

Penta Helix Collaboration in Increasing Regional Tourism Competitiveness of Bandung City

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ABSTRACT

Bandung City tourism is a potential sector that can be relied upon because it contributes greatly to regional income, but there are problems, namely accessibility due to city congestion which results in slow mobility, and dependence on the local government of Bandung City is another obstacle. This study aims to analyze the penta helix collaboration in increasing the competitiveness of Bandung City tourism, using a qualitative method through a descriptive approach. The method used is qualitative through a descriptive approach. Based on the results of research, Bandung City Tourism has its own uniqueness, especially tourism through the development of various innovations, through active collaboration between elements of the government, businessmen, communities, academics and the media as an effort to increase the competitiveness of regional tourism. Through the development of tourist destinations in increasing the tourism attractiveness of the Bandung City area, it has implications for improving the welfare of the community through local economic growth.

ABSTRAK

Pariwisata Kota Bandung menjadi sektor potensial yang diandalkan karena berkontribusi besar terhadap pendapatan Daerah, namun terdapat masalah yaitu aksesibilitas akibat kemacetan kota yang mengakibatkan mobilitas yang lambat, serta ketergantungan terhadap pemerintah daerah Kota Bandung menjadi kendala lainnya. Penelitian bertujuan untuk menganalisa kolaborasi penta helix dalam meningkatkan daya saing pariwisata Daerah Kota Bandung, dengan menggunakan metode kualitatif melalui pendekatan deskriptif. Metode yang digunakan adalah kualitatif melalui pendekatan deskriptif. Berdasarkan hasil penelitian Pariwisata Kota Bandung memiliki keunikan tersendiri khususnya wisata melalui pengembangan berbagai inovasi, melalui kolaborasi aktif antara unsur pemerintah, pengusaha, masyarakat, akademisi dan media sebagai upaya dalam meningkatkan daya saing pariwisata Daerah. Melalui pengembangan destinasi wisata dalam meningkatkan daya tarik pariwisata daerah Kota Bandung berimplikasi pada peningkatan kesejahteraan masyarakat melalui pertumbuhan ekonomi lokal.

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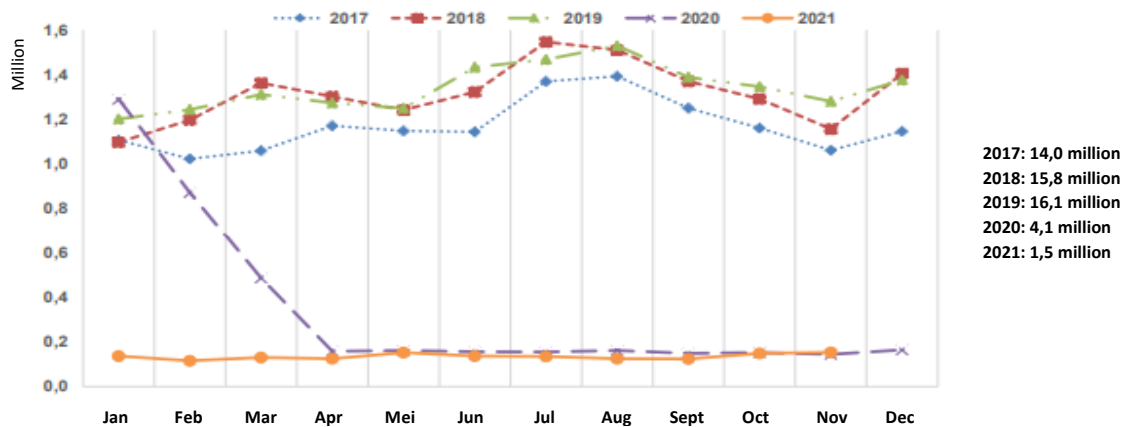
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INTRODUCTION

The tourism sector is one of the government assets that contribute to absorbing the budget, this is certainly a concern for the government in managing and developing tourism objects to increase revenue for government cash and improve the economy of the local community, as well as open employment opportunities as a result of the existence of these attractions (Rizkhi, 2015). Considerable contribution through the tourism sector to economic development, creating jobs, providing incentives to protect the environment as a form of historical heritage, and serving as a promotional medium to build relationships both at national and international levels (Rani & Angraini, 2015). Indonesia has great potential in the development of the tourism sector through the ministry of tourism, the tourism sector is in the fourth position (Indonesia.go.id, 2019), Indonesia is a country visited by many foreign tourists who experience

an increase every year, this shows that Indonesian tourism is one of the destinations that are in demand by tourists, can be seen through the image below:

Graph. 1.
Tourist Visits to Indonesia from 2017 to 2021



Source: Ministry of Tourism and Creative Economy (2021)

Based on Graph 1, there is an increase in tourist arrivals to Indonesia from 2017 to 2021, this increase is certainly inseparable from the increase in quality and support facilities and infrastructure in providing tourism services provided. The number of tourists in November 2021 was 153,199, an increase of 6.04% when compared to 2020 of 144,476. The COVID-19 pandemic did not create a global economic crisis, which has an impact on the crisis in Indonesia which is quite serious compared to before. The IMF and World Bank predictions in 2020 will experience a minus of -0.3%, but in 2021 Indonesia's economic growth is quite good at 6.1% (IMF) and 4.8% (World Bank). The government's response through the ministry of tourism and the creative economy took steps to save the tourism sector which consisted of three phases, including emergency response, recovery, and normalization to create a new tourism trend.

The COVID-19 pandemic affects changes in tourism trends by creating new approaches and strategies so that they have an impact on new habits for the community. In economic recovery through tourism, we cannot rely solely on the presence of the government, but it is necessary to involve other stakeholders in building good adaptation, innovation, and collaboration. The tourism sector is the third foreign exchange earner and is currently trying to become the first foreign exchange earner (Octabelina, 2021). The involvement of local governments is the primary key to increasing tourism competitiveness, considering that each region has various potentials. Regions in Indonesia have different potentials and need to be developed into destinations that are of interest to both local and foreign tourists, one area that is quite reliable in the tourism sector is West Java.

West Java Province has quite a several tourist attractions, spread over 27 cities/districts (BPS, 2019). Judging from the unique geographical location of West Java, various tourist attractions are quite complete, starting from natural attractions, historical tourist attractions, and traditional and modern shopping tours and becoming the current trend, namely culinary tourism which is the main attraction. This of course must be maintained and even developed as an effort to improve the quality of tourism objects in West Java. Due to the variety of existing tourist objects, it is undeniable that the interest of tourists is high enough to visit both local and foreign countries.

In 2019 the number of tourists reached 68,256,265 and decreased by 49.57% to 37,419,029 in 2020, due to the covid 19 pandemic so many tourists delay and limit their visits to the area. The high number of enthusiastic tourists visiting West Java is a great opportunity to improve the welfare of the community through tourism competitiveness by utilizing tourist attractions for economic development and by empowering the community through the local economy. In increasing tourism competitiveness, of course, many efforts must be made after COVID-19, where one of the efforts to recover the economy is by optimizing the tourism sector, either through promotions, easy access to tourism, and events that will attract many visitors, especially foreign tourists.

One area in West Java that has a significant contribution to PAD from the tourism sector is the city of Bandung, every year it reaches 33% of regional income or IDR 740 billion, which comes from tourism activities including hotel, entertainment, and restaurant taxes (Andriyawan, 2019). Besides the opportunity for the City of Bandung which has a tourism attraction, of course, it becomes a plus for a city, however, behind all the field phenomena encountered there are still problems, city congestion which results in slow access and mobility, which has an impact on competitiveness for providing convenient and fast accessibility in providing convenience for tourists to travel in the city of Bandung. Based on the results of a study by the Asian Development Bank (ADB) to measure the level of city congestion in a developing country in Asia, it was stated that the city of Bandung was ranked 14th, while the capital city of DKI Jakarta was in the 17th position which is often complained of as the most congested city (Pasha, 2019). There needs to be a collaborative and creative approach that focuses on common goals and is based on shared values between public organizations and other stakeholders (Mauliddin et al., 2022).

A lot of research has been done on improving the tourism sector. The study conducted (Achsa, A., Destiningsih, R., & Hirawati, H., 2020) to increase tourism competitiveness requires a promotional strategy. There are three strategic priorities including optimizing uniqueness and resilience, strategic location for tourists, and improving professional service (hospitality) of managers evenly. Then the research conducted by (Kwelju, 2019) relates to efforts to increase tourism competitiveness through public policy, where the importance of the role of policy in creating a balance of commodity prices consumed by tourists with available facilities.

Another research conducted by (Khaeril Khaeril, K., Muis, M., Jusni, J., & Madris, M., 2020) related to a systematic literature review on tourism competitiveness, and it was concluded that a lot of research was conducted related to the competitiveness of tourism and this shows the importance of further steps for the development of new research. Research conducted (Nugroho, 2021) on the competitiveness of tourism based on unique local potential, was analyzed through a multivariate analysis model in the form of the Multidimensional Scaling test. And further research (Mulyana Mulyana, Y., Huraerah, A., & Martiawan, R., 2019) emphasizes strategies based on the direction of policies made and government commitments in developing tourism destinations.

Based on several studies that have been carried out previously, there have been many studies on tourism, but there are still few who analyze using the Penta helix model approach. The importance of conducting research using this model is to determine the role of each to improve tourism competitiveness. This concept was previously widely used to see the development of the economic sector and the industrial sector only. In this regard, stakeholders to overcome several problems that affect accessibility in supporting service quality (Suherman, D., & Suprayogi Sugandi, Y., 2021) especially in tourism in the city of Bandung. In increasing tourism

competitiveness, it is not only done by one party, but also necessary to involve several parties to work together to increase tourist attraction. It the importance is to pay attention to the facilities that tourists will use when visiting the city of Bandung to get convenience and comfort, so the infrastructure is needed that facilitates social activities (Medianti, 2019).

Through a collaboration that was built as part of the involvement of the elements to create a tourist attraction in growing the city's tourist climate. The importance of collaboration with various parties who support each other in tourism development in the city of Bandung. The problem that often occurs is the dominant government actor without any involvement from the public (Ramadhan, 2020), the elements involved include elements of the Bandung City community itself, elements of entrepreneurs/private/industry, elements of academics, and elements of the media that become a bridge of information to the public. Public. The purpose of this study is to analyze the Penta helix in increasing the competitiveness of the regional tourism sector in the city of Bandung.

Literature Review

Penta Helix Model

Penta Helix is an innovation model in creating an ecosystem in providing solutions for the development of creativity, innovation, and technology in the creative industry. This model is used to see the development of several actors involved based on their respective roles. Penta Helix is based on five actors involved including the government, community, business or businesspeople, academia, and the media. This model has become a trend in the region to overcome various problems, especially tourism. The Penta Helix concept is a development of the Triple Helix which explains the strong relationship pattern of Academicians, businesses, and Government (ABC) to create innovation (Etzkowitz & Leydesdorff, 1997). The Triple Helix was started in the 1990s by Etzkowitz (1993) and Etzkowitz and Leydesdorff (1995) the Triple Helix developed into a Quadruple Helix with the involvement of media elements. Some researchers use the Penta Helix in building an analytical framework related to the roles carried out by stakeholders to support innovation (Halibas, A. S., Sibayan, R. O., & Maata, R. L. R., 2017), to support creative economy actors (Muhyi, H. A., Chan, A., Sukoco, I., & Herawaty, T., 2017), and economic development in a region (Tonkovic, A. M., Veckie, E., & Veckie, V. W. , 2015). The Penta Helix builds a synergistic interaction pattern between parties involved in the management of both central and regional government, for example, tourist villages (Sumarto, R. H., Sumartono, S., Muluk, M. R., & Nuh, M., 2020).

The Penta Helix model is designed to support the development of innovation to get support from various stakeholders to achieve goals, especially the development of the tourism sector (E. Maturbongs & Ransta, 2020). The following are some of the components and have interrelated contributions to the Penta helix model, including:

- a. Academics as a source of knowledge, through academics are expected to create a tourism sector development strategy to gain competitive and sustainable advantages based on concepts or theories;
- b. Business is an entity that has a role in the management of goods and services so that they have value and value;
- c. Community is a group of people who have the same expectations or interests and are relevant to the problems that are developing;

- d. Government a stakeholder who has access to making regulations and is responsible for the development of the tourism sector; and
- e. Media is a tool that has an important role in providing more information in the development of tourism through its role which today is becoming very dominant.

The Penta helix model can strengthen a common innovation goal in increasing tourism competitiveness, to create strong joint innovations, the development of innovative practices and culture needs to be carried out by every actor involved (Fitriani et al., 2019). The importance of collaboration or partnership built by each actor, in this study tries to see the correlation of the role of each actor in increasing the competitiveness of the tourism sector in the city of Bandung.

Tourism Development Concept

Tourism is a system in which there are complex activities, which consist of various components such as social, cultural, economic, political, and others. These components are integrated so that if there is a change in one component, it will affect the other components. Understanding tourism as a system emphasizes that it requires the involvement of many actors with various roles in moving it. Development is an effort made to develop something that already exists, tourism development carried out by an area aims for the tourism sector to always be profitable and provide benefits for each region. Tourism development must pay attention to the planning stages properly so that its benefits are in line with expectations and minimize some of the risks that may occur (Primadany, S. R., Mardiyono, & Riyanto., 2013).

In developing tourism several elements must be considered and are very supportive to accelerate the process of tourism development in the region. According to Suwartono (2004), five main elements must be considered, including:

- a. Attractions and tourist attractions have the potential to encourage tourists to visit. Supporting aspects of tourist attractions include; First, some resources create comfort, pleasure, beauty, and cleanliness. Second, there is accessibility that supports visitors. Third, there is a uniqueness that becomes a distinguishing symbol and attracts visitors. Fourth, there are good facilities and infrastructure to provide services to visitors. Fifth, tourism objects have attractiveness in the form of natural or cultural tourism.
- b. Tourism infrastructure, this becomes absolute to support the needs of the regional tourism sector. The availability of electricity, water, roads, telecommunications bridges, terminals, and so on is an aspect that cannot be separated from tourism development and has a major influence on tourist attraction.
- c. Tourist facilities, the completeness of regional tourist destinations must be a concern, and various supporting facilities such as hotels, fleets/transportation equipment, travel agencies, restaurants, and so on. This will affect the satisfaction of tourists and will determine for tourists to return to visit.
- d. Infrastructure, the importance of supporting facilities and infrastructure for tourist destinations needs to be optimized through various efforts, for example by regulating irrigation systems, power sources, governance and regulation of vehicle paths, and communication and security systems.
- e. Community (environment), this fifth element consists of society, environment, and culture that must be considered because it cannot be separated from efforts to

develop the tourism sector. The community must be actively involved in tourism development because their involvement will be more dominant. The environment in tourist sites must be a concern regarding comfort, beauty, and sustainability because it has a selling value and affects tourist objects, maintenance is a shared responsibility to always be maintained. Culture becomes a pillar in the social structure of an area, this is an asset for the area to be unique that attract visitors.

The novelty of this research emphasizes the incorporation of innovations from the Bandung City local government, which involves the use of digital technology through an e-commerce platform combined with humans or people. namely, the actors involved in increasing competitiveness in the tourism sector.

RESEARCH METHODS

The method used is qualitative through a descriptive approach, the researcher acts as a key instrument and the researcher describes the complex nature of the issues studied (John W. Creswell, 2019). By combining several perspectives, identifying related factors so that they can be described holistically from various aspects of the processes and phenomena being studied. The data sources in this study consisted of primary data through observation and interview data collection procedures with unstructured general questions and were open to participants. Meanwhile, secondary data was obtained through documentation studies through public documents and literature studies of several relevant articles. The collected data is analyzed through data condensation, data presentation, and conclusion drawing Miles et al., (2014) so that the data obtained can be fully accommodated without any reduction in findings during the study.

RESULTS AND DISCUSSIONS

Development is a series of coordinated business processes carried out by a country to improve the economy through income and improve people's living standards to be more prosperous. In addition, in its realization, it is expected to be able to utilize the available potential optimally and responsibly. The tourism sector has a great opportunity in increasing the development of the area by utilizing the potential of its resources to become a tourist attraction that is in great demand, this is because tourism has an influential role, both in the economic field regard in sources of foreign exchange, taxes and others, as well as in the field of tourism. Social activities related to the provision of new jobs, and in the field of culture introduce diverse local cultures to tourists, especially foreign tourists. The tourism sector contributes to increasing the country's foreign exchange earnings compared to other sectors and creates jobs, the growth of the private industry can trigger economic growth (Yakup, 2019). Tourism is currently a large industry, its growth is quite consistent every year, and is a sector that has a significant impact on developing countries such as Indonesia (Windayani & Budhi, 2017).

Regional Tourism Innovation

The World Tourism Organization (UNWTO) said that interest in the tourism sector has become widespread in the last few decades because it is also influenced by the increase in information and communication technology and better transportation facilities (Kumral & Önder, 2014). Thus, traditional tourism destinations are now facing a more competitive environment, as more and more destinations are emerging. This is also a big challenge for tourism in the Bandung City

area, to be able to compete with other tours, seeing the current dynamic environment with an increasing number of products and services available for the preferences of tourism visitors. Currently, modern tourism is accelerating due to the process of globalization, so the consequences for the occurrence of interconnections between nations, between fields, and between individuals in the world. In addition, developments in information technology also affect the dynamics of globalization rapidly, such as the development of the world of recreation, entertainment, and tourism (I. Utama, 2014).

The impact of technological advances has a very large and extraordinary impact on the tourism industry sector. In the world of tourism before the COVID-19 pandemic, digital transformation was carried out to adapt to the demands of the 4.0 era. One of the strategies in the recovery effort in the tourism sector is the Indonesia Care program, the goal is to create a new tourism trend. Every Indonesian tourist destination pays attention to CHSE (Cleanliness, Health, Safety, and Environmental Sustainability), this is important to do as a form of adaptation to new habits and innovations by utilizing digitalization to support the business being undertaken through platforms to support the marketplace or payment (Geors, 2021). This is certainly one of the roles carried out by the Bandung City Government in developing the competitiveness of regional tourism, with the support of supporting infrastructure that uses the necessary information technology base.

The Bandung City Culture and Tourism Office in the Creative Economy Sector through Stunning Bandung 4.0: Creative Tourism Trough Digital Tourism, aims to promote the City of Bandung to become one of the digital-based tourist destinations (Patrakomala.disbudpar.bandung.go.id, 2021). The launch of a sustainable Creative Economy Application called patrakomala, provides digital-based information services for tourists (Destinasianews.com, 2021). The important of building collaboration between actors in it, including the Bandung city government with the private sector, community, universities, and the media to build cohesiveness or synergy so that it becomes a selling point for tourism in the city of Bandung. As stated by (I. G. B. R. Utama & Junaedi, 2015), every manager in a tourism destination must always observe and be responsible for several things, for example empowering human resources in building readiness and providing added value in potential development, building a network that is intertwined with well, utilizing information technology appropriately to increase innovation and added value in various aspects to be competitive.

The use of good technological innovation will greatly affect the tourism sector, especially in the city of Bandung, this sector makes many product innovations by utilizing digital technology. Through an e-commerce platform, it can be done as a strategy that accommodates products produced through the creativity of the local or local community. Digital technology is also used as a medium for tourism promotion through digital platforms, with the presence of various digital applications as proof of the development of the digital economy era because it can facilitate electronic transactions (Sukma, Y. A. A., Agustina, L., Mahmudah, D., Setiawan, A. B., Mustika, R., Dunan, A., & Ratnawati, A., 2019). Through the development of the tourism industry at the regional level, being able to contribute more to local revenue, the importance of joint attention to creating priority strategies for the tourism sector.

Increasing tourism promotion is part of efforts for sustainable development because the impact of the tourism sector on the economy has a considerable influence. In addition, it is also important to pay attention to policy formulation by considering several aspects, including; which can open up business opportunities, job opportunities, social mobility through transportation, accommodation needed, supporting facilities and infrastructure, regional development,

optimizing tax sources, economic development through trade, and exploring the potential of the environment. The availability of technology is the main requirement in increasing tourism competitiveness to foster a creative economic climate (Kemenparekaf, 2020).

Infrastructure Support for Regional Tourism Improvement

The development of the tourism sector has a big impact and has positive values, one of which can create large jobs. This is due to the encouragement of infrastructure investment in countries and regions that are used as tourist attractions, taking into account the readiness of supporting facilities and infrastructure such as the availability of airports in good condition, roads in good condition, good drainage systems, proper maintenance of museums, monuments. maintained, well-maintained tourist areas, hotel industry investment, availability of restaurants, travel bureaus, and shopping centers.

Important infrastructure to be considered in supporting the connectivity of tourism destinations includes transportation infrastructure (transport infrastructure), land and water infrastructure such as ports (ground & port infrastructure), and infrastructure in tourist areas (tourist infrastructure). Infrastructure development is a strategy to create convenience in social activities such as tourist mobility. The impact of the formation of connectivity between tourist sites in the region and connectivity between regions opens up great opportunities in creating the competitiveness of the tourism sector in the city of Bandung. Inadequate infrastructure has an impact on accessibility limitations and connectivity barriers, tourist comfort is an absolute requirement that must be met through the availability of supporting facilities and infrastructure and needs to be prepared by every actor in the region. The city of Bandung has a good assessment of the provision of infrastructure, this is very important to maintain the interest of tourists to always visit again (Kemenparekaf, 2020).

Infrastructure support is important to the competitiveness of regional tourism, it can provide great opportunities for improvement and contribution to the economic sector. The tourism sector makes a major and major contribution to developing countries and developed countries for economic development and growth, as stated by (Yakup, 2019) that the tourism sector greatly contributes to economic growth through various channels including, coaching and facilities in the tourism sector that are inadequate, in the future it is necessary to reassess policies and programs related to the tourism sector. It is hoped that this can be done by connecting various related sectors, for example, the creation of integration of the cultural and tourism sectors. The process is carried out through a collaborative approach, where collaboration is carried out with several parties in developing the tourism sector in the city of Bandung. In its adjustment and development through technology in integrating culture, tourism, and creative products with local content in the city of Bandung (Hasan, A. A. N. R., Srisusilawati, P., & Anshori, A. R., 2021).

Regional Tourism Competitiveness of Bandung

City The city of Bandung is included in the metropolitan area in Indonesia, located in a strategic area in the downtown area of West Java. Bandung is designated as one of the cities with a focus on tourism development in Indonesia due to its strategic position and is one of the areas that have natural and cultural wealth to serve as potential regional income from the tourism sector. Topographically, the Greater Bandung area which is shaped like a bowl or dam makes its natural tourism potential mostly located in the outskirts of forest and agricultural areas, so it is not built as an urban area. The location is between Bandung Regency and West Bandung Regency.

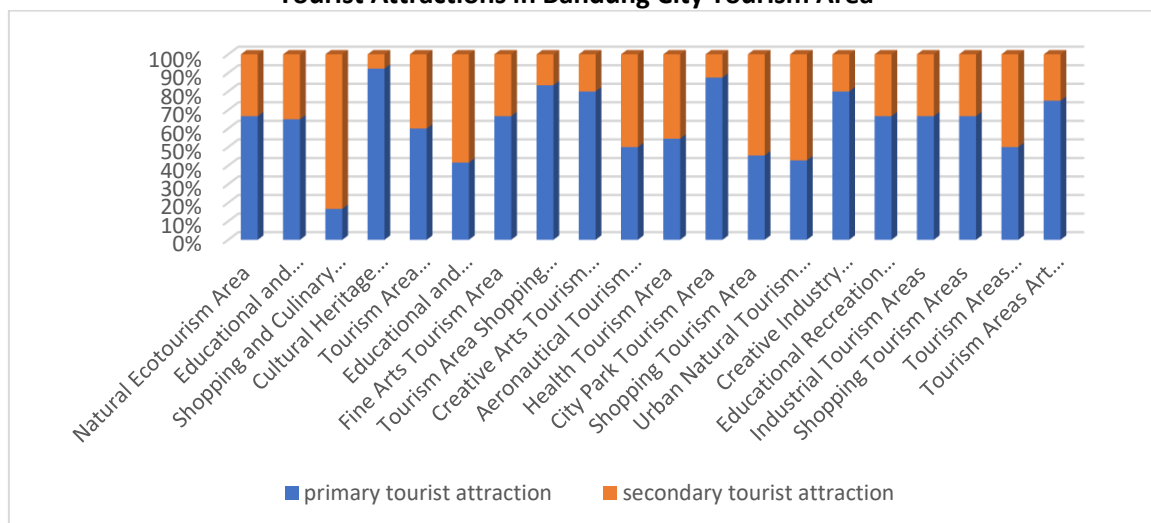
Meanwhile, Bandung City and Cimahi City as areas located in the middle of the Greater Bandung area rely on cultural potential to develop regional tourism or also rely on MICE (Meeting, Incentive, Convention, and Exhibition) tourism (Qodir, 2020).

The Greater Bandung metropolitan area, especially Bandung City, is due to being the capital of West Java Province which has a special position because it is the center of various activities, for example as the center of economic activity, cultural center, and central government of West Java. In addition, the city of Bandung is side by side and has easy access to several nearby urban areas, namely Jabodetabek to Bandung City, which is easier and faster than access to other districts and cities in Greater Bandung. So concerning this, the city of Bandung has the opportunity to develop attractiveness in the tourism sector so that it can help increase regional economic income.

The city of Bandung has natural potential that is less abundant than other regions or areas that are used as the main tourism sector, for example, the Babakan Siliwangi City Forest which is located in the northern part of Bandung City. However, this does not mean that the city of Bandung does not have competitiveness in tourism, the city of Bandung based on the existing reality has a fairly high tourist attraction, and the number of tourist destinations in the city of Bandung is not inferior to other areas. The city of Bandung has many reliable tourism sectors, for example, cultural tourism which is very diverse, and MICE (Meeting, Incentive, Convention, and Exhibition) which can be used as a basis for excellence in the tourism sector. According to (I. Utama, 2014) a tourism object or tourism destination must have a tourist attraction, with the principle that three things must be met, namely something to see, some are done, and some are bought, it seems that the city of Bandung already has these three things which are scattered in several tourism destinations.

With the condition of the city of Bandung, the development of the power of the city of Bandung must be able to optimize the potential of cultural tourism and MICE to attract tourists from various regions in Indonesia as well as for other countries to visit tourism in the city of Bandung. When compared to other cities, Bandung City has the most tourist attractions and attracts the attention of many people. The following is data on tourism areas in the city of Bandung:

Graph 2.
Tourist Attractions in Bandung City Tourism Area



Source: Bandung City Culture and Tourism Office (2019)

As seen from Graph 2, It can be explained that the tourist areas owned by the city of Bandung are quite numerous and interesting so that they are not inferior to other areas. The large number of visitors who come to Bandung provides benefits for the people of Bandung City, this has great potential for economic development, for example creating new jobs so that it also affects Bandung City Original Income. One of the sources of government financing in managing and developing urban development comes from Regional Original Revenue.

The tourism sector makes a major contribution to Bandung City's Original Regional Revenue, where the revenue from the tourism sector has increased every year, in 2015 the tourism sector contributed Rp 447,116,954,456. even the latest data that in 2018 the tourism sector contributed 33% of regional income or Rp. 740 billion (Andriyawan, 2019). The high income obtained from the tourism sector makes this sector attractive to continue to develop. Efforts to increase Bandung City Original Revenue through government innovation.

Stakeholder Collaboration on Regional Tourism in Bandung City

The competitiveness of regional tourism today is not a new thing for the progress of a region because it has a positive impact, the existence of the tourism sector can encourage regional productivity and can realize a developing and independent region, besides it can also increase the ability regional economy and increase regional economic growth, as well as the occurrence of an efficient market mechanism. The regional tourism sector needs to make tourism arrangements more attractive, to increase the number of tourist visits.

Improving the competitiveness of regional tourism in the city of Bandung, apart from the support of regional innovation, regional infrastructure, and regional natural resources, it is also necessary to have support from various regional actors or stakeholders because this can build a combination of existing elements as factors that can determine the level of regional tourism. competitive regional tourism products in the city of Bandung. This will affect the level of economic prosperity which will encourage rapid local economic growth so that regions that have competitiveness will tend to experience faster economic growth.

The role of stakeholders who build networks and collaboration is important (Suherman, D., Suprayogi Sugandi, Y., & Benny Alexandri, M., 2021) especially to increase the competitiveness of Bandung city tourism, will very important, because the existence of tourism allows all stakeholders to work together to improve the competitiveness of the tourism industry which affects the regional economy, it also opens up opportunities for a sustainable future by increasing the focus on ensuring the growth of the tourism industry in a good environment that is in harmony with preserving the natural environment and the surrounding local community (World Economic Forum, 2017).

a. Bandung City Government Support

Government is an actor who plays an important and dominant role in efforts to increase the competitiveness of regional tourism. The Bandung City Government as a stakeholder who has the authority to determine the direction of policies made to manage tourism objects in the region, in addition to supporting tourism programs by increasing other supporting factors and resources is something that needs to be done, considering Tourism in the Bandung City area is dominated by cultural tourism and MICE (Meeting, Incentive, Convention, and Exhibition) which need to be managed optimally by the local government. This has become a regional advantage as a relative (competitive) resource to face various

challenges and competition in the tourism industry sector, by strengthening its position and resources to show distinctive differences from others (Porter & Heppelmann, 2014).

The provision of tourism facilities, adequate supporting infrastructure, and other additional services must be considered by the local government, especially the City of Bandung to increase tourism competitiveness. It has a big influence on the tourists who visit because it becomes a means used by tourists to facilitate access needed by tourists. As stated by Buhalis (Asmoro et al., 2020) that the tourism analysis framework must consider Attractions, accessibility, Amenities/ facilities, Available Packages/ availability of selected packages related to the tourism offered, activities or programs, and additional services offered. available. Therefore, the local government of Bandung City needs to analyze regional tourism destinations by paying attention to several things including, first, the attractiveness of the resources owned as tourist objects, whether natural, man-made, cultural heritage, or others, secondly accessibility related to the entire transportation system. consisting of routes, terminals, and vehicles used for tourist destinations. Third, facilities related to the availability of comfortable lodging, catering, retail-friendly tourism services, and others. Fourth, the availability of optional packages related to the tourism that is served relating to alternative tourism options with the necessary needs that can be obtained easily by tourists. Fifth, activities related to programs organized to attract tourism during tourism visits in the Bandung City area. And the Sixth Additional service is related to services used by tourists, both in terms of ease of access to banks, telecommunications, postal services, and others.

b. Private/ Business Support

Increasing the attractiveness of tourism is not enough to involve the government alone, but it is important to involve the role of other actors, in this case, the private sector has an important role that also contributes to the tourism sector in the city of Bandung. The number of tourist objects in the Bandung City area opens up opportunities for the development of businesses carried out both in the field of goods and services, such as unique products owned, provision of transportation (tour & travel), tour guides, lodging, culinary businesses and other needs that are required by tourists (E. E. Maturbongs & Lekatompessy, 2020).

As for the involvement of entrepreneurs who help in increasing the competitiveness of the tourism sector in the city of Bandung, they can carry out several synergistic innovations with the government, for example, lodging that has proportional availability of space and open space can be an opportunity to be used for tourist exhibitions so that it attracts the attention of the public. tourists who stay, in addition to a place to rest, are also served with cultural diversity or events that can be served (Sukriah, 2014).

c. Community Support

The community has an equally important role in increasing the tourist attraction of the Bandung City area and becomes one of the actors that influence the decision-making made by the local government. Public participation is a consideration so that the interests of the community can be accommodated which will facilitate good collaboration. The tourism object of the Bandung City area, has its uniqueness compared to others, apart from many cultural, culinary, and other tours, the character of the Bandung people who are famous for their politeness or in Sundanese is known as "*someah*". This is in line with what was stated by (Syarifuddin, 2018), that the city of Bandung is known as a city that has unique and

interesting culinary offerings, traditional tourist attractions of the international class, such as Saung angklung Udjo, a socio-cultural environment that is "*someah hade kasemah*", which has the meaning of being very respectful to its guests, as part of the city's image as *Paris Van Java*.

For this reason, the role of the people of Bandung City needs to be directly involved in increasing regional tourist attractions, with the many attractions in Bandung City need to also collaborate with local communities who live close to tourist attractions because local communities are a supporting factor for tourist attractions, they have must know the conditions of the environment, both culturally, the character of the community, and even certain places that have specific characteristics. The involvement of local communities as tour guides is one of the collaborations built with several communities that have businesses and can provide jobs or sources of income (E. Maturbongs & Lekatompessy, 2020). In addition, the construction of new social values is developing, forming a new order, and forming a new pattern, it may even be to the point of eliminating the old order that already exists in the local community. Maintain old cultural values and aspects contained in regional uniqueness are always maintained and preserved, therefore all actors need to be involved in both local governments, community, private sector, and academics to maintain these cultural values (Maturbongs, E., Suwitri, S., Kismartini, K.& Purnaweni, H., 2019).

d. Intellectuals/ Academic Support

The involvement of academics has a role in increasing the tourist attraction of the city of Bandung, considering that the city of Bandung has a wealth of academic culture with many campuses spread across the city of Bandung, the contribution of several campuses, both public and private campuses in Bandung (Rahmawati, 2015). This is one of the advantages possessed by the City of Bandung which can be a tourist attraction, seeing that several college buildings in the city of Bandung have a classic that contains philosophical and historical values.

Bandung City academics have active direct involvement, in conducting scientific studies to assist in building collaboration with the government, businessmen, and communities, by providing input and recommendations on policies (Suherman, D., Suprayogi Sugandi, Y., & Benny Alexandri, M., 2021), which could be a program to increase the attractiveness of the tourism sector in the city of Bandung. As stated by (Halibas, A. S., Sibayan, R. O., & Maata, R. L. R., 2017), the involvement of academics in the policy process (formulation, implementation, and evaluation), as actors who conduct academic studies of a policy or program based on expertise or field expertise. Research institutions play an important role in the process of formulating and implementing policies, especially policies related to tourism.

Academics through research play an important role in creating regional and community readiness through strategies to increase competitiveness. Besides that, (E. E. Maturbongs & Lekatompessy, 2020) said the role of academics also helps prepare human resources who have critical reasoning, actualize their talents, have innovative knowledge and skills, and develop entrepreneurship.

e. Media Support

The importance of means of socialization and communication of policies through the mass media, in addition to being a means or link connecting various sectors, for example between the government and the community (Howlett, M., Ramesh, M., & Perl, A., 2009). The role of the media has a high influence on increasing the attractiveness of regional tourism, in an era with advances in digitalization technology it provides broad opportunities to inform interesting destinations in the city of Bandung. The development of technology and the internet, bridge the innovations carried out and include a means of tourism information through existing social media (E. E. Maturbongs & Lekatompessy, 2020).

With digital transformation, the role of the media can quickly disseminate information without being limited by the dimensions of space and time. This is very useful in the tourism sector so that in the process there is a collaboration between the actors involved to promote tourism in the city of Bandung which presents a wealth of culture, culinary tourism, nature tourism, and others so that it is ogled by many people, not only nationally but also internationally because It is the role of the media that the information contained can reach and be connected to the outside world, so that everyone in the world can access tourism information, especially in the city of Bandung.

CONCLUSIONS

Collaboration Penta Helix, both the government, the private sector/entrepreneurs, the community, academia, and the media, have an important and strategic role to encourage tourism in the city of Bandung. The involvement of various actors is very much needed for the advancement of the tourism sector in the city of Bandung to be classier and more competitive. Increasing tourism attractiveness, cannot only depend on local government actors, the role of the government is very limited even though it has access to make policies and the authority to intervene in the community, so these limitations open up space for other actors to collaborate and build cooperation in creating synergy, as efforts to develop the tourism attractiveness of the Bandung City area. The implication is that it can increase economic growth that comes from the tourism sector for the welfare of the community. The efforts that must be considered and maximized besides the government are the involvement of private actors/entrepreneurs, the community, academics, and the media in increasing the competitiveness of the tourism sector and through digital transformation providing new media to bridge access to tourism development in the city of Bandung.

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