



## **MODEL FOR STRENGTHENING MSMEs IN TOURIST SECTOR**

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### **Abstract**

*Seeing the conditions experienced by MSMEs in their business development, especially during the Covid-19 pandemic, efforts are needed to strengthen MSMEs in various aspects to contribute optimally to economic development. The purpose of this study is to examine the profile of MSMEs during the Covid-19 pandemic and formulate a model for strengthening MSMEs with a pentahelix relationship approach. This research was conducted in Buleleng Regency. Buleleng was chosen as the location for the research, because many local community businesses (MSMEs) in Buleleng Regency have been slumped due to the Covid-19 pandemic, so they need to be strengthened so that MSMEs in Buleleng Regency can survive in the midst of the Covid-19 pandemic. The population in this study is MSME actors who live in the Kalibukbuk Tourism Area (Lovina). There are five villages in the tourist area, namely Kalibukbuk Village, Kaliasem Village, Temukus Village, Anturan Village, and Pamaroon Village. The number of MSMEs in the region that are still active is 55-business units and all of these business units will be used as a sample. Data collection was carried out through non-participant observations, structured and in-depth interviews and literature studies, including searching for materials from the internet. Data collection is related to various important issues to dissect the*

*formulation of the problem. The research instrument in this study uses a questionnaire. The data analysis method used in this study is descriptive analysis. The results of the study show that the collaboration of the Pentahelix model for strengthening MSMEs in Buleleng Regency needs to be optimized. The collective awareness of various stakeholders to communicate about strengthening MSMEs needs to be increased. The low funding and management ability as well as the creativity of skilled human resources (HR) in striving to make local tourism industry products, especially regarding the handicraft and souvenir industry, also affect the suboptimal level of pentahelix collaboration in efforts to strengthen MSMEs*

*Keywords: Strengthening Model, MSMEs, Pentahelix, Covid-19 Pandemic*

## INTRODUCTION

The economic efforts of local communities in tourist destinations are generally in the form of Micro, Small and Medium Enterprises (MSMEs). MSMEs need to be supported because they can increase sustainable local development (Agranoff & McGuire, 2003). (Heny et al., 2013) found that MSMEs in the tourism sector in Bali play a role as a driver of other sectors (agricultural sector, handicraft industry, etc.) which can then create economic growth together. MSMEs contribute significantly to regional revenue, increase state exports and create an entrepreneurial base. MSMEs play a role in increasing sources of income and expanding job opportunities for the community (Parma et al., 2020). Through entrepreneurship, MSMEs can play a role in reducing the unemployment rate, reducing poverty rates, improving welfare and building the nation's character.

Behind the strategic role of MSMEs in economic development, there are several weaknesses experienced by MSMEs in their business development, including (1) limitations in business networks, (2) weak cooperation between entrepreneurs, (3) limitations in capital structure, (4) limitations in expanding market share, (5) weaknesses in the field of organization and human resource management, and (5) a less conducive business climate (Anthanasius Fomum & Opperman, 2023).

The Covid-19 pandemic in early 2020 has caused the condition of MSMEs in the Lovina Tourist Destination, Buleleng Regency to worsen, even the economic impact caused by the COVID-19 pandemic is more severe than the impact of the economic crisis that occurred in 1998 (Suwendra et al., 2020). During the 1998 economic crisis, micro, small and medium enterprises were still able to survive, and were even able to become economic saviors by providing jobs for workers affected by termination of employment due to the economic crisis. However, the COVID-19 pandemic this time has caused a downturn in all economic sectors,

both large-scale businesses, as well as micro, small and medium enterprises (MSMEs) (Mujianto et al., 2022).

The results of the (Mujianto et al., 2022) study found that the COVID-19 pandemic caused 39.4% of MSME entrepreneurs to stop production activities, and 57.1% of businesses continued to run but production decreased. Businesses that have stopped a lot are the types of businesses that interact a lot with other people, such as retail trade by 45.2%, community services by 49.8%. Likewise, types of businesses that require a lot of capital and labor, such as the Trade, Hotel, and Restaurant sectors as much as 44.2%, and corporate services by 50.7%. While efforts to reduce production occur in almost all sectors of the economy, it is prominent in the processing industry, electricity, gas and drinking water, mining and quarrying, and agricultural sector businesses.

MSME have been terminated during the COVID-19 pandemic. Based on the survey results, almost all economic sectors have reduced the number of workers, but the highest sectors are businesses in the tourism services sector (29.3%), and the trade, restaurant and accommodation sectors (32.9%). Seeing the conditions experienced by MSMEs in their business development, especially during the Covid-19 pandemic, efforts are needed to strengthen MSMEs in various aspects to contribute optimally to economic development.

One of the efforts to strengthen MSMEs is through the pentahelix relationship approach. Pentahelix relations are a complex approach and require commitment from all stakeholders pentahelix relations are an effective approach to encourage the strengthening of MSMEs because: (1) Strong cooperation between pentahelix stakeholders can help MSMEs to access various resources needed to grow and develop. (2) The pentahelix relationship ensures that all stakeholders have a clear role and responsibility in supporting the growth of MSMEs, for example, the Government plays a role in creating a business climate that is conducive to the growth of MSMEs. The business sector can partner with academia to develop MSME-based innovations and media involvement can help MSMEs to increase visibility and reach a wider market, (3) pentahelix relationships can help MSMEs to overcome the various obstacles they face, and (4) Increase the visibility of MSMEs (Khusniyah, 2020; Kurniyanti et al., 2017; Yuningsih et al., 2019).

Several study results indicate that strong relationships between the government, industry, academia, society, and the media through the pentahelix approach encourage the sustainable growth of Micro, Small and Medium Enterprises (MSMEs) by utilizing various existing resources (Irwansyah et al., 2023; Mahadipta et al., 2022). (Budhi et al., 2022) stated that the pentahelix relationship describes a synergistic relationship between five main pillars that interact with each other in supporting innovation and MSME development. With a collaborative

governance strategy that uses a pentahelix approach, MSMEs can gain access to the knowledge, financing, training, and networks needed to grow and develop (Dewi et al., 2018). In addition, (Susanti et al., 2021) mentioned that pentahelix governance ensures the involvement of all relevant parties in designing policies that support MSMEs and create an environment conducive to their growth. In this pentahelix framework, the role of the government as a facilitator is very important to create a conducive business climate so that MSMEs can develop more easily (Khusniyah, 2020). Close partnerships between the business sector, academia, and government through the pentahelix approach open up opportunities for MSME-based innovation (Mahadipta et al., 2022). The pentahelix strategy is able to overcome the obstacles faced by MSMEs by integrating various resources and reducing these obstacles (Ismartaya, 2021). This is supported by the opinion of (Budhi et al., 2022) who said that pentahelix governance encourages knowledge exchange between academic institutions and MSMEs, thereby enabling the implementation of best practices on a wider scale. Media involvement in the pentahelix model is able to increase the visibility of MSMEs, helping them to reach a wider market. Synergy between the government, industry, academia, society, and the media in the pentahelix system is the key to creating an ecosystem that supports the sustainable growth of MSMEs. Based on this study, the purpose of this study is to examine the profile of MSMEs during the Covid-19 pandemic and formulate a model for strengthening MSMEs with a pentahelix relationship approach

## **METHOD**

This research was conducted in Buleleng Regency. Buleleng was chosen as the location for the research, because many local community businesses (MSMEs) in Buleleng Regency have been slumped due to the Covid-19 pandemic, so they need to be strengthened so that MSMEs in Buleleng Regency can survive in the midst of the Covid-19 pandemic. The data sources in this study can be divided into two, namely primary data sources and secondary data sources.

The population in this study is MSME actors who live in the Kalibukbuk Tourism Area (Lovina). There are five villages in the tourist area, namely Kalibukbuk, Kaliasem, Temukus, Anturan, and Pamaron. The number of MSMEs in the region that are still active is 55 business units and all of these business units will be used as a sample. In order to complete the data for analysis purposes, other informants from certain circles related to this research problem were also appointed, such as from the Regional Government (Bappeda, Diparda, Perindustrian Office, etc.), tourism practitioners and other related sources. The number of informants in this study amounted to 8 people consisting of business actors, district and village government officials,

tourism management groups, and tourism activists at the study site. With this kind of technique, researchers can obtain quite a lot of data and in-depth, in addition to the opportunity to cross-check the data (triangulation) so that the validity of the data becomes more guaranteed.

Data collection was carried out through non-participant observations, structured and in-depth interviews and literature studies, including searching for materials from the internet. Data collection is related to various important issues to dissect the formulation of the problem. The research instrument in this study uses a questionnaire.

The data analysis method used in this study is qualitative descriptive analysis. Activities in data analysis are the first Data Reduction, Data reduction means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns. Thus, the data that has been reduced will provide a clearer picture and make it easier for researchers to collect data. The second is Data Presentation, Data presentation is carried out in the form of brief descriptions, charts, relationships between categories and the like. Presenting data is something that will make it easier to plan the next work based on what has been understood. And the last is verification/conclusion, Verification/conclusion is a new finding that has never existed before. Findings whose data are in the form of descriptions or descriptions of an object that are not clear after being examined will become clear.

## **RESULTS AND DISCUSSION**

### **MSMEs in the Kalibukbuk Tourism Area**

This research was conducted through a survey of tourism business actors who are registered as micro, small and medium enterprises (MSMEs) at the Buleleng Regency Industry and Trade Office. The distribution of business locations, namely 20% of business actors are in Baktiseraga Village, 30% of business actors are in Kalibukbuk, in Kaliasem 25% and Pemaron 25%. This condition shows that the distribution of MSME businesses is in the Lovina Tourism Area, which is known as the center of tourism development in Buleleng Regency.

The type of business carried out by MSME actors, of which 33% of respondents opened a café, depot or restaurant and coffee shop business that all business actors rented or contracted business stands. Then 15% of business actors have a hotel/inn business, and there are also those in the house where they live. In addition, as many as 15% of business actors opened restaurants. Then as many as 15% of business actors are engaged in the sale of packaged food or beverages located along the Lovina coast, then 8% of business actors work as tour guides, and the rest are engaged in the business of selling clothes for tourist consumption, ikat weaving craftsmen, and so on.

## Factors Causing a Decline in Sales Turnover

Based on the results of interviews with business actors, it is known that the decline in sales has occurred since mid-March, and in that month the decrease in turnover was still relatively small and in April – July 2020 when the government issued a policy on health, transportation and social *distancing* protocols, almost all trade carried out by MSME business actors experienced a drastic decline

Data shows that 63% of business actors explain the decrease in turnover because consumer purchasing power has decreased because most consumers have started to save and have no income or no income. A total of 46% of business actors stated that the reason for the decrease in turnover was because consumers were afraid to buy, and most consumers felt that they were not used to buying online, and were still used to buying by coming directly to the store. In addition, as many as 46% of business actors concluded that the decrease in turnover occurred after the recommendation not to leave the house and the implementation of store opening hours specified in safety and health protocols, rules for buying to take home, and social distancing restrictions in public places which were seen as reducing consumer comfort, so consumers chose to stay at home for a while.

Management conditions during the pandemic and the enactment of the *stay at home* or work from home policy. 33% of business actors make *off orders*, namely stopping production, running out of inventory, and producing when there is an order, and producing according to the number of orders. Then 27% of business actors continue to open trade, especially for shops at home, traditional market stands, stalls, cafes, depots and restaurants while still following health protocol rules and pandemic security policies. In addition, 19% of business actors only try to sell their products that are recalled or returned because stores are closed or sales kiosks are often closed due to pandemic safety and health protocols, some business actors reduce trade opening hours and reduce the amount of production while looking for new opportunities to market their products.

When asked about the plans made by business actors after the pandemic period has passed, namely 44% of business actors will switch to other businesses, namely adjusting to market conditions and needs with what is known as *the new normal*. Then 42% of business actors choose to increase the variety of their business products, but also continue to see how the market situation will be after the pandemic, and 35% of business actors choose to continue the business they are engaged in now, and feel that the consumer market has not changed in terms of purchase decisions. Furthermore, a total of 33% of business actors will observe the market situation and community needs after the pandemic ends, as well as create a backup

business during the pandemic to survive or temporarily divert capital, then there are business actors who try to create a fish and chicken farming business.

Regarding this situation, several things done by business actors in an effort to market or sell their products are known that 38% of business actors market or offer their goods through social media, and 35% of business actors use *online media* as a marketing tool, namely paid promotions that are available *online*. However, there are 13% of business actors who still survive in the conventional way, namely entrusting their merchandise products to shops or stalls that are still open, this is done by *home business actors* in the packaged food industry. Furthermore, a total of 8% of business actors are making efforts by adjusting the number of production, stock and sales in very limited quantities, and 6% of business actors are still trying to keep their stands open.

In addition to this data, it is known that some business actors have decided to divert capital in other forms of business to survive and there are also business actors who make side businesses in the form of livestock or fish farming businesses. The confidence of business actors to maintain and maintain their business in the midst of a pandemic, as many as 35% of business actors are trying to maximize marketing through *online* marketing media or social media, and 33% of business actors are trying to survive in conventional ways, namely selling to the nearest relative, entrusting them to sales stands that are still open. The rest of the business actors are trying to add product variants or change product designs, but there are business actors who try to divert their capital to other businesses or try to open new markets.

Based on these data, it can be seen that the condition of business actors in the MSME sector during the pandemic experienced a very drastic decline in sales volume, and the efforts made by business actors are very varied, but most try to maximize marketing and sales by utilizing *online* media or social media, limiting products or limiting sales, and being more passive waiting for orders.

The condition of the Covid 19 pandemic since March 2020 has forced all business actors, including the small and medium business sector such as MSMEs in Buleleng Regency to survive and be more able to develop creativity to maintain their businesses or close altogether due to limited capital. On the other hand, the efforts that are the hope to survive can be explained as follows.

The results of the study show that a total of 31% of business actors have the hope of obtaining relief from the payment of capital installments that must be paid to the lending bank, then 27% of business actors set aside part of their capital to try other businesses so that their capital or main business can be resumed after the pandemic ends. In addition, a total of 23% of business actors hope to get additional capital in the form of light loans from lending banks or

cooperatives, or from the government, and 19% of business actors hope that the government will provide assistance for marketing. This marketing assistance is not expected by business actors in the production sector but also trade, especially home *industrial products*.

Judging from the level of confidence of business actors in their ability to survive during the Covid 19 pandemic, a total of 29% of business actors stated that they are still very confident that their business can survive. In addition, a total of 23% of business actors still believe that their business can run and develop after passing the pandemic period, and 15% of business actors still feel confident that after the pandemic ends, their business will run as usual normally. However, there are 19% of business actors who feel pessimistic, and feel that the uncertain pandemic conditions will cause bankruptcy, and 13% of business actors have not thought about how to maintain their business during the current pandemic and its impact after the pandemic ends.

Through the results of interviews and data recording from the research questionnaire, it can be known the efforts or tactical steps taken by MSME business actors as a decision to maintain their business. Tactical efforts along with the type or field of business in each MSME show that of the total MSMEs that are the subject of this study, there are 13% of business actors or MSMEs who have not taken tactical steps to maintain their business conditions during the pandemic. This is done by MSMEs in the field of stall (warkop) business, stands of basic food and vegetable stores domiciled in traditional markets or home stores. In the image, it is also known that the tactical steps taken, a total of 79% of MSME business actors have joined social media groups (Whatsap, Facebook, Instagram, Youtube and twitter) which are carried out by MSMEs in the field of selling clothing, sports equipment, crafts and souvenirs, as well as the production of traditional musical instruments. A similar step in addition to joining communication through social media groups, is to conduct promotions through the internet, which is 52% carried out by MSMEs in the field of selling electronic devices, batik crafts, clothing, school equipment and sports equipment, souvenirs, and packaged food or beverages. In addition, tactical steps taken by MSME business actors are to establish communication with customers, invite small numbers of customers or potential consumers, and inform new products.

### **Model of Strengthening MSMEs through the Pentahelic Relationship Approach**

This study uses the partnership model from Bobe & Kober (2015) in strengthening businesses. According to Bobe & Kober (2015), it is necessary to carry out a partnership model to improve the capabilities of MSME actors to be able to use limited capital resources, technology, human resources, and machinery. With this partnership model, SMEs can increase their capabilities so that they can strengthen the position of their economic businesses. The



approach model used is the pentahelic approach model. The implementation of pentahelic partnerships occurs between the government, the private sector, and the community, universities, and the media which is carried out in a fair, open, transparent, and competitive manner. Partnerships are carried out in terms of *sharing* investments, risks, and profits from business results. The MSME Strengthening Model using the pentahelix approach is as follows:

The Government Regulation in Efforts to Strengthen MSMEs in Buleleng Regency during the Covid-19 pandemic acts as a coordinator in formulating policies and as a driving force for other stakeholders related to MSME development efforts. The government can create a Law (UU) or Decree (SK) related to the *roadmap* for the development of MSMEs in the leading sub-sectors and priority sub-sectors for each region so that it can be a legal basis in compiling *its roadmap*. The government's role in cooperation is in terms of improving the performance of SMEs, improving *good governance*, and optimizing the use of limited resources

The role of the private sector is to improve product quality, expand the network of SMEs, and create good relationships with *other stakeholders*.

### **1. The Role of Higher Education**

Universities (academics) in the pentahelic model play a role in helping to develop MSMEs through training activities to increase the knowledge and capacity and competence of MSME actors and also through community service activities, and research. Universities play a role in improving the knowledge base, improving the quality of educational delivery, creating innovative products and offering new learning experiences.

### **2. The Role of the Community**

The society in the pentahelix model acts as an accelerator. In this case, the community is people who have the same interests and are relevant to the growing business. Acting as an intermediary or a liaison between stakeholders to help MSMEs in the entire process and facilitate the adoption of business processes in the digital era. The community also has a role to promote MSME products or services. The community is basically an entity of MSME actors formed with the aim of meeting the needs and actualizing the existence of its members. The existence of the community makes it possible to network between MSME actors so that the impact on the business run will be more widespread. Especially if it is cross-sub-sector which is a strategic place for MSME actors. Not only networking, the community can also function as a tool to market MSME products and services through activities or *events* held by the community. Through the community, collaboration opportunities can continue to be pursued.

### **3. MSME actors**

MSME actors can create a forum that is used as a communication tool between MSME actors and investors. These MSME actors can also gather and network in *co-working spaces*. *This co-*

*working space* is intended for MSME actors to collaborate across sectors and can hold various creative events or *events*.

#### 4. Media

The media plays an important role in connecting all major actors with industrial markets, both national and global. The media can also be a business promotion tool that can make it easier for MSME actors.

Pandemic conditions that result in physical and social distancing affect the form of the marketing process that occurs. During the Covid-19 pandemic, consumers shop relying on online media to avoid direct contact/physical contact with traders/sellers. This inspires MSME actors to adapt, adjust to changes in shopping culture starting from communication, distribution and purchase of marketing products. MSME actors need to pay close attention to how they conduct marketing communication, especially in the use of appropriate marketing media so that consumers remain on the health protocol standards that have been set.

The media in the pentahelix model acts as an expender. The media plays a role in supporting publications in promotion and creating *brand image*. In the MSME development program that supports the role of the media, Facebook is a medium for promotion and information. The role of the media in the MSME development program through Facebook contains information about MSME development programs, news about businesses and products sold that are included with prices. Regarding the role of the media, there are indeed quite a lot of mass media, but no one has become a media partner of the government to develop MSMEs. The mass media is only involved as a party distributing information to the public when organizing an event. The government has not made the media the main stakeholder in developing MSMEs. The government views media involvement as happening automatically when there is an event because the media needs information content that will be disseminated to the public. In fact, the relationship between the media and the four other actors, especially the government, can form a mutually beneficial synergy. Facebook can be said to be one of *the e-commerce* that supports MSME players to market their products. *E-commerce* itself is electronic trade with the buying and selling of goods/services through electronic networks, especially the internet. Because by accessing Facebook, buyers can buy products online. This makes it easier for buyers to buy online without having to go to the place of business in person. With this Facebook, it can support MSMEs to develop their businesses as a means of promoting the products produced. In addition to Facebook, other social media also contribute to the dissemination of information related to the development of MSMEs such as twitter and Instagram.

In fact, not many people have used social media in their daily lives. This is a shortcoming for MSME actors. Because social media in the digital era is very close to society. If it can be used properly, the feedback received by MSME actors to advance their businesses through the support of the media and the other four actors will be optimal. Social media has a strategic role in the digital era, because information can be disseminated and can be easily accepted by the public. The government does not yet have a social network account that can upload information, activities and promote MSMEs. The development of MSMEs through media promotion is indeed needed so that the existence of MSMEs can be widely known by the public. Meanwhile, the media itself does need information content to be shared with the public. The media can be used as an outside window to see the development of MSMEs. In this regard, the media clearly plays an important role in showing the reputation of MSMEs. This role should be the focus of the government's attention, especially as a determining actor in MSME development policies. This is a consideration for the government to be able to establish positive collaboration with the media so that the mass media reporting climate can be conducive. The role of the media in the MSME development program has not run optimally. If mass media is combined with social media in the development of MSMEs, this can strengthen the role of the media for promotion and brand image. If in an era where almost everything is digital, this can be one of the positive impacts of the media in contributing to the development of MSMEs. Thus, *stakeholders* establish relationships by sharing information, resources, risks and responsibilities to achieve goals to develop MSMEs optimally.

## CONCLUSIONS AND SUGGESTIONS

As the results of the research have been presented through descriptive statistical analysis and discussion in it, the results of this study can be concluded as follows.

1. The Covid-19 pandemic in early 2020 has had a wide impact on society. For MSME business actors, it has forced every business to turn around the direction of the strategy. Not a few have also experienced a crisis during the pandemic, so some companies have laid off their employees to reduce the burden of financing. The MSME sector is affected due to the decline in people's purchasing power and also social restriction regulations.
2. The study, which sampled four villages in the Lovina tourist area, collected data from 55 incidental sampling, all of which were MSME sector business actors who were still operating in the midst of the Covid-19 pandemic crisis. Data was collected through unstructured interviews, and questionnaires were used that explicitly asked about matters related to the problem of surviving in the midst of a pandemic.

3. Almost all business actors in this MSME area experienced a very drastic decrease in sales turnover, experienced various marketing and sales constraints, as well as product distribution. On the one hand, business actors are trying to find marketing and sales alternatives, secure capital and assets, temporarily divert to other businesses, and must learn technologies that are seen as effective for promotion and sales.
4. The Pentahelix Model collaboration for strengthening MSMEs in Buleleng Regency needs to be optimized. The collective awareness of various stakeholders to communicate about strengthening MSMEs needs to be increased. The low ability of funding and management as well as the creativity of skilled human resources (HR) in striving to make local tourism industry products, especially regarding the handicraft and souvenir industries, also affect the less-than-optimal level of penthelix collaboration in efforts to strengthen MSMEs. However, so far the presence of MSMEs has also had a positive impact, in the form of opening new jobs, and increasing community income. Therefore, the importance of the *Pentahelix Model Collaboration*, with the involvement of academics, the private sector, the community, the government and the media, is very important for the strengthening of MSMEs in the future. Therefore, special regulations are needed to regulate these components to be able to cooperate in the efforts of the *Pentahelix Model Collaboration* in strengthening MSMEs through the Pentahelix Model Collaboration in Lovina Destination, Buleleng Regency, Bali.

Referring to the findings of the research, there is a need for special regulations as a supporting factor for the establishment of *pentahelix collaboration*, this requires continuous coordination with pentahelix actors in the implementation of various tourism events. In addition, a continuous coaching program is needed through trainings, which is very important to be carried out, especially related to the development of the processing and marketing of superior products of local tourist destinations, including budget assistance. The results of this study provide recommendations for the involvement of pentahelix as a model for the development of tourism areas that can accelerate the growth of the tourism sector.

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