthen synergy between Penta Helix elements. Without this research, Citengah Tourism Village and other tourist villages that experience regulatory and collaboration constraints will have difficulty developing optimally.

This study aims to identify the role of each Penta Helix element in developing Citengah Tourism Village and to develop an effective collaboration strategy and find out what challenges exist in the field that hinder collaboration between Penta Helix elements in developing Citengah Tourism Village. Is the theory of silih simbeuh effective to be applied in

building Penta Helix collaboration. With its novelty, this study can contribute both theoretically and practically to the development of tourism villages in Indonesia.

B. LITERATURE REVIEW

The Penta Helix model has been widely used in the development of tourism villages as a collaborative approach involving five main elements, namely government, academics, business, community, and media (Yasir et al., 2021). In the context of tourism villages, synergy between stakeholders is considered capable of creating an environment that supports economic sustainability and preservation of local culture. (Pugra et al., 2021) stated that the implementation of the Penta Helix model can increase the attractiveness and competitiveness of tourism villages, especially with the involvement of academics in tourism product innovation and the role of the media in promotion. However, (Wali, 2023) highlighted that suboptimal coordination is often a major obstacle, where each actor in the Penta Helix works separately without a clear communication mechanism.

In a study conducted by (Syarifudin & Ma'ruf, 2022), the role of the government was found to be a key factor in supporting tourist villages through regulation and infrastructure provision. However, tourist villages that do not yet have official legality, such as a Village Tourism Decree (SK), often experience difficulties in obtaining financial assistance or technical assistance from the government. (Hanum et al., 2023) also highlighted that the absence of regulation often hinders the involvement of the business sector which requires legal certainty before investing in the development of tourist villages. As a result, tourist villages that do not have formal legality tend to rely on local community initiatives and tourist communities to survive.

Other obstacles in the development of tourist villages are also caused by the minimal participation of the business sector in tourism management and the limited capacity of local communities in destination management (Saufi et al., 2014). Research by (Suhaimi et al., 2024) states that although communities play an important role in the sustainability of tourist villages, they often face challenges in financial management, marketing, and tourism product development. (Syahbudi & Ma, 2021) added that without training or assistance from academics or the business sector, many tourist villages find it difficult to develop professionally. In addition, the media as one of the elements in Penta Helix has not yet played a strategic role in promoting tourist destinations in remote areas.

In addition to the regulatory and coordination aspects, this study also considers the importance of a local wisdom-based approach in building collaboration between stakeholders. The concept of *Silih Simbeuh* in Sundanese culture, which emphasizes the principles of mutual support and mutual cooperation, has long been applied in the social life of the community, but has not been widely studied in the context of managing tourist villages (Sutisna, 2018). The study by Handayani and Kusuma (2021) shows that the integration of local values in managing tourist villages can increase the sense of belonging and community involvement in decision-making. However, further research is still needed to test the extent to which the *Silih Simbeuh* principle can be applied in building synergy between Penta Helix actors to overcome existing collaboration challenges.

On the other hand, collaboration strategies in developing tourism villages need to be designed systematically so that they can be implemented effectively by all elements involved. According to (Husna et al., 2025) emphasized that the success of Penta Helix in tourism villages is highly dependent on the establishment of clear roles and responsibilities for each actor, as well as the existence of an effective communication mechanism. However, the current model is still general and has not considered local culture-based approaches such as

Silih Simbeuh. Therefore, this study will offer a collaboration strategy that not only considers the theoretical aspects of Penta Helix but also integrates local cultural approaches to be more applicable in the context of Citengah Tourism Village.

Based on various previous studies, it can be concluded that although Penta Helix has been widely applied in the development of tourist villages, there are still various challenges that hinder its effectiveness, especially in tourist villages that do not yet have formal legality. These obstacles include lack of coordination between stakeholders, limited regulations, and minimal involvement of the business sector and media in supporting the development of sustainable tourist villages. In addition, there has not been much research that specifically examines the effectiveness of a local wisdom-based approach in building collaboration between Penta Helix actors. Therefore, this study will contribute to filling this gap by developing a collaboration strategy based on Silih Simbeuh that can be applied directly in the management of tourist villages, especially in Citengah Tourist Village.

C. RESEARCH METHODOLOGY

This study uses a qualitative case study method to analyze the roles and challenges in Penta Helix collaboration in Citengah Tourism Village. Data collection techniques were carried out through in-depth interviews, participant observation, and document analysis, with data validity strengthened through source triangulation (Maulana et al., 2022).

In data analysis, this study applies a thematic analysis approach to identify key patterns in interactions between stakeholders. In addition, this study also evaluates the effectiveness of Silih Simbeuh as a local wisdom-based approach in building synergy between government, academics, business, communities, and the media in developing tourism villages (Enala et al., 2024).

With this methodology, it is hoped that the research can contribute to developing more effective collaboration strategies based on local culture to be implemented in Citengah Tourism Village and other tourism villages.

D. RESULT DAN DISCUSSION

The results of the study show that the main obstacle in collaboration between Penta Helix actors in Citengah Tourism Village is the absence of a Tourism Village Decree (SK) from the local government. This has an impact on limited access to funding and supporting regulations. "Without an official SK, it is difficult for us to allocate a budget or provide assistance to this village" (Interview, 2024). In the context of the Penta Helix theory, previous studies have stated that government regulation is a key factor in the development of tourism villages (Nugroho & Dahuri, 2020). However, this study shows that without formal regulations, communities and the business sector have difficulty collaborating effectively.

The principle of Silih Simbeuh, which emphasizes mutual cooperation, has been found to have been implemented in local communities, but has not become an approach used in cross-sector collaboration. "The community is accustomed to helping each other in managing tourism, but collaborating with outside parties such as businesses or academics is still difficult" (Interview, 2024). This is in line with research by Handayani and Kusuma (2021) which highlights that community involvement in tourist villages increases when there is a local culture-based approach. However, this study adds that the value of Silih Simbeuh needs to be translated into a more systematic form of cooperation mechanism so that it can run effectively in the Penta Helix model.

Table 1. Interview Informant Profile

| No | Informant Code | Roles in Penta Helix | Institution/Agency | Interview Duration | Interview Topics |
|----|----------------|----------------------|------------------------|--------------------|---|
| 1 | PI1 | Government | Tourism Office | 45 minutes | Regulation and government role in developing tourism villages |
| 2 | PI2 | Academics | STIEPAR YAPARI Bandung | 60 minutes | The role of academics in tourism village education and research |
| 3 | PI3 | Business | Homestay Entrepreneur | 40 minutes | Investment and business challenges in Citengah Village |
| 4 | PI4 | Community | Head of Pokdarwis | 50 minutes | Community involvement in tourism management |
| 5 | PI5 | Media | Local Media Manager | 30 minutes | The role of media in branding Citengah Tourism Village |

Source: Processed by Researchers, 2025

Table 2. The Role and Challenges of Penta Helix Elements in Citengah Tourism Village

| No | Penta Helix Elements | Role in Citengah Tourism Village | Challenges Faced |
|-----------|-----------------------------|---|--|
| 1 | Government | Assisting with regulation and provision of infrastructure | No Tourism Village Decree, limited budget |
| 2 | Academics | Providing education and research on tourism management | Academic involvement is still low, no routine training |
| No | Penta Helix Elements | Role in Citengah Tourism Village | Challenges Faced |
| 3 | Business | Providing tourism services such as accommodation and culinary | Difficulty in getting investors because there is no formal legality |
| 4 | Community | Managing tourist attractions and preserving local culture | Limited human resources and minimal professional training |
| 5 | Media | Promoting Citengah Tourism Village digitally and in print | Still limited to local scale promotions, no national branding strategy |

Source: Processed by Researchers, 2025

Table 3. Key Findings in the Implementation of Silih Simbeuh in the Penta Helix Collaboration

| No | Simbeuh Penance Principle | Evidence of Implementation in Citengah Village | Implementation Constraints |
|----|---------------------------|---|--|
| 1 | Mutual support | Community helps promote tourism independently | No strong support from business and academic sectors |
| 2 | Mutual cooperation | Residents work together in maintaining tourist attractions | Lack of economic incentives for communities involved |
| 3 | Trust and loyalty | Community believes in customary systems and village leaders | No formal system to build trust in collaboration with business and media |
| 4 | Equality in cooperation | Community feels ownership of tourism | Private sector dominates decisions without consulting communities |

Source: Processed by Researchers, 2025

E. CONCLUSION

This study confirms that the Penta Helix model can be an effective strategy in developing Citengah Tourism Village, but only if supported by clear regulations, stronger cross-sector synergy, and the implementation of local wisdom-based approaches such as Silih Simbeuh. By building a more systematic and local culture-based cooperation mechanism, tourism villages can develop more sustainably, increase tourism appeal, and provide greater economic and social benefits to the local community. This study also provides an academic contribution in filling the gap in the literature by exploring how local wisdom can play a role in strengthening Penta Helix collaboration in managing tourism villages. Therefore, the results of this study are not only relevant to Citengah Tourism Village, but can also be a reference for other tourism villages facing similar challenges in Indonesia.

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