



ENHANCING THE POTENTIAL OF CREATIVE INDUSTRIES ON TOURISM VILLAGES THROUGH PENTAHHELIX SYNERGY

Ida Royani

Universitas Medan Area

Jl. Setia Budi No.79 B, Tj. Rejo, Kec. Medan Sunggal

Idahalim18@gmail.com

Published: 31 August' 2025

Abstract

This research aims to analyze the Pentahelix model strategy on increasing the potential of creative industries in Paloh Naga Agrotourism. The Pentahelix model involves five main elements which work together to develop the community-based tourism destinations. This research uses a descriptive approach to describe tourism development through the Pentahelix model systematically and accurately. This research results show there is a challenge in the form of a decrease in the number of visitors after harvest which has an impact on local community income, because tourism activities are very dependent on the beauty of newly planted rice fields. But, during the pre-harvest period, tourist attraction and community income are higher. Based on these findings, the results of interviews using the Pentahelix strategy produced several strategies to overcome these challenges, including digital promotional assistance through the use of social and electronic media, providing breakfast and lunch culinary that combine traditional food and contemporary food, traditional arts performances, increasing the completeness of facilities and infrastructure, intensive promotions involving influencers. Implementation of this strategy can increase the number of tourist visits in the post-harvest period and have a positive impact on increasing people's income, even though Paloh Naga Agrotourism is in the post-harvest period.

Keywords: *Creative Industry; Tourism Village; Pentahelix*

INTRODUCTION

The tourism sector in Indonesia continues to show significant growth and is one of the driving forces of the national economy. The development of sustainable and competitive tourist destinations is a primary focus of the government, particularly through a community-based tourism approach. In this context, tourist villages have emerged as a promising development model, empowering local communities to manage and utilize their natural and cultural resources as a creative industry attraction for tourism. According to Pusparani and Rianto, (in Alfian Hakim, 2022), not all villages can be designated as tourist villages, as establishing a tourism village requires several stages. Tourism has a multiplier effect and broad economic impact. The primary goal of developing tourist villages is to build strong rural communities culturally and financially. With adequate financial support, communities can preserve and develop their cultural heritage. Therefore, the Indonesian government consistently encourages accelerated economic development based on tourism villages. This clearly reflects the ethos of pro-poor tourism, which emphasizes active, creative, and proactive communities. (Arifin & Purba, 2022).

Paloh Naga Tourism Village is a community-based tourism requires creative industries to develop tourist objects as tourist attractions. "When village communities are able to get involved and play a role, especially in developing tourist attractions, the community's economy will ultimately improve, making this village a target for people to visit," said Fitriyan (sumutprov.com, 2020). Paloh Naga Tourism Village was inaugurated on January 20, 2019. It is a concrete example of community-based tourism development efforts. Paloh Naga Tourism Village located at Kampong Lama, Pantai Labu District, Deli Serdang Regency, North Sumatra 20553. The success of Paloh Naga Tourism Village as a tourist village is inseparable from the strong collaboration between various regional government organizations (OPD) and Pentahelix elements (academics, businesses, communities, government, and media). (Vani et al., 2020). One of the main attractions of Paloh Naga Tourism Village is the view of the vast expanse of rice fields and interesting photo spots. This agrotourism project is an integral part of the Paloh Naga Tourism Village concept and has significant potential to attract tourists, increase community income, and preserve the environment. This agrotourism project, part of the Paloh Naga Tourism Village, has the potential to attract tourists and accelerate local economic growth.

Law No. 10 of 2009 concerning tourism Article 6 states "Tourism development is carried out based on the principles as referred to in article 2 which is realized through the implementation of tourism development plans by paying attention to the diversity, uniqueness and distinctiveness of culture and nature, as well as human needs for tourism." based on this article, policies and development of tourism, especially the Paloh Naga Tourism Village, must pay attention to the diversity, uniqueness and distinctiveness of culture and nature, as well as needs when traveling. These tourist needs are opportunities or new job opportunities for the community. Job opportunities created in tourism should be utilized well by the community to fulfill their needs by working.

Based on data from BUMDes in 2025 in the research (Hasanah et al., 2024), in 2019, the number of visitors to Paloh Naga Tourism Village reached 1,400. This number then declined in 2021, primarily due to the COVID-19 pandemic. Following the decline in visitors

due to the COVID-19 pandemic, the previously adequate infrastructure became inadequate. Several facilities required reconstruction. In 2022, when the rice harvest season was finally over, the number of visitors increased to reach the second-highest number during the post-planting season. The decline in visitors is not only due to a lack of capital but also due to the post-harvest rice. The difference in turnover during post-planting and post-harvest periods also varies weekly. Post-planting turnover typically reaches IDR 2,000,000 per week, while post-harvest turnover is only IDR 500,000 per week.

Several previous studies have related to the pentahelix model in tourism development, such as research conducted by (Muharis et al., 2024) states that the government formulates policies and regulations, industry develops environmentally friendly infrastructure, academics provide research, and the public actively participates in environmental protection. The success of this development depends heavily on good coordination between the government, the private sector, and the public. Meanwhile, research (Alfan Hakim, 2022), stated that Hegarmukti Village has significant tourism potential and has been nominated for a tourism village award, but management and stakeholder roles are still not optimally coordinated. This is due to a lack of communication, coordination, and trust between actors in the pentahelix model, resulting in suboptimal synergy between elements. Prosperity can be achieved through the involvement of all stakeholders, from academics, businesses, communities, government, and the media (ABCGM), which play a crucial role and require collaboration. This is known as the Pentahelix Model. The Pentahelix Model serves as a reference for creating synergy among the parties involved in supporting and sustaining regional socio-economic development. Synergistic collaboration is expected to generate innovation through the synergistic interaction of various resources. (Salsabila et al., 2024).

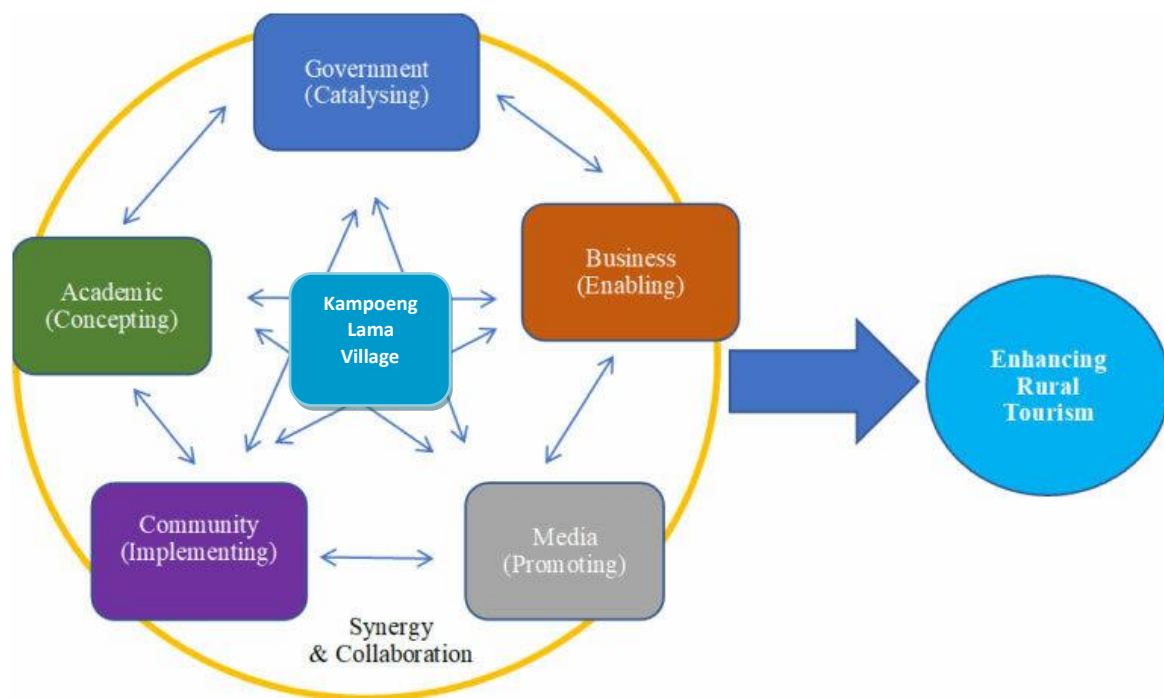


Figure 1. Pentahelix Model

The role of stakeholders is key to the successful development of Paloh Naga Tourism Village as a sustainable and competitive destination. Therefore, the pentahelix model emphasizes the collaboration of five stakeholders in tourism development: academics, businesses, communities, government, and the media. This enables strong collaboration between all relevant parties to ensure that tourism development focuses not only on the economy but also on social and environmental impacts by actively involving local communities in the decision-making process and implementation of this approach. This can improve the social and economic well-being of local communities while ensuring environmental sustainability. (Muharis et al., 2024).

Community-based tourism requires creative industries to develop tourist objects as tourist attractions. "When village communities are able to get involved, play a role, especially in the development of tourist attractions, ultimately the community's economy will improve so that this village becomes a target for people to visit," said Fitriyan. (North Sumatra Province, 2020). Paloh Naga Tourism Village was inaugurated as a tourist village on January 20, 2019. It is a real example of community-based tourism development efforts. Located on Jl. P. Naga, Kampoeng Lama, Pantai Labu District, Deli Serdang Regency, North Sumatra 20553, the success of Paloh Naga Tourism Village as a tourist village cannot be separated from the strong collaboration between various regional apparatus organizations (OPD) and Pentahelix elements (academics, businesses, communities, government, and media). One of the main attractions of Paloh Naga Tourism Village is offers views of vast rice fields and interesting photo spots. (Hasanah et al., 2024). This agrotourism project is an integral part of the Paloh Naga Tourism Village concept and has significant potential to attract tourists, increase community income, and preserve the environment. This agrotourism project, part of the Paloh Naga Tourism Village, has the potential to attract tourists and accelerate local economic growth.

This research is motivated by the problem expressed by visitors to the Paloh Naga Tourism Village destination, related to the decrease in visitors during the post-harvest rice season. The reason is because its attractiveness is reduced. Researchers are interested in seeking deeper information because researchers learned information from one of the visitors who visited the Paloh Naga Tourism Village during the post-harvest period, visitors did not know that at that time the rice was in the harvest season, therefore, visitors felt cheated because they could not enjoy touring the Paloh Naga Tourism Village. So researchers found the root of the problem in Pentahelix. Therefore, data is needed regarding the role of Pentahelix, whether it has collaborated or not in the village because to achieve sustainable tourism, the role of Pentahelix is very necessary. Based on this description, this study aims to determine strategies for developing the creative industry potential in Paloh Naga Tourism Village. This research is expected to make a significant contribution to the sustainable development of Paloh Naga Tourism Village and serve as a reference for the development of other villages in Indonesia.

RESEARCH METHODOLOGY

This research provides a current, systematic, and accurate overview of tourism development using the pentehelix model. The subject of this research will examine the

interactions between five stakeholders involved in the tourism industry: government, business, academia, communities, and the media. This research will examine how collaboration between these five stakeholders can influence the development of potential tourist destinations and how this impacts the creative industry.(Hasanah et al., 2024). This research uses a qualitative method with a descriptive approach. The descriptive approach means that the data collected is in the form of words and images, rather than numbers. The purpose of this research is to gain a deeper understanding of the development strategies for potential tourist destinations and how they impact the creative industry. The data collection method used in this study was primary and secondary data sources. Primary data was obtained through direct observation at the research location and in-depth interviews with several informants, including:

Table 1. Pentahelix Model

Pentahelix	Informant
Village Government	Village head
Community	Farmers group
Business	MSME actors
Academics	Lecturer
Media	YouTube, Facebook, Instagram

Secondary data is library research, which is literature-based research, which means analyzing and researching the literature. Data validity testing uses triangulation techniques, namely data analysis using the interactive Miles and Huberman models. There are three steps in data collection, namely data reduction, data presentation, and drawing conclusions. (Shanti et al., 2023).

RESULTS AND DISCUSSION

RESULT

The Relationship Between Elements of the Pentahelix Model in the Development of the Paloh Naga Tourism Village

The interconnectedness of the elements in the Pentahelix model can be leveraged to strengthen collaboration and synergy in the development of the Paloh Naga Tourism Village tourist destination. The government, businesses, academics, communities, and the media need to work together to achieve sustainable development targets. (Ratna Susanti et al., 2022). The government can collaborate with the tourism sector to develop policies that support sustainable development, while academics can provide the data and research needed to shape these policies. By actively involving the community in the decision-making process, the potential for conflicts of interest can be reduced and support for development initiatives can be increased. The media also plays a crucial role in supporting collaboration and disseminating information about efforts to achieve sustainable development in Paloh Naga Tourism Village.

In this regard, the media also plays a crucial role in disseminating tourism promotion. One strategy that can be implemented is to create connected monthly events, such as traditional arts performances and cultural education that are not dependent on the rice cycle. Holding annual events such as the Paloh Naga Tourism Village harvest festival. This festival aims to celebrate agricultural harvests while promoting the potential of agrotourism and local culture to the wider community and tourists. Additionally, trekking activities around the beautiful expanse of rice fields provide an educational and enjoyable nature tourism experience. Random prizes, door prizes, or merchandise can also be given so that tourists can promote the tourist destination to the community without the need for local government advertising. In essence, strategies like this can be used to attract many tourists, especially tourists who only have a day for vacation." (Hasanah et al., 2024). These findings can be categorized as the role of pentahelix actors in tourism development efforts. The following is an explanation of the relationship between pentahelix actors:

Table 2. Research Results on the Relationship Between Pentahelix Models in the Development of Paloh Naga Tourism Village

No	Pentahelix	Role
1	Government	The government is responsible for formulating policies and regulations related to the management and development of the tourism sector, including addressing the decline in visitor numbers after the rice harvest season. Furthermore, the government can provide financial support to the tourism sector to revitalize the tourism potential of Paloh Naga Tourism Village. This includes various activities, such as planning, implementation, evaluation, supervision, promotion, funding, permits, programs, regulations, development, public innovation policies, and supporting collaboration between the public and private sectors. This demonstrates the government's positive involvement in maintaining a balance between development and empowerment. Furthermore, the government has provided a venue for MSMEs to market their products in the tourism sector, which can support the local economy, known as the Paloh Naga Traditional Market. Interestingly, this market embraces a traditional theme and not only serves local food and drinks but also uses traditional tableware such as takir and pincuk. Local management also provides traditional wooden payment instruments, called tempu, for visitors wishing to transact at the market. In this way, the entire community can be involved in the advancement of tourism, as they too will benefit from the sector's existence.
2	Academics	Research conducted by academics plays a crucial role in uncovering the strengths, weaknesses, opportunities, and threats (SWOT) related to the development of the Paloh Naga Tourism Village. The findings of this research can serve as a foundation for making more informed decisions in designing effective tourism strategies. Academics are recognized as designers and producers of new ideas that can be implemented by other stakeholders. Academic participation can encourage increased innovation and the use of technology. The role of academics is also implemented through training and guidance to the community, by analyzing possibilities, identifying challenges, designing strategies, building networks, and forming coaching groups. (Pradhipta et al.,

		<p>2021)Academics have actively contributed to improving the tourism sector, and collaboration between the government and academics has been established in research on the Paloh Naga TTourism Village, with academics acting as designers. Academics have advanced the tourism sector through training, such as determining the location and standards of homestays and implementing a strategy of seven elements of tourist attraction. Through training conducted by academics, the community becomes more aware of environmental conditions. This naturally attracts visitors, ensuring a sense of safety and comfort, and positively impacts the local economy as tourist numbers increase.(Jaya et al., 2024).</p>
3	MSME actors	<p>Business as an entrepreneur in the pentahelix element needs to be applied in business progress to achieve business goals, namely profit, society, environment, sustainability, as well as growth and development on a micro, small, medium and large scale.(Ratna Susanti et al., 2022)It's time for entrepreneurs to implement the concepts developed by scientists through seminars, training, and discussions. However, this research shows that entrepreneurs have actively participated in developing the potential of Paloh Naga TTourism Village. This tourism continues to grow thanks to frequent CSR support from companies such as PT Angkasa Pura, Bank BRI, and Bank Sumut. PT Angkasa Pura's Corporate Social Responsibility (CSR) support occurred during the Paloh Naga TFolk Festival in December 2023, which showcased local arts and culture. BRI provided the event's name, while Bank Sumut provided the arts stage, gazebo, culinary kitchen, and prayer room. This CSR initiative has clearly had a positive impact on the community, with the arts and culture festival programs showcased in the tourism area becoming a major draw for visitors. From an economic perspective, the business actors currently involved include micro, small, and medium enterprises, where these micro-entrepreneurs utilize agrotourism as a means of promoting their tourism. This research also revealed that some business actors, such as large corporations, had previously contributed to tourism development through stock investments, but they decided to withdraw due to disagreements regarding management, which should remain with the village community as the administrators.</p>
4	Community	<p>The communities discussed in this study not only include local communities in the general sense, but also include communities based on customary law known as Ulayat, local arts councils, non-governmental organizations, and groups formed based on interests and hobbies determined to include activities aimed at exploring or promoting the tourism sector in the area. The actions of these groups aim to gain benefits from the implementation of certain programs. The community contributes to the development of the Paloh Naga TTourism Village through various dance performances held every week as part of an arts event at the tourist attraction. According to data collected by researchers, the community frequently hosts art performances and traditional musical instrument performances in this area. The community's frequent art and musical activities attract many visitors who come to enjoy local cuisine and the rice paddy views. The community's heritage has been structured</p>

		to be directed toward positive outcomes through training and learning at the cultural studio.(Saputra, 2016). This training has further motivated the younger generation to showcase local dances and traditional musical instruments, attracting tourists. This demonstrates that community-organized activities are effective in attracting visitors to the agrotourism area. The large number of visitors undoubtedly provides economic benefits for the community, who market their products around the tourist site.
5	Media	Media is an addition to the previous triple helix and quadruple helix, where media functions to convey information, namely transmitting information. Media also plays a role in supporting publications to promote and build the brand image of tourism information to local communities, domestic tourists, and international tourists to encourage their interest in visiting.(Harahap et al., 2024). Media involvement in conveying tourism information is significant. Numerous channels provide information, ranging from local media such as community channels to national media such as TV One and DAI TV. Coverage of the Paloh Naga Tourism Village was also carried out by the North Sumatra Culture and Tourism Office and the Ministry of Tourism and Creative Economy. The media's role in developing the tourism sector has succeeded in attracting the attention of domestic tourists, international tourists, and the Minister of Tourism. This is evidenced by the trend of visits to the Paloh Naga Tourism Village, which continues to increase annually, reaching nearly 2,000 people. The presence of digital platforms, such as media used for marketing, can increase visitor numbers, revenue, and the development of the tourism sector within the context of Islamic economics. Islamic teachings do not prohibit the pursuit of profit, as long as it remains within reasonable limits and does not harm or diminish the rights of the parties involved in the transaction.

Table 2 above shows that the results of this study were analyzed and compared with previous research on pentahelix collaboration. The authors found several similarities, namely that cooperation between pentahelix actors is currently running well. The development of the Paloh Naga Tourism Village requires contributions from various parties who support it through innovative ideas and mutually supportive collaboration. This can facilitate the advancement of the tourism sector through investment in improving tourism facilities. Several of the five stakeholders play crucial roles in enhancing tourism potential, and collaboration and synergy are already beginning to emerge. This indicates that the role of pentahelix collaboration has reached its peak in this tourism development. By creating integrated collaboration and ensuring the quality of facilities, services, experiences, and tourism aspects, the value and benefits offered to the community and the surrounding environment will soon be realized.

Discussion

Implementation of the Pentahelix Strategy in Increasing Potential in Paloh Naga Tourism Village

Implementing the pentahelix strategy to enhance the potential of the creative industry in Paloh Naga Tourism Village is key to achieving sustainable development. The pentahelix strategy encompasses five interrelated sectors: government, industry, academia, community, and media. Each sector has its own role and responsibility in supporting the development of sustainable tourism areas. The village government is responsible for formulating policies and regulations that support sustainable development. Meanwhile, the tourism industry needs to play a role in developing environmentally friendly infrastructure and services. Academics can provide knowledge and research to support innovation and sustainable development. Meanwhile, the community must be actively involved in the decision-making process and maintain environmental sustainability. The media is also crucial in disseminating information about the potential and activities carried out in Paloh Naga Tourism Village. (Harahap et al., 2024).

The role of the village government in managing the Paloh Naga Tourism Village tourist attraction is to provide supporting facilities and infrastructure for tourism, while the factors that influence the management of tourist attractions are supporting factors, namely the high participation of the local community and the Paloh Naga Tourism Village has a lot of tourism potential, while the inhibiting factor is the decrease in visitors when the rice is post-harvest. A study found that collaborative development in the Paloh Naga Tourism Village has not achieved the desired results. Several factors contribute to this, including a weak network structure, demonstrated by low engagement among relevant actors. Due to the lack of agreement on shared goals, commitment to these goals remains suboptimal. Furthermore, trust between stakeholders remains low, with strong trust established only within government agencies. Although the Tourism Office is open to collaboration and understands the performance of other stakeholders, information sharing remains limited between stakeholders within the government. Furthermore, access to resources remains suboptimal, primarily due to a lack of infrastructure. However, progress in human resource development has been observed. (Rahman, 2021).

These findings can be categorized as "government role" in tourism development efforts because they highlight issues such as network structure, commitment to objectives, levels of trust, information sharing, and access to resources. All of these issues are essential to the government's responsibility to manage and oversee tourism development. For example, the government is responsible for building strong networks and encouraging the participation of various stakeholders in tourism development. Furthermore, they are responsible for ensuring that all parties agree on the goals and objectives of tourism development. Furthermore, the government must ensure that all stakeholders in tourism development have access to relevant information. To support effective tourism growth, the government is also responsible for providing adequate resources, including infrastructure and a workforce.

Paloh Naga Tourism Village is one of four tourist destinations in Denai Lama Village, Deli Serdang Regency. Paloh Naga Tourism Village received the 2021 Indonesian Tourism Village Award. Tourism has become an essential entertainment necessity for humans after a

busy day. However, it is not just for vacations, but also serves as an educational facility that provides memorable experiences for visitors. Paloh Naga Tourism Village is an area located amidst vast expanses of rice fields owned by the village community, which is simultaneously being developed into a tourist destination with attractive tourism potential and unique appeal. Natural beauty is part of the diversity that is considered a gift from God Almighty that must be utilized optimally. This finding reveals the role of academics. It explains the importance of maintaining and protecting the natural sustainability created by God for the welfare of the social and economic life of the local community. The Paloh Naga Tourism Village tourist destination, as a tourism and agricultural platform that provides facilities and presents natural beauty as a photo spot, demonstrates an effort to integrate aspects of agriculture and tourism. This is in line with the role of academics in supporting the development and management of sustainable and educational tourist attractions.

In addition to having supporting natural potential, Paloh Naga Tourism Village also supports activities such as traditional markets, dance performances, and traditional musical instruments, as explained by informants from the community, namely the head of the Pokdarwis, "Paloh Naga Tourism Village has enormous potential to be developed, namely in terms of its natural beauty surrounded by views of vast, beautiful rice fields and surrounded by shady trees which are a special attraction for tourists. The uniqueness of culture and local wisdom and traditions of the local community, such as the tradition of rice harvesting and folk festivals. According to (Faustyna et al., 2021), Various tourism activities can be done here, such as educational tours about agriculture, tracking, cycling, fishing and relaxing in the gazebo, also cannot be separated from the activeness and participation of the community in managing agrotourism is the key to the success and sustainability of a tourist village. "Therefore, it is necessary to carry out ongoing planning to stabilize visitors during post-planting and post-harvest.

These findings reveal the role of communities. They explain the diversity of attractions, particularly natural and cultural, and the importance of utilizing and preserving these natural gifts. They demonstrate an awareness of the importance of education and conservation in tourism development. Paloh Naga Tourism Village continues to develop into a tourist village that can contribute to the income of the local community, said the MSME informant. "With the existence of this Paloh Naga Tourism Village, it certainly has a big impact on our economy, because we sell at the Paloh Naga traditional market every day, enough to meet our basic needs for one week." Bananas that were previously sold outside are now sold by ourselves, and leaves that were previously sold outside are now used by ourselves. And we use traditional techniques such as takir and pincuk to reduce the use of plastic so that it remains clean.(Kartika et al., 2023).

According to (Simanjuntak et al., 2023), this tourism development program aims to increase productivity and economic progress for the community. Its implementation will involve village business groups, village-owned enterprises (BUMDes), local communities, academics, and business professionals. Cooperation and collaboration will be ongoing and sustainable to improve the economic well-being of village communities. The results of this strategy will include increased visitor numbers and sales, more job creation, increased local revenue, and the production of quality village products. Several strategies considered effective by academics include: first, greater local involvement; second, maintaining environmental sustainability by protecting and preserving existing potential; and third,

developing more attractive models to attract tourists. In terms of attractions, for example, during the harvest season, new concepts will be added that still focus on nature and culture, but specifically offer a lunch-to-sunset experience.(Sitanggang & Siahaan, 2023).

These findings can be categorized into the pentahelix actor function in tourism development, particularly the role of the government and business sector. The government, including village heads, plays a crucial role in determining policies and strategic directions to advance the tourism segment. The business sector, including MSMEs, particularly in the Paloh Naga traditional market, plays a role in providing tourist-friendly facilities. They provide various facilities, such as building village-style gazebos and offering traditional village food and drinks, tailored to the needs of visiting tourists. Based on the challenges faced, including a decline in visitors during the post-harvest period, which impacted community income, collaboration between the elements of the pentahelix resulted in several strategies to increase tourist visits during the post-harvest period. These strategies took time to implement due to limited capital and ineffective coordination between stakeholders in developing this tourism area. The human resources are quite good, although their academic backgrounds may not be aligned with the tourism sector, but they have easy access to training and mentoring in managing this tourism area.

In this situation, the government serves as the primary driver, determining the vision and direction for the development of the Paloh Naga Tourism Village during two seasons: post-harvest and post-planting. Meanwhile, the industrial sector plays a role in implementing this policy by providing facilities and necessities for visitors. The village government organizes groups such as tourism groups (Pokdarwis) and community groups (Sanggar Lingkaran) to assist with coordination, interaction, and advice on the management of the Paloh Naga Tourism Village. The primary focus of these communities is on connectivity, marketing, promotion, and cleanliness within the Paloh Naga Tourism Village. Planned steps include infrastructure improvements and promotion using the Village's social media platforms.

Table 3. Implementation of the Pentahelix Strategy to Improve the Paloh Naga Tourism Village Destination

No	Actor	Strategy
1	Academics	To increase the use of technology, what must be done is through digitalization training and mentoring for the community at least once every 6 months.
2	MSME actors	Realizing a new concept, namely providing a breakfast culinary menu and a lunch culinary menu which combines traditional food with modern food according to consumer tastes without eliminating the distinctive characteristics of the Paloh Naga Tourism Village community. When the rice harvest season arrives, the key is to provide capital and a menu that includes not only breakfast but also lunch.
3	Community	Conduct arts and cultural training and learning at the studio more regularly, at least once a week. This training includes traditional dances, playing traditional musical instruments,

		agricultural education, and other cultural activities. Training is necessary because the community is actively involved in destination management, environmental protection, and the development of attractions and tourism services based on local wisdom. Regular training ensures that performances are not dependent on harvest cycles and maximizes the presentation to visitors.
4	Government	Develop policies and regulations that support sustainable development, by providing supporting tourism facilities and infrastructure and adequate resources for workforce infrastructure, including an amphitheater, gazebos, MSME booths, and other facilities and infrastructure needed for visitor comfort. This tourism also requires CSR support. Therefore, the village government will collaborate with companies, as previously demonstrated by CSR support provided by PT Angkasa Pura, Bank BRI, and Bank Sumut.
5	Media	Publish tourism-related information by expanding promotional reach, disseminating information, enhancing branding, and enhancing tourist appeal through various platforms. This includes the Paloh Naga Tourism Village's social media accounts, including Instagram, Facebook, and YouTube, and collaboration with influencers. Local media outlets, such as community channels and national media outlets, which have previously played a role in attracting local and international tourists, and the Minister of Tourism, will also play a role again.

Table 3 show the roles and contributions of each Pentahelix element—academia, business, community, government, and media to develop the creative industry potential in Paloh Naga Tourism Village. These five elements collaborate synergistically to address the primary challenge of declining tourist visits during the post-harvest period, which impacts local income. Academics play a role in providing training and mentoring to the community, enabling them to effectively manage tourism and generate new ideas. MSMEs create and serve signature culinary products for breakfast and lunch, combining traditional and contemporary dishes to suit consumer tastes without diminishing local characteristics. The community is directly involved in providing tourism services, such as guides and homestay managers, maintaining the cleanliness and comfort of the tourist environment, and staging traditional performances such as dances and playing traditional musical instruments. The government plays a role in regulation, infrastructure development, and improvement. It facilitates licensing and provides support for MSMEs' access to capital. With adequate policy and infrastructure support, the business will be more focused and sustainable. The media, both social and electronic, plays a crucial role in promoting Paloh Naga Tourism Village widely. Through event publications, collaborations with influencers, and digital promotions, the media helps increase the visibility of this tourist destination in the eyes of the wider community. The collaboration of the five Pentahelix elements is crucial for optimizing the

creative industry potential of Paloh Naga Tourism Village. The synergy between the five Pentahelix elements can produce various innovative strategies, such as digital promotion, tourism product diversification, improved facilities and infrastructure, and ongoing training for the community. Thus, the challenge of declining tourist visits during the post-harvest period can be overcome, and the positive impact on increasing community income can continue to be felt sustainably.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of research on the Pentahelix strategy in increasing the potential of the creative industry in the Paloh Naga Tourism Village, it can be concluded that collaboration between elements of the Pentahelix model, academics, businesses, communities, government, and the media, plays a central role in the development of community-based tourism destinations. This study found that one of the biggest challenges faced by the Paloh Naga Tourism Village is the decline in the number of visitors during the post-harvest period, which has a direct impact on the decline in local community income. This occurs because the main attraction, namely the view of the rice fields, decreases after the harvest, so tourists tend to be reluctant to visit during this period. Using the Pentahelix model approach, this study formulated several strategies to overcome these challenges. The strategies formulated include digital promotional assistance through the use of social and electronic media, providing a culinary menu that combines traditional foods with contemporary foods according to the tastes of visiting tourists, without eliminating local characteristics, presenting traditional local art performances as an additional attraction, increasing the completeness of tourism facilities and infrastructure to support visitor comfort, and conducting intensive and integrated promotions not only through social and electronic media, but also by involving influencer services. The implementation of these strategies has been proven to increase the number of tourist visits during the harvest season and have a positive impact on increasing community income, even though the Paloh Naga Tourism Village is in the post-harvest period. Thus, this study confirms that effective collaboration between Pentahelix elements is the main key to overcoming seasonal challenges and increasing the sustainable competitiveness of the Paloh Naga Tourism Village as a community-based tourism destination.

Suggestions

Paloh Naga Tourism Village is a tourist destination with potential attractions and unique features that will provide a lasting impression and experience for every visitor. However, there are several challenges that require attention and solutions, such as:

1. To address the decline in post-harvest visits, agrotourism managers need to develop alternative attractions or programs that remain attractive even during the post-harvest period. For example, holding cultural festivals, craft workshops, traditional culinary programs, or agricultural education programs that are not dependent on the harvest cycle. This diversification will maintain stable tourist numbers throughout the year and strengthen the local creative industry.

2. Given the low level of technology adoption among the community, regular digital literacy training is necessary. Local governments and tourism managers should provide guidance on social media use, digital content creation, and online marketing for MSMEs and the community involved in the Paloh Naga Tourism Village. This is crucial to ensure that tourism and creative product promotion relies not only on word of mouth but also reaches a broader market.
3. It is recommended that collaboration between government, academics, business actors, communities, and the media (the Pentahelix model) be continuously strengthened and formalized through regular forums or dedicated coordination teams. Stakeholders must be transparent regarding matters related to the Paloh Naga Tourism Village. This collaboration must take place not only during the planning stage but also during the implementation and evaluation of the agrotourism development program. This way, each party can contribute according to their capacity and avoid overlapping roles or a lack of synergy between stakeholders.

REFERENCES

- Agrowisatapalohnaga. (2022). *Mengenal Paloh Naga : Menggali Kisah dan Pesona Alam Desa*. 25 April 2025. <https://agrowisatapalohnaga.com/>
- Alfan Hakim, M. (2022). Strategi Pentahelix Pada Perencanaan Pariwisata di Desa Hegarmukti, Cikarang, Kabupaten Bekasi, Jawa Barat. *Destinesia : Jurnal Hospitaliti Dan Pariwisata*, 4(1), 33–41. <https://doi.org/10.31334/jd.v4i1.2561>
- Arifin, T. S., & Purba, L. (2022). Dampak Pengembangan Agrowisata Paloh Naga Terhadap Perkembangan Umkm Desa Wisata Denai Lama, Kecamatan Pantai Labu. *Prosiding Konferensi Nasional Social & ...*, 204–211.
- Faustyna, F., Rudianto, R., & Santoso, P. (2021). Pelatihan Komunikasi Krisis Masyarakat Lokal dalam Mengelola Keluhan Wisatawan saat Pandemi Covid19 untuk Pengembangan Destinasi Wisata Kampung Lama Paluh Naga di Desa Denai Lama Kecamatan Pantai Labu. *Bima Abdi: Jurnal Pengabdian Masyarakat*, 1(2), 69–76. <https://doi.org/10.53299/bajpm.v1i2.41>
- Harahap, N., Hanan, A., & Harahap, J. (2024). *Connecting Local Wisdom and Social Media : Innovative Strategies in Building Economic Sustainability and Overcoming Unemployment*. 13(3), 455–463.
- Hasanah, S. N., Imsar, I., & Tambunan, K. (2024). *Pentahelix in the Development of Paloh Naga Agrotourism on the Socio-Economics of Village Communities from an Islamic Economic Perspective*. *Sentralisasi*, 13(2), 162–179. <https://doi.org/10.33506/sl.v13i2.3270>
- Jaya, R., Ohyver, D. A., Muhtasom, A., & Ahmad, A. B. (2024). Pemberdayaan Masyarakat Desa Wisata Melalui Pelatihan Pengelolaan Homestay dan Kebersihan. *PADAIDI: Journal of Tourism Dedication*, 1(1), 1–12.
- Kartika, D. S. Y., Endriana, F., Halila, A. A., Pratama, V. Y., & Rengganis, A. K. (2023). Pemberdayaan Masyarakat Melalui Pelatihan Dasar Pemandu Wisata Lokal Di Dusun Mendiwo Desa Panglungan. *Jurnal Pemberdayaan: Publikasi Hasil Pengabdian Kepada*

- Masyarakat*, 2(2), 35–41. <https://doi.org/10.47233/jpmitc.v2i2.1032>
- Muharis, M., Setiawan, M. A., & Syamsurrijal, S. (2024). Implementasi Strategi Pentahelix dalam Pengembangan Kawasan Wisata Senggigi Lombok Barat. *JISHUM : Jurnal Ilmu Sosial Dan Humaniora*, 2(4), 397–408. <https://doi.org/10.57248/jishum.v2i4.385>
- Pradhipta, R. M. W. A., Pusparani, & Nofiyanti, F. (2021). *Penta Helix Strategy in Rural Tourism (Case Study of Tugu Utara Bogor)*. *E3S Web of Conferences*, 232, 1–9. <https://doi.org/10.1051/e3sconf/202123204010>
- Rahman, A. F. (2021). Pemberdayaan Masyarakat melalui Pengembangan Desa Wisata. *Media Wisata*, 6(1), 35–46. <https://doi.org/10.36276/mws.v6i1.125>
- Ratna Susanti, Suci Purwandari, & Basnendar Herry Prilosadoso. (2022). Penta Helix As Strategy of Tourism Village Development in Karangasem Village, Bulu District, Sukoharjo Regency. *International Journal of Social Science*, 2(4), 1979–1984. <https://doi.org/10.53625/ijss.v2i4.4261>
- Salsabila, R. P., Syahbudi, M., & Ikhsan, M. (2024). *Penta Helix A Strategy of Development of Womenpreneurs Creative Creations in The City of Tanjungbalai in The Islamic Economic Prefective*. *Sentralisasi*, 13(1), 105–117. <https://doi.org/10.33506/sl.v13i1.2997>
- Shanti, R. A., Ipan, N., & Mayasari, I. (2023). Pelatihan Pemberdayaan Masyarakat Dalam Peningkatan Pengelolaan Homestay di Desa Wisata Wargasara, Pulau Tunda, Kabupaten Serang, Banten. *Jurnal* 5(2), 167–176. <https://jurnalpariwisata.iptrisakti.ac.id/index.php/JPP/article/view/1765%0Ahttps://jurnalpariwisata.iptrisakti.ac.id/index.php/JPP/article/download/1765/365>
- Simanjuntak, W. O. R., Emrizal, E., & Darmawan, R. (2023). Perencanaan Dan Pengembangan Produk Wisata Berbasis Karakteristik Wisatawan. *Jurnal Darma Agung*, 31(3), 302. <https://doi.org/10.46930/ojsuda.v31i3.3436>
- Sitanggang, Y. R., & Siahaan, A. Y. S. (2023). Implementasi Kebijakan Pengembangan Agrowisata Sawah Paloh Naga Di Desa Denai Lama Kecamatan Pantai Labu Kabupaten Deli Serdang. *Professional: Jurnal Komunikasi Dan Administrasi Publik*, 10(1), 27–30. <https://doi.org/10.37676/professional.v10i1.3520>
- Sumutprov. (2020). *Kagumi Agrowisata Paloh Naga*. https://sumutprov.go.id/artikel/artikel?per_page=646
- Vani, R. V., Priscilia, S. O., & Adianto, A. (2020). Model Pentahelix Dalam Mengembangkan Potensi Wisata di Kota Pekanbaru. *Publikauma : Jurnal Administrasi Publik Universitas Medan Area*, 8(1), 63–70. <https://doi.org/10.31289/publika.v8i1.3361>