

SYNERGY OF PENTAHHELIX ACTORS IN THE DEVELOPMENT OF TODO TRADITIONAL VILLAGE TOURISM DESTINATION IN MANGGARAI REGENCY

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Abstract

This study explores the synergy among pentahelix stakeholders academia, business, community, government, and media in developing the Todo Traditional Village in Manggarai Regency as a cultural tourism destination. The qualitative-descriptive approach was employed with data collected through interviews, observations, and documentation involving 18 key informants. The study used SWOT and USG analysis to assess internal and external conditions and prioritize problems. Results show that stakeholder synergy remains suboptimal due to limited infrastructure, low community awareness, and lack of coordination. The most critical strategy is to strengthen cooperation and collaborative programs, particularly government support in funding, infrastructure, and human resource development. This research contributes theoretically to the literature on collaborative tourism governance and practically as a recommendation for local tourism policy formulation.

Keywords: Pentahelix, Tourism Development, Synergy, Traditional Village, SWOT and USG Analysis

INTRODUCTION

Tourism development is one of the important tools in stimulating regional economic growth. It involves a collaboration between resources, community involvement, and local governments. Based on Indonesian Law No. 10/2009 and No. 23/2014, the development of tourism is a priority and gives autonomy to regional governments to innovate based on local characteristics. Sustainable tourism is now a major focus, as it not only contributes to income and employment, but also to cultural preservation and social development.

Manggarai Regency in East Nusa Tenggara is one of Indonesia's regions with significant tourism potential. One of its key cultural assets is Todo Traditional Village, a site of historical importance as the former royal center of the Manggarai Kingdom. The village is known for its traditional cone-shaped houses, ancient drums, woven textiles, and Dutch relics, all of which offer strong cultural and educational value for tourism.

However, the tourism potential of Todo Village has not been fully optimized. Challenges include limited infrastructure, poor accessibility, minimal promotional efforts, and lack of collaboration among tourism stakeholders. In addition, the involvement of local communities in tourism activities remains low due to limited awareness and support.

Tourism development today requires strong synergy between various actors. The Pentahelix model, which includes government, academia, businesses, the community, and the media, offers a collaborative framework to drive tourism forward. Previous studies have shown that weak coordination among these actors can hinder progress. Therefore, this research addresses the existing gap by examining the synergy among Pentahelix actors in the development of Todo Traditional Village as a cultural tourism destination. This study is expected to provide strategic recommendations to improve local tourism, enhance community welfare, and support the sustainable development of tourism in Manggarai Regency.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The pentahelix model involves five key actors: academia, business, community, government, and media (ABCGM). This collaborative model encourages innovation and sustainable development. Previous research highlights issues such as lack of coordination, limited community engagement, and infrastructure barriers (Arlinda et al., 2024; Wilayati et al., 2023). SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats; while USG analysis (Urgency, Seriousness, Growth) prioritizes issues to be addressed immediately. These models are vital in rural tourism development like Todo Village.

RESEARCH METHODS

This study applied a qualitative descriptive method. Data were collected through interviews, observations, and documentation involving 18 informants: community members, village leaders, local businesses, government officials, academics, media, and tourists. Sampling was purposive, focusing on informants with in-depth knowledge and roles in tourism development. Data were analyzed using SWOT (strengths, weaknesses, opportunities, threats) and USG (urgency, seriousness, growth). IFAS and EFAS matrices were developed, followed by SWOT Cartesian plotting to define strategic positioning.

RESULTS AND DISCUSSION

Pentahelix Synergy in the Development of Todo Traditional Village

Synergy refers to an integrated collaboration among stakeholders that supports the success of a shared goal. It is formed through continuous interaction that fosters balance, integration, and harmony—leading to optimal outcomes. In this context, synergy aims to improve productivity, foster innovation, enhance quality, and increase satisfaction. In the development of the Todo Traditional Village, such synergy serves as a key foundation for building a sustainable, participatory, and locally driven tourism model. Although not yet fully optimized, various collaborative efforts among stakeholders have been initiated.

Increased productivity is evident through greater community involvement—particularly from local tourism groups (Pokdarwis) and small businesses—in managing tourism activities and promoting cultural products such as the traditional Todo woven fabric. Local artisans now produce and sell finished woven goods. The Manggarai Tourism Office and the Village Government of Todo support this productivity by providing training and facilitating innovation. One example is the fusion of traditional Todo patterns with Manggarai's songke motifs, as well as product diversification into bags, vests, bracelets, shawls, and hats. These innovations not only expand product value but also contribute to visitor satisfaction.

Improved quality is another critical component of synergy, encompassing better tourism services, higher cultural product standards, and infrastructure development. The government has made progress in road access, clean water, and electricity provision. Meanwhile, businesses ensure the use of eco-friendly materials to maintain product quality. These efforts collectively generate positive impacts on the local community both economically and socially as residents begin to benefit from tourism development. Visitors, in turn, enjoy more authentic experiences through direct interaction with local culture that is preserved and presented by the community.

SWOT and USG Analysis for the Development of Todo Traditional Village

IFAS Analysis – Strengths

NO.	INTERNAL FACTORS	WEIGHT	RATING	SCORE
STRENGTHS				
1	Kampung Adat Todo is rich in culture (local Manggarai arts, history, philosophy).	0.22	5	1.12
2	Has sacred traditional rituals.	0.17	4	0.69
3	Presence of historical artifacts (drums made from human skin, Dutch-era cannons).	0.16	4	0.62
4	Unique two-color traditional cloth, red and black, with observable production processes.	0.21	4	0.83
5	Friendly local community towards tourists.	0.24	5	1.21
TOTAL		1.00		4.47

Source: Processed Data, 2025

IFAS Analysis – Weaknesses

NO.	INTERNAL FACTORS	WEIGHT	RATING	SCORE
WEAKNESSES				
1	Partial (not comprehensive or optimal) collaboration among pentahelix stakeholders.	0.12	2	0.24
2	Low public awareness of tourism potential at Kampung Adat Todo.	0.15	3	0.46
3	Lack of public transportation availability around the tourist site.	0.12	2	0.24
4	Lack of foreign currency exchange facilities for international tourists.	0.10	1	0.10
5	Limited accommodation access such as restaurants, lodging, and sanitation facilities.	0.15	3	0.46
6	Some damaged road infrastructure.	0.12	2	0.24
7	Absence of regulations governing visitor behavior.	0.11	1	0.11
8	Low media participation in promoting the tourist attraction.	0.12	2	0.24
TOTAL		1.00		2.10

Source: Processed Data, 2025

Based on the results above, the strength score is 4.47 while the weakness score is 2.10, resulting in a positive difference of 2.37.

EFAS Matrix (External Factor Analysis Summary) for Kampung Adat Todo

After identifying the external strategic factors, these factors are compiled into the EFAS matrix to formulate the external strategic factors in terms of opportunities and threats for the Kampung Adat Todo tourism object.

EFAS Analysis – Opportunities

NO.	EXTERNAL FACTORS	WEIGHT	RATING	SCORE
OPPORTUNITIES				
1	Increasing economic growth of the community and Village Original Income (PADes).	0.25	5	1.27
2	High tourist interest in visiting Kampung Adat Todo, enhancing supporting tourist attractions in the area.	0.24	5	1.18
3	Enhancement of tourism products to increase added value and economic sustainability around the tourism site.	0.25	4	1.02
4	Economic growth through the creative economy, such as traditional cloth sales or rentals to visitors.	0.25	4	1.02
TOTAL		1.00		4.49

Source: Processed Data, 2025

EFAS Analysis – Threats

NO.	EXTERNAL FACTORS	WEIGHT	RATING	SCORE
THREATS				
1	Community conflicts are potentially hindering sustainable tourism development.	0.21	3	0.62
2	Tourist behaviors that damage, vandalize, or pollute the Kampung Adat Todo area.	0.22	3	0.67
3	Low accountability of academics as research and development institutions.	0.17	2	0.34
4	Presence of competitors or tourism types with similar characteristics to Kampung Adat Todo.	0.19	2	0.38
5	Influence of foreign cultures altering community lifestyles and threatening local cultural preservation.	0.21	3	0.62
TOTAL		1.00		2.64

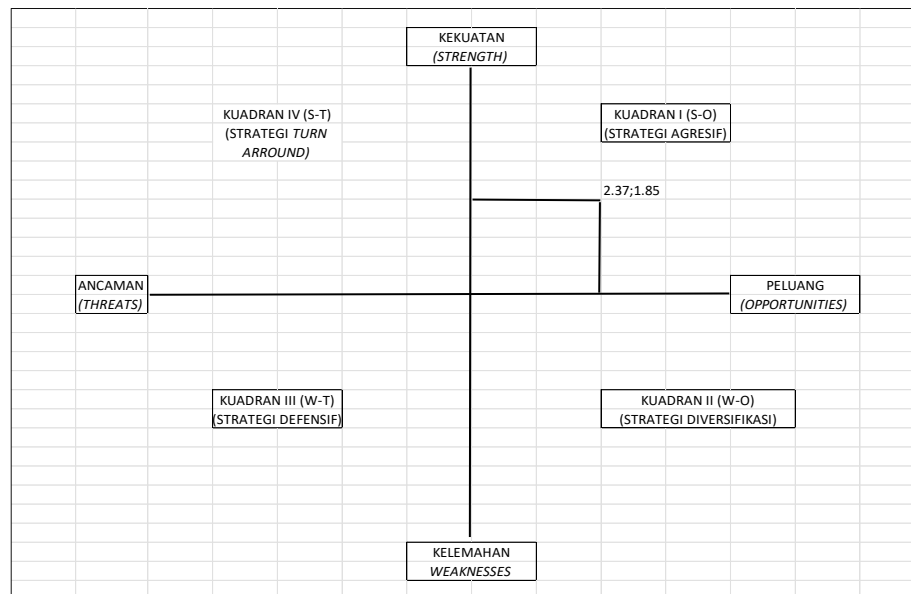
Source: Processed Data, 2025

From the above results, the opportunities score is 4.49 and the threats score is 2.64, yielding a difference of 1.85.

Determining Coordinates Based on IFAS and EFAS Scores

Factor	Value
Strengths – Weaknesses	$4.47 - 2.10 = 2.37$
Opportunities – Threats	$4.49 - 2.64 = 1.85$

SWOT Analysis Quadrant



USG Analysis (Urgency, Seriousness, Growth)

NO.	SEQUENCE	RESPONSE OPTIONS	CATEGORY	U	S	G	TOTAL
1	STRENGTHS	Kampung Adat Todo is rich in culture (local Manggarai arts, history, philosophy).	4	5	4	13	
		Has sacred traditional rituals	3	4	3	10	
		Presence of historical artifacts (drums made from human skin, Dutch-era cannons).	3	4	2	9	
		Unique two-color traditional cloth, red and black, observable production process.	4	4	4	12	
		Friendly community towards tourists	5	5	4	14	
		Partial (not comprehensive) pentahelix stakeholder collaboration	4	4	3	11	
2	WEAKNESSES	Low public awareness of tourism potential at Kampung Adat Todo	5	5	4	14	
		Lack of public transportation availability	4	4	3	11	
		Lack of foreign currency exchange facilities	3	4	2	9	
		Limited accommodation access (restaurants, lodging, sanitation)	5	5	4	14	
		Damaged road infrastructure	4	4	3	11	
		Absence of visitor regulations	3	4	3	10	
		Low media participation in tourism promotion	4	4	3	11	

3	OPPORTUNITIES	Increase in community economic growth and Village Original Income (PADes)	5	5	4	14
		High tourist interest boosting supporting attractions	4	5	4	13
		Improvement of tourism products for added value and sustainability	5	5	4	14
		Economic growth via creative economy (traditional cloth sales/rental)	4	5	5	14
4	THREATS	Community conflicts hindering tourism sustainability	4	5	3	12
		Damaging behaviors by tourists	5	5	3	13
		Low accountability of academic institutions in R&D	3	4	3	10
		Competitors with similar tourism characteristics	4	4	3	11
		Influence of foreign culture threatening local traditions	4	5	3	12

Source: Processed Data, 2025

From the USG analysis, the priority development area lies within the **strengths**, particularly the friendly nature of the community towards tourists with the highest score of 14. Meanwhile, in the **opportunities** category, three key opportunities also scored highest (14), namely: increasing community economic growth and Village Original Income, improving tourism products to enhance added value and economic sustainability, and boosting economic growth through creative economy development such as traditional cloth that can be sold or rented to visitors. These economic and tourism-related opportunities suggest that the most relevant strategy is the Strength-Opportunity (S-O) strategy, which maximizes internal strengths to capitalize on external opportunities. Kampung Adat Todo possesses strong cultural uniqueness and distinctive tourism potentials, such as cone-shaped traditional houses with thatched roofs, drums made from human skin, Dutch-era cannons, sacred rituals, a friendly community, and unique traditional cloth motifs. This uniqueness forms the fundamental capital for cultural-based tourism development. Therefore, the roles of each stakeholder in the pentahelix system are essential to support the directed and sustainable implementation of the S-O strategy.

SWOT (Strengths, Weaknesses, Opportunities, Threats) and USG (Urgency, Seriousness, Growth) analyses are used in this research to identify appropriate strategies for developing Todo Traditional Village as a cultural tourism destination. These approaches help examine internal and external factors that influence strategic direction, including existing potential (strengths), present limitations (weaknesses), available opportunities, and potential threats. The research findings provide a foundation for formulating development strategies for Todo Village.

Strategy Development of Todo Traditional Village Based on SWOT Analysis

Based on the SWOT analysis, the total score of strengths (4.47) is significantly higher than weaknesses (2.10), and the opportunity score (4.49) exceeds threats (2.64). This positive difference places Todo Village in Quadrant I of the SWOT matrix, indicating a growth-oriented strategy. Accordingly, the development strategy focuses on utilizing internal strengths to seize external opportunities, while addressing weaknesses and anticipating threats.

CONCLUSION

Todo Traditional Village holds strong cultural and historical value. However, development is stalled by infrastructural deficits, minimal community participation, and uncoordinated efforts among stakeholders. Through pentahelix collaboration, each actor should take a proactive role. The government must lead infrastructure improvement; academia should provide community training; media must enhance visibility. This study supports the implementation of collaborative models in rural tourism and calls for participatory planning strategies in further studies.

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