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COMMUNITY-BASED TOURISM (CBT) MOVING FORWARD: PENTA HELIX DEVELOPMENT STRATEGY THROUGH COMMUNITY LOCAL WISDOM EMPOWERMENT

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Abstract

This paper highlights the key stakeholders' influences on the local community's involvement in CBT development. Further, this paper explores the potential of Penta-Helix multi-stakeholders collaboration as a viable CBT development strategy. Through systematic content analysis, this paper explores the link between CBT, the Penta-Helix development model and how it intertwines with local community wisdom empowerment. This paper identifies three gaps in community-based tourism: i) Shortcomings from the top-down tourism development planning system, ii) the need for more collaboration between the community and the tourism stakeholders and iii) the lack of community local wisdom empowerment. This paper reflects on the nexus between tourism and local community wisdom inclusiveness, particularly in the CBT sustainability realm. This paper highlighted how the Penta-Helix cooperation could be achieved through optimising the community's local wisdom role through collaborative actions by the academics, business, government, and media as tourism core stakeholders.

Keywords: Penta helix, Community-based tourism (CBT), community local wisdom

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INTRODUCTION

The relevance of community involvement in tourism has been well-recognised among academia and practitioners worldwide. Most researchers claim that the local community is a significant tourism stakeholder; hence their involvement and collaboration are vital for sustainable community-based tourism (CBT) development (Diana & Setiawan, 2021; Widhianthini., 2017; Rodrigues & Prideaux, 2018; Mohd Rasdi et al., 2022; Salleh et al., 2016). As a result, CBT has been widely promoted as a means of rural tourism development whereby local communities' social, environmental and economic needs are met by offering tourism products and services to visitors. Researchers claimed active community participation could provide development benefits, especially for economic, socio-cultural, and environmental well-being (Nurulwahida et al., 2020). However, other researchers claimed that uncontrolled development would erode local cultural wisdom values if not preserved (Ernawati et al., 2019; Putra, 2019; Singh et al., 2021).

Most existing CBT literature research focuses on CBT stakeholders' tasks and responsibilities. The Penta-Helix collaboration in supporting CBT development offers rigorous economic growth and job creation for the community (Giampiccoli & Saayman, 2018; Nagarjuna, 2015). However, the tourism stakeholder's collaborative efforts in question are the role of Penta-Helix in supporting community-based tourism (CBT) development (Diamantis, 2018). A study by Ernawati et al. (2019) focusing on community-based tourism (CBT) found that the role of each stakeholder in managing CBT is divided into two, namely the internal and external stakeholders, based on the power, legitimacy, and urgency attributes. Apart from external stakeholders, numerous studies highlighted the importance of host community participation in affecting the external stakeholders' relationships (Giampiccoli & Saayman, 2018).

By integrating the Penta-Helix concept within the CBT development realm, this paper discusses the key stakeholders' influences on the local community's involvement in CBT development. Further, this paper highlights the need for tourism policymakers and businesses to understand the broader context of the potential of Penta-Helix multi-stakeholders collaboration as a viable CBT development strategy. Collaboration, community involvement, and support issues have yet to be thoroughly studied, especially among developing destinations (Hadijah, 2019; Singh et al., 2021). Such information would help determine the essential components of successful CBT and produce guidelines for successfully implementing CBT development with Penta-helix cooperative model. Avoiding overlapping stakeholder responsibilities (through the Penta-Helix) in CBT development would increase the knowledge and understanding of CBT and the distribution of direct and indirect benefits to the community.

LITERATURE REVIEW

Community-based Tourism

CBT is a unique type of tourism, characterised differently from mass tourism which integrates the general concept of sustainable development (Tou et al., 2020). The concept of CBT depends on the unique products available in the area (Ismail et al., 2016), and the local community must back the whole development of tourism (Giampiccoli & Saayman, 2018). Notably, CBT emphasised giving local developing control and directly feeling the economic impact. Second, the local community must be involved in the planning and management process to participate in decision-making. Third, benefits must be distributed justly and equally to the community hosts and guests directly interacting. Lastly, CBT emphasises local involvement and control of tourism development, from managing, implementing, and evaluating to distributing the benefits and collaborating with related stakeholders. Table 1 show distinct CBT definitions and concept.

Table 1: Definitions and Concepts of CBT

Sources	Definitions
Nagy and Segui (2020)	The CBT grows as a reaction from local communities or organisations working on behalf of local communities.
Phuong et al. (2020)	In the process, CBT has been a tourism form where the main objective is to develop sustainable tourism and economic welfare.
Curcija et al. (2019)	CBT is considered a tourism alternative in developing, creating and maximising chances and advantages for the locals.
Mayaka et al. (2018)	CBT may enable community development through the enactment of control over local tourism.
Giampiccoli and Saayman (2018)	CBT is regarding community empowerment, development, social justice, equity in sharing benefits, sector ownership of tourism, and redistribution measures.
Putra (2015)	CBT is a tourism design that lets locals control, develop, and manage tourism. Besides, the design is meant that more benefit stays within the community.
Salazar (2012)	CBT emphasises that tourism programs and outputs focus on the heritage of culture and nature.
Stone and Stone (2011)	CBT aims to ensure that local people possess robust control of activities in their area and gain many economic benefits.
Lapeyre (2010)	CBT is a concept that creates beneficial economic activities and other vast advantages, and locals benefit decision-makers for communities.
Pongponrat and Pongquan (2007)	The development of CBT was meant to create tourism that can develop self-reliant communities, involve locals as decision-makers, support human rights and raise locals' income and living standards.

Source: Researcher findings

CBT has been recognised widely for helping the community survive economically and socially and preserve natural resources in developing countries (Strydom et al., 2019). However, in order to be successful, CBT's development must include several objectives such as economic, socio-cultural, environmental (Giampiccoli & Mtapuri, 2020), and political. The contribution of CBT to community development and sustainability is essential to the local economy (Lee & Jan, 2019). In addition to increasing local incomes and employment, CBT is believed to have the potential to develop capacities and empower the local people (Imbaya et al., 2019). Notably, CBT creates sustainable job vacancies that benefit internal and external community members (Nagy & Segui, 2020).

From a social perspective, CBT can improve the quality of life, increase independence, and share roles fairly in community management organisations (Ikhtiangung & Radyanto, 2020). Then on the cultural aspect, the conservation of local traditions and values of locals can be initiated through CBT activities (Hidayat et al., 2017). The development of the community conserves the sustainable environment, education, and resource of nature. Ultimately, politics pushes decision-making, autonomy, local participation, sovereignty, and community control over initial and regulating development schemes. To conclude, CBT is meant to develop community by integrating the attributes of economic, cultural, social, environmental, and political. The CBT development concepts can be viewed in Figure 1 below. Implementing these concepts during the CBT development programs is vital to advocate sustainable tourism to develop the environment further and sustain the environment simultaneously (Sutresna et al., 2019).

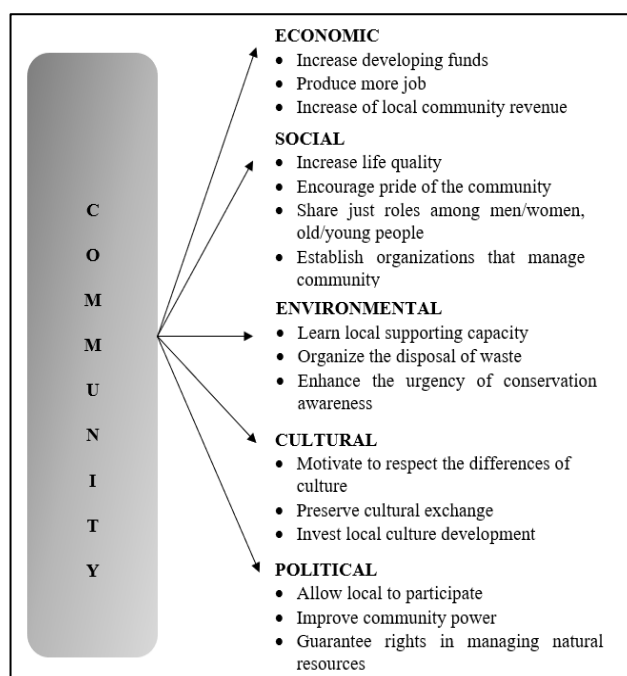


Figure 1: The concept of CBT development

It is important to note that there are noticeable barriers to CBT success. Based on the literature (Curcija et al., 2019; Diana & Setiawan, 2021; Ullah & Kim, 2020), barriers to local community participation include: i) low level of education and lack of knowledge about tourism; ii) financial and living conditions are still low; iii) lack of time to participate in tourism because of a busy daily routine; iv) tourism perception of the local community about low income periodically business; and v) power distinction, institutional obstacle, and local's disbelief in authorities.

Most studies showed the community's low satisfaction with CBT activities, creating conflict (Curcija et al., 2019) and suppressing dynamic stakeholder collaboration (Muhyi et al., 2017). This is more pertinent in developing countries, where the challenge often faced is the heterogeneity of local communities and the need to equalise perceptions in looking at tourism as a way to enhance the local communities (Sutresna et al., 2019). Furthermore, the locals needed more tourism impact awareness, causing their minimal motivation to participate (Diana & Setiawan, 2021) actively. Besides, as most of the decisions were made by the higher-level government to the local government, the communities have no say in the planning and execution of tourism development, thus creating tension between parties (Ullah & Kim, 2020). This caused dissent within the community and caused a lack of collaboration between the local

governments and the community (Nurhasanah & Persada, 2018). As community awareness is still shallow, it certainly requires cooperation among the local wisdom (Sudiana et al., 2020).

Some efforts have been made to recognise the essential elements of thriving CBT in one country in collaboration with investors like the government, magnates (private), media, scholars, and the community (Nurulwahida et al., 2020). Specifically, the concept of CBT depends on the unique natural products available in a particular area (Giampiccoli & Saayman, 2018) and the community's local wisdom in supporting the overall tourism activities. Notably, excellent collaboration and interaction between external stakeholders and the community by respecting the community's local wisdom are essential for CBT's success (Curcija et al., 2019; Zielinski et al., 2020).

Penta-Helix Tourism Development Strategy

Community sustainability in tourism development is vital to enhance the destination's socio-economic and locals' livelihoods, especially in rural destinations. Hence, efforts have been made to recognise the essential elements in successful CBT development. Particularly, excellent collaboration and interaction between stakeholders are critical for CBT's success (Nurulwahida et al., 2020). Their dynamic participation allows them to benefit from tourism activities and indirectly enhance their community values and livelihood. The such effect would only come from active stakeholder deliberation and consensus, noting its impact on the community, based on a healthy environment and ecology principles, and in line with the local's values in social, culture, tradition, and religion (Cabrera-Flores et al., 2020). However, besides different geographical locations, the livelihood assets' impact may differ from that faced by the local community due to the internal and external stakeholders' support. Hence, the Penta-Helix model is poised as the best way to promote competitiveness and sustainability for synergistic activities between tourism destinations and their stakeholders (Ikhtiangung & Radyanto, 2020; Sudiana et al., 2020).

Notably, the Penta-Helix model promotes developing synergy among agencies to optimise tourism development goals (Nainggolan et al., 2020; Sedarmayanti, 2014). The model enables the local community to engage in policy-changing processes with stakeholders in building a partnership driven by the community for the community. Moreover, the Penta-Helix model combines multiple actors in tourism development, including the academic, business, community, government, and media elements (Bagus, 2019; Rodrigues & Prideaux, 2018). The Penta-Helix cooperation was assumed to orchestrate and ensures the quality of activities, facilities and services, creating experiences and value of tourism benefits to benefit the community and the environment (Sudiana et al., 2020; Yudha et al., 2019). The Penta-Helix model (Figure 2) includes actors

such as the Academic (Academy), Business (Commercial), Government (Public Sector), Community (Citizens) and Media (Commercial).

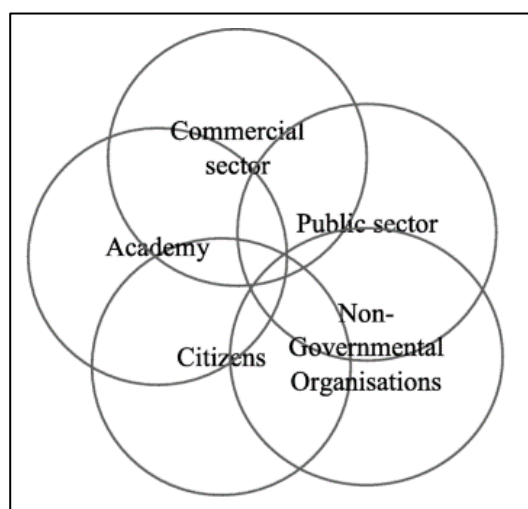


Figure 2: Penta-Helix Model

Academic

Human resource development is the principal contribution of academics, such as producing the best graduates and supplying skilled workers in the field of tourism. They play an essential role in innovating new products and businesses practising knowledge (Carayannis & Campbell, 2010). Academics possessing knowledge and expertise in tourism offer value to tourism stakeholders. The role of the academics in the model is to offer standardised processes regarding the activities and certify skills and human resources (Ikhtiangung & Radyanto, 2020; Nainggolan et al., 2020). Besides, they possess business development concepts and theories to get competitive benefit sustainability (Muhyi et al., 2017), encouraging and enabling the dissemination of ideas and implementation of innovation and entrepreneurship traits (Sudiana et al., 2020).

Within the Penta-Helix model realm, the academic members would offer views and analyses from accurate data and theories. They would consider the current situation in the area before deciding on the strategic formula to develop tourism, especially to encourage growth in the community's economy (Nurulwahida et al., 2020). The main contribution of academic research in supporting the development of CBT is to assist the community in developing an understanding of CBT, preparing various components of products, human resource development, marketing, and management of tourism products and services (Ernawati et al., 2019).

Business

The Penta-Helix model highlights the importance of investor and private enterprise collaboration (see Azinuddin et al., 2022a, 2022b). They encourage startup innovation, including capital support, networking, and business cooperation (Putra, 2019; Nurulwahida et al., 2020). They also promote and grow tourism value through continuous funding and development of this sector (Sudiana et al., 2020). During the initial planning of tourism, the businesses invest in tourism development, provide motivation, and promote and provide feedback on developing new and innovative tourism products and attractions (Nurulwahida et al., 2020). Besides, they act as complementary tourism product providers, offering travel agencies, accommodation, and food and beverages services (Amerta, 2017). However, they must work with local communities and the government to manage and control tourism (Putra, 2019). The Penta-Helix model concept is the tourism investor or businessman, travel agents, tour agencies, Small and Medium Enterprises (SMEs), and others.

Government

The role of government in CBT development is crucial to fortify communities around tourist destination areas. The government is one of the stakeholders that regulates the tourism business (Muhyi et al., 2017). Besides, it also facilitates and operates tourism development, which follows the destination's unique character, and then creates a guide through policies and regulations for all parties in the area. They also planned to develop tourism and environmentally friendly management patterns (Nainggolan et al., 2020). Hence, the government must adapt to determine the best innovative activities to endorse governance arrangements linked to transparency, all-inclusiveness, equality, lawfulness, incorporation, competence, and responsibility in tourism development (Cabrera-Flores et al., 2020; Ikhtiangung & Radyanto, 2020).

Besides, funding is also a significant issue requiring government involvement in tourism development (Putra, 2019). The government supports tourism development through public investment, conducts research, develops knowledge infrastructure and policies, and supports innovation by partnering or networking with private institutions (Mior Shariffuddin et al., 2020; Nurhidayati, 2015). Consequently, they must optimise collaboration with stakeholders to provide ample space for local communities to enjoy the economic benefits of developing CBT (Widowati et al., 2019). The Penta-Helix model includes the central government, regional government, sub-regional government, local government, village authority, etc.

Community

Communities have the same interests and are relevant to growing businesses and developing a facility for businesses to develop and strengthen business entities (Muhyi et al., 2017). They are also development actors willing to be involved in tourism by planning, running, supervising and sharing benefits from developing tourism. Moreover, the community is a tourism stakeholder that has a role in planning and developing tourism by utilising the potential of local wisdom, small scale, and environmentally friendly to deliver aid to the community, both economically, socially, and culturally (Amerta, 2017; Ismail et al., 2016; Nainggolan et al., 2020). Developing tourism is the most crucial objective in enhancing people's prosperity. Community members can gain advantages by participating in different tourism roles (Awaluddin et al., 2016; Sonjai et al., 2018). This includes organisations or associations in the community, youth Organisations, local communities, customary experts (Adat), etc.

Media

The media acts as a promoter for the available tourist attractions as they are primarily involved in tourism marketing (Widowati et al., 2019). Specifically, media play a vital part in promoting the business, and it shares related and critical information to grow the business (Ikhtiagung & Radyanto, 2020). Media, either conventional - newspapers, magazines, television or online via internet platforms, plays a role in communicating and promoting tourism by providing a platform for the CBT and their markets to interact and contribute to CBT performance (Ernawati et al., 2019). The indicator of media support can be seen from the aspect of publicity that media does for startups and their products, the extent to which they get ideas, information regarding tourists' voices and choices, and other helpful information channelled via media (Nainggolan et al., 2020). Media elements include media owners, journalists, social media influencers and others.

COMMUNITY LOCAL WISDOM

Community local wisdom is seen as life values passed down in generations, and it can be religion, culture, or customs, and it is passed orally in a social system. It reflects the custom of hereditary or practical knowledge adopted by the community. As the local community is the leading CBT development actor (Hanafiah et al., 2013), empowering the community by restoring traditional values such as culture, tradition, knowledge, and local consciousness, primarily via local wisdom, is much needed. In addition, CBT should be developed with local knowledge and wisdom, aligning with the concept of self-reliance and self-sufficiency. Their involvement and active participation based on the practised local wisdom are necessary to guarantee tourism sustainability (Jones, 2016; Pujo et al., 2018). As a result, CBT will be operated in harmony with the local

environment, society, and local cultural wisdom (Bagus, 2019; Rodrigues & Prideaux, 2018).

The urgent role of community participation in tourism development is a widely known phenomenon. The process of community participation is carried out through social, psychological, political, and economic empowerment, which drives sustainable tourism development (Giampiccoli & Saayman, 2018; Nurhasanah & Persada, 2018). At the same time, Arnstein (2019) advocated for community participation as it redistributes power to the marginalised community, such as undocumented citizens or marginalised communities from political and economic views. Notably, community participation is necessary to improve the quality of tourism's contribution to national economic development (Sonjai et al., 2018).

As the community's cultural development is related to local wisdom transferred from generation to generation by the community leaders, local community wisdom should be treated as the main element in tourism planning. Besides, various researchers claim that well-planned CBT must involve every aspect of the communities based on their local community wisdom and way of life (Ollivaud & Haxton, 2019). As tourism stakeholders vary, CBT must be supported by proper planning and should be all-inclusive (Ollivaud & Haxton, 2019). By understanding the local way of life, the proposed tourism development would create a balanced benefit for the destination communities and their natural ecosystem (Dahles et al., 2020). Hence, local wisdom should be utilised to cultivate inter-reliance in the relationships between community experts and other tourism stakeholders.

Through community participation, their local wisdom is useful for holistic socio-economic development. As a result, many argue that community participation is essential during drafting policymaking, tourism planning, monitoring, and managing tourism activities (Nugroho & Numata, 2020; Pyke et al., 2018). It becomes essential during collaboration with stakeholders. Hence, a high level of community participation is a crucial element in CBT which revolves around bottom-up planning, multi-stakeholder engagement and capacity building (Amertaa et al., 2018; Phuong et al., 2020). As a result, CBT is now seen as the alternative to old-style tourist destinations, particularly in developing destinations (Pyke et al., 2018). Table 2 depicts the ladder of citizen participation.

Table 2: Ladder of Citizen Participation

Levels of participation		Characteristics
Non-participation	Manipulation	Community members are involved in CP mainly for "educating" them, encouraging them to follow the plan, and applying them to be a public relations tool.
	Therapy	Community participation initiatives are played to

		appease community members' irritation and frustration, but they are not used to address the actual problems or reflect their perspectives.
Degrees of tokenism	Informing	It is usually conducted in one-way communication by informing participants of pertinent issues regarding the development project, generally lacking actual influence.
	Consultation	Participants are requested to give feedback, but they are uncertain whether their opinions will be acknowledged or measured.
	Placation	Residents possess direct contact in the planning process, and residents have a place to offer advice or come up with other plans. However, authority representatives would still be the ones who decide the recommendations.
Degrees of citizen power	Partnership	Locals are given some planning and decision-making responsibilities, often during the process of negotiation and compromise among community members and power holders. Authority typically share authority to appease citizens who are agitated by false expectations set up by the authority
	Delegated power	This is the fundamental transformation of influence as community members have substantial control during the decision-making process and have the power to see the suitability of the plan.
	Citizen control	Citizens can authorise and govern a plan and are entirely in charge during the process of policymaking, executing, and managing the program.

Source: Researcher findings

Community participation happens in several stages. According to Arnstein (2019), the degrees of citizen participation include (a) manipulation, (b) therapy, (c) informing, (d) consultation, (e) placation, (f) partnership, (g) delegated power, and (h) citizen control. There was no community involvement in steps one and two; thus, they are not participatory at these levels. Levels Three to Five show the degree of tokenism and consultation is the most critical factor in ensuring legitimate community participation. At the top, the local population acts as the active agent of change or citizen power degrees.

One of the main issues with the sustainable development concept is using the word 'sustainable' in numerous activities. Everyone assumes that the term sustainable symbolises similar ideology and philosophical implications. Sustainable tourism development demands participation from related stakeholders, especially the

local community, to ensure vast participation and building agreement. Community participation should be the critical mechanism to assist tourism development, where community involvement is significantly correlated with perceived benefits and support for tourism development (Giampiccoli & Saayman, 2018; Mayaka et al., 2018; Nagarjuna, 2015; Zamfir & Corbos, 2015). Besides, community-based development is seen as a decentralisation form because authority is devolved into the hand of the local community. One way to raise community participation is by engaging the local community with wisdom and experts.

The community-based approach is currently a highly supportive development direction in tourism development. In other words, the local community should be brought together to directly or indirectly impact their local wisdom (Dahles et al., 2020; Putra, 2019; Tseng et al., 2019). As the community's participation is fundamental in increasing tourism advantages and reducing negative impacts, we should maximise the utilisation of local community wisdom in the collaboration among related stakeholders with community participation. When control and involvement are given to the local community by acknowledging their local wisdom, the generated tourism benefits will be felt by the community themselves.

CONCLUSION

This paper identifies three gaps within the CBT realm. First is the need for more community local wisdom adoption in tourism planning and development. The second is the top-down tourism development planning system shortcoming, and the third is the need for more collaboration between the community and the other Penta-Helix stakeholders. Notably, the barriers to developing CBT are unequal participation in the community, lack of understanding and limited community local wisdom adoption, lack of CBT development tools and weak coordination among tourism stakeholders.

Moreover, barriers to resident participation during the CBT planning and development process include: i) low level of education and lack of knowledge about tourism; ii) financial and living conditions are still low; iii) lack of time to participate in tourism because of a busy daily routine; iv) tourism perception of the local community about low income periodically business; and v) power distinction, institutional obstacle, and local's disbelief in authorities. These problems have significant potential to create conflict, which disturbs CBT in giving full advantage to the community and needs more collaboration between stakeholders. Thus, utilising the local community wisdom is deemed appropriate to avoid conflict in the future.

Most tourism communities still lack tourism impact awareness, which causes little motivation to participate in tourism activities. This caused dissent and conflict within the community. Subsequently, it leads to a lack of collaboration between the governments and the local community. Within developing nations, the challenge often faced is the heterogeneity of local communities and the need to

equalise perceptions in looking at tourism as a way to enhance the local communities. However, as most of the decision was made by the higher-level government to the local government, the communities have no say in the tourism development planning and execution, thus creating tension between both parties.

As community awareness and participation are still shallow among the developing nations, developing CBT requires Penta-Helix model integration to elevate the stakeholder's cooperation by integrating the local community wisdom in tourism policy making and development. Nonetheless, Penta-Helix cooperation can only be achieved by optimising the role of the community and academics, business, government, and media holistically through sustainable interactions.

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