



## THE TRIPLE HELIX FRAMEWORK OF GOVERNMENT LEADERSHIP FOR REGIONAL TOURISM DEVELOPMENT

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### Article Info

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**Abstract:** *The potential of the tourism sector offers opportunities to increase the competitiveness of a region. This prospect lies in implementing the leadership framework of the Triple Helix government. This research aims to establish the correlation between tourism's latent potential and collaborative synergies between local government, industry stakeholders, and the academic community at universities, all in an effort to drive the evolution of the tourism sector. The focus of this research is on leadership and the real results that come from government, embodied in the Triple Helix policy. This study uses a qualitative method to assess and analyze the Triple Helix. This approach includes analysis of underlying causal factors, evaluation of results, and analysis of interactive models. The results of the study show that the leadership aspect in the context of the Triple Helix government framework has not yet reached its peak, especially in the tourism industry, including (a) increasing the value of superior products, (b) regional income, (c) employment, (d) providing a tourism platform that is recognized in education, (e) offering unique memorabilia, and (f) strengthening the brand identity of the designated Tourism Area. However, this effort shows a suboptimal level of performance due to several deficiencies, covering issues such as (a) formal and informal institutions, (b) the world of work, (c) the domain of production technology, (d) the paradigm of corporate governance ( management), (e) access to market outlets, and (f) infrastructure.*

**Kata Kunci:**  
Framework;  
Kepemimpinan  
Pemerintahan;  
Triple Helix;  
Pariwisata;  
Daerah.

**Abstrak:** Potensi sektor pariwisata menawarkan peluang untuk meningkatkan daya saing suatu daerah. Prospek ini terletak pada penerapan kerangka kepemimpinan pemerintahan Triple Helix. Penelitian ini bertujuan membangun korelasi antara potensi laten pariwisata dan sinergi kolaboratif antara pemerintah daerah, pemangku kepentingan industri, dan komunitas akademik di universitas, semuanya dalam upaya mendorong evolusi sektor pariwisata. Fokus penelitian ini berpusat pada kepemimpinan dan hasil nyata yang berasal dari pemerintah, diwujudkan dalam kebijakan Triple Helix. Penelitian ini menggunakan metode kualitatif untuk menilai Kerangka Triple Helix. Pendekatan ini mencakup analisis faktor penyebab yang mendasari, evaluasi hasil, dan analisis model interaktif. Hasil penelitian bahwa aspek kepemimpinan dalam konteks kerangka pemerintahan Triple Helix belum mencapai puncaknya, khususnya pada industri pariwisata, termasuk (a) meningkatkan nilai produk unggulan, (b) pendapatan daerah, (c) lapangan kerja, (d) menyediakan platform wisata yang berpusat pada pendidikan, (e) menawarkan memorabilia yang khas, dan (f) memperkuat identitas merek dari Kawasan Wisata yang ditunjuk. Namun demikian, upaya ini menunjukkan tingkat kinerja yang kurang optimal karena beberapa kekurangan, meliputi isu-isu seperti (a) lembaga formal dan informal, (b) dunia kerja, (c) domain teknologi produksi, (d) paradigma tata kelola entitas korporasi (manajemen), (e) akses ke outlet pasar, dan (f) infrastruktur.

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## INTRODUCTION

Considering the imperative for integrating the Triple Helix Government Leadership Framework within the ambit of Regional Tourism Development, particularly about localized leadership, Indonesia presents a noteworthy challenge in the realm of contemporary tourism advancement. The impetus behind this research lies in formulating a comprehensive blueprint tailored for enhancing regional tourism. This arises from the intricate nature of applying the Triple Helix governmental leadership model across diverse Indonesian regions, a complexity exacerbated by the multifaceted interests of the political elite. The leadership landscape is enmeshed within a confluence of forces. At the crux of the leadership problem lie local variables, including but not limited to aspiring leaders' affiliations and lineage within political parties, as well as their origin, compounded by the intricacies of electoral dynamics, party-driven support mechanisms, and the intricate web of voters' political inclinations. This assortment of factors emerges as the primary wellspring of potential conflicts. A secondary category of factors of a national ilk further compounds the scenario. This entails the intricate interplay of political transitions, the influential intervention of national elites, the consequential repercussions stemming from local government performance, and the broader striving of the Indonesian populace to navigate a trajectory aligned with the nation's best interests. (Asyhari & Wasitowat, 2015)

The framework governing Tourism Development in the Regions through the lens of the Triple Helix Government Leadership model is commonly denoted as ABG. This acronym encapsulates the symbiotic convergence of Academics, Bold Entrepreneurs, and Government entities. These three integral stakeholders are essential components that necessitate cohesive collaboration to usher in enhanced developments within the realm of tourism. This partnership is underpinned by a policy structure that fosters the amalgamation of distinct trajectories and facets into the societal fabric via an empowerment system. The purpose of this study revolves around articulating a theoretical construct that expounds upon the intricacies of the Triple Helix relationship within the context of tourism development. A conceptual framework emerges as a requisite tool to elucidate the systematic trajectory of the research journey. Furthermore, this conceptual framework serves as an explanatory apparatus, explaining the interrelationships between various abstract elements as guided by the underpinning theoretical model. This elucidation, in turn, facilitates a comprehensive response to the array of research inquiries that have been posited. (Scalia et al., 2018)

In the face of massive scientific output demonstrating model criteria and methods, the theory may need richer applications and examples, especially in areas of inquiry defined by sustainability. This study aims to contribute to closing this gap by (1) drawing a more general view of the triple bottom line, (2) emphasizing the 'triple-helix' function of the triple bottom line, represented in the triple helix of sustainability, and (3) provide examples, both current and essential, as well as some common reasons for using the model as a possible reference in a basic understanding of the complexities of governance for sustainability.

Many parties are involved in tourism activities, including the central government, local governments, the general public, tourist destination communities, professionals, and private investors. In addition, many elements of society, actors, and investors are directly or indirectly involved with tourism. The discussion of leadership in tourism development includes government and private sector leadership. In this case, actors of the Triple Helix concept such as the government, private sector, and community must be able to form a strong leadership character so that tourism can advance as desired. (Sari & Enza Resdiana, 2020)

The role of the government in shaping the trajectory of tourism policy assumes a position of utmost strategic significance, encompassing a series of pivotal responsibilities as follows:

1. Establishing a Collaborative Framework: The foremost duty entails formulating an operational framework that fosters synergistic collaboration between the public and private sectors. This collaborative endeavor serves as a propellant for the advancement of the tourism sector.

2. **Enabling Regulatory Framework:** The government's mandate extends to provisioning and facilitating the requisites of legislation, regulation, and oversight, encompassing domains that span tourism, environmental conservation, and the safeguarding of cultural heritage.
3. **Infrastructure Development:** Undertaking the establishment of comprehensive transportation infrastructure spanning land, sea, and air, complemented by a robust communication network. These infrastructural underpinnings are pivotal for enhancing tourism accessibility and connectivity.
4. **Human Resource Enhancement:** Facilitating the augmentation of human resource quality assumes paramount importance. This is realized through providing avenues for professional education and training tailored to meet the workforce requisites of the ever-evolving tourism sector.
5. **Policy Translation:** A pivotal role involves translating nuanced tourism policies into practical action plans, effectively bridging policy design with tangible outcomes.

Furthermore, the progression of technology has brought forth a transformative shift. Equipment that previously functioned in an analog capacity has now evolved digitally. Even manual processes have transitioned into an automated paradigm, a testament to the pervasive impact of technological advancement. (Rustoyo, 2018).

## RESEARCH METHOD

The methodology employed within this study aligns with the qualitative research paradigm, which is fundamentally geared towards the comprehensive comprehension of a given social phenomenon. The overarching aim of this approach is to extract insights and meanings from a research perspective. Given the nature of this investigation, where literature is the principal data source, the study encompasses a spectrum of written materials such as journals, proceedings, and pertinent books. This literature pool is drawn from diverse sources, encompassing materials relevant to the central issues underpinning this study and extending to materials tangential to other related topics.

1. The primary objective of this study lies in furnishing an overarching understanding of distinct social phenomena that manifest within society. This is achieved by applying an inductive reasoning pattern, which embodies a trajectory that progresses from specific instances towards more generalized insights. The research unfolds across a tripartite framework:
2. **Preliminary Research:** This initial phase is dedicated to an empirical exploration to pinpoint the pertinent issues and gaps within the domain under scrutiny.
3. **Literature Review:** The subsequent stage entails surveying existing literature to identify the most apt collaborative concepts. This discernment facilitates the concretization of the Triple Helix Government Leadership paradigm in tourism development.

**Final Analysis and Discussion:** The conclusive phase encompasses an in-depth analysis and discourse surrounding the proposed conceptual framework. Here, the findings are synthesized to present a coherent and comprehensive overview. (Haris, 2010)

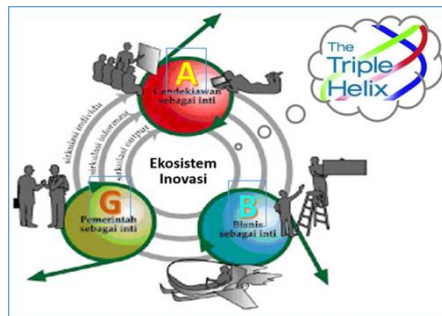
## RESULT AND DISCUSSION

### Triple Helix Interaction Pattern

Triple Helix theory as an innovation-based policy development method. This theory emphasizes the importance of building synergies between the intellectual, business, and government poles. This theory aims to create a sustainable economy based on science. The exchange of knowledge is expected to produce innovations with economic potential or knowledge capital as a result of this synergy. (Zhou & Etzkowitz, 2021) Triple Helix as the leading actor must always move and circulate to form knowledge spaces, knowledge spaces where the three actors already have the same understanding and knowledge, which will lead the three actors to create a consensus space, a space of agreement in which these three actors begin to make agreements. and dedication to something that will eventually lead to the formation of Innovation spaces, which can be packaged into creative products worth money. The opening of interaction between the main actors in the Triple Helix can be analyzed as follows:

- 1) Knowledge Space: This is where people from different disciplines begin to focus and participate in the exchange of information, ideas, and concepts. Discourses and ideas evolve and are constantly being strengthened.
- 2) Consensus Room: This is where commitments that lead to specific initiatives and projects and the formation of new companies begin. It is also reinforced by disseminating credible and neutral information, which fosters trust in the individuals involved and makes them consensus advocates.
- 3) Innovation Space: Here, the innovations created have been formalized and transformed into knowledge capital in the form of business realization, new product realization, participation from financial institutions (e.g., Seed Capital, Angel Capital, Venture Capital), and government support in the form of incentives, strict enforcement of IPR laws, and so on.

**Figure 1. Triple Helix Interaction Pattern**



Source : (Cai & Etzkowitz, 2020)

#### Triple Helix Role Analysis

##### 1) Intelligence

Intellectuals assume a pivotal role in propagating and applying knowledge, artistic expression, and technological advancements. Additionally, they contribute to cultivating positive values that underpin the evolution of creative industries within society. As integral members of the intellectual community situated within higher education and research institutions, these intellectuals wield significant influence in steering the creative economy's development trajectory. The contributions of academics within this context can be delineated into three distinct roles, as articulated within the Tri Dharma of Higher Education: Educational Role: This role focuses on cultivating a conducive environment for the emergence of a generation inclined towards creativity, fostering a mindset that encourages the germination of initiatives and achievements within the domain of creative industries; Research Role: Intellectuals engage in research endeavors aimed at furnishing policy models for the growth of creative industries. This encompasses identifying requisite instruments and innovative products that can drive the creative economy's progression. Policy Input for Tourism: A further facet of the research role is the provision of insights that inform the formulation of policy models on tourism development.

These scholars are expected to exhibit a robust disciplinary foundation and an experimental disposition. Furthermore, they should demonstrate a capacity to embrace diverse perspectives through empathy and ethical consideration. Creative problem-solving, cross-sectoral analysis, adeptness with information and communication technology (ICT), and active participation in knowledge enrichment forums are essential attributes. The cultivation of knowledge and art transpires on both national and international fronts, encompassing both formal and informal avenues of engagement. (Dameri et al., 2016)

##### 2) Business

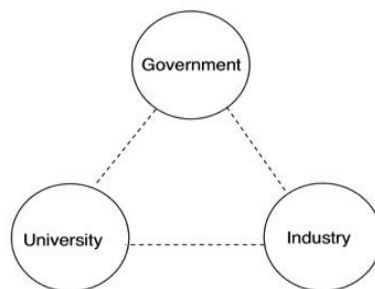
Business actors encompass a diverse spectrum, including investors, pioneering technologists, and consumers, all within the ambit of the creative industry. In each capacity, these business participants bear a collective responsibility to uphold and endorse the sustainability of the creative sector. An illustrative approach involves the prioritization of indigenous creative industry inputs, such as incorporating creative services into research and advertising endeavors. The multifaceted role undertaken by business actors in

propelling the advancement of the creative industry unfolds as follows: Creators: Positioned as a hub of innovative excellence, creators of products and services are pivotal in the development of the creative industry. This role entails not only generating innovative products but also identifying new markets capable of absorbing these offerings. Furthermore, it contributes to job creation for creative professionals and other support functions; Community Shapers and Creative Entrepreneurs: Functioning as catalytic forces, these actors foster an environment conducive to idea exchange and mentorship. They orchestrate public spaces that facilitate the refinement of creative business ideas and also offer business coaching and management training tailored to the unique dynamics of the creative industry. To excel in these roles, businesses must demonstrate a repertoire of skills and competencies. This includes adept conceptualization, the capacity to generate novel product and service variations, proficiency in organizational dynamics and collaboration, the finesse of diplomacy that underscores cooperation, resilience in the face of setbacks, mastery of technical intricacies, and acumen in financial planning. These attributes collectively empower business actors to execute their roles effectively and contribute significantly to the evolution of the creative industry.

3) Government

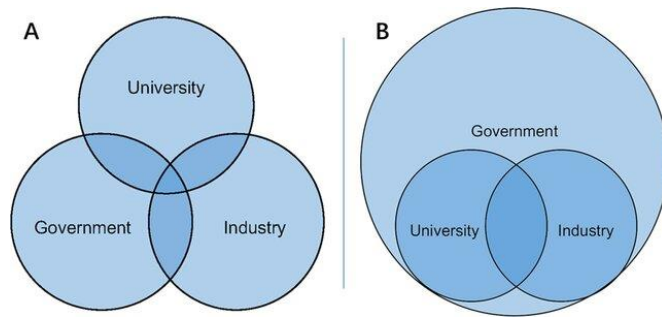
Government involvement is needed in the growth of creative industries, primarily through effective management of regional autonomy, enforcement of democracy, and application of sound governance principles. These three issues are not new; They have developed into a significant reform agenda. All three are favorable circumstances for the growth of creative ventures if successful. The central involvement of the government in the development of the creative industries is as follows: (1). Catalysts, facilitators, and advocates who stimulate, question, and promote business ideas to advance to higher levels of competence. This assistance does not have to take the form of financial aid, incentives, or protection; It can also be the determination of the government to exercise its political authority proportionately and to provide high-quality public administration services. (2). Regulators who develop regulations affecting people, industries, institutions, financial services, natural resources, and technology. The government can encourage the growth of the creative industry if it can implement regulations that promote a conducive business climate for the sector. (3). Individuals who become consumers, investors, or even entrepreneurs. As an investor, the government should be able to use state assets for productive purposes in the creative economy and be responsible for industrial infrastructure investment. (Scalia et al., 2018)

**Figure 2. The Role of Triple Helix**



Source : (QIN et al., 2017)

The triple helix can be observed from various angles and viewpoints (Leydesdorff, 2012). For example, the relationship between universities and business or government can be viewed from an institutional or communicative point of view. Although this interpretation of the triple helix model differs from others, it accurately describes the concept. This neo-institutional perspective distinguishes three arrangements in terms of how elements of university institutions, industry, and government are positioned in relation to each other: static arrangements (state models), laissez-faire arrangements (free markets), and balanced arrangements. (Ranga & Etzkowitz, 2013)



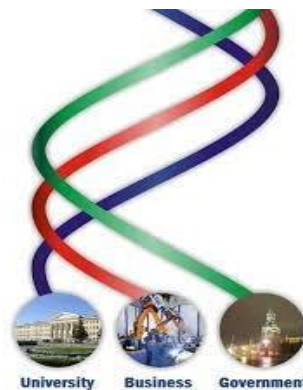
**Figure 3. Statist Model**

Source : (Li & Fang, 2019)

The neo-evolutionary version of the triple helix model is comprehensive enough to accommodate multiple observers' points of view and guide the search for heuristically newly developed modes of interaction. Universities, industry, and government are all subgroups of social systems that interact through networks of recursive networks and the organizations that transform them. Through reflexive sub-dynamics such as markets and technological innovation, the constitution of their institutions.

This research focuses on a straightforward theme: the Triple Helix Framework for Regional Tourism Development. On this occasion, the researcher raised it to the level of the triple helix government leadership model, in terms of leadership, so that it became a significant task for the government, both national and regional. This situation has resulted in major consequences and obstacles to the process of tourism development in the region. The problems raised include the hegemony of certain actors, the diversity of interests of actors, the difficulty of accessing resources in the regions, and the certainty of generating economic value from the development of these regions. (Praswati, 2017)

**Figure 4. The Triple Helix model stages align positions between Academia, Business, and Government**



Source : The Triple Helix (Etzkowitz, 2008)

A potential resolution for this predicament lies in the pursuit of collaborative development, characterized by the active involvement of all stakeholders within a symbiotic partnership framework. Similarly, numerous challenges pervade various domains, impacting employers through issues such as inadequate wages and job insecurity, while academics grapple with the unfulfilled mandate of revolutionizing education in Indonesia. Moreover, distressing indicators like a low human development index and an inability to spearhead global educational revolutions compound these difficulties. In light of these multifaceted societal issues, stakeholders are compelled to engage in continual collaboration to instigate transformative growth within regional tourism.

Within this context, the "Triple Helix" leadership model serves as a metaphorical lens through which various stakeholders operate. Government entities, academia, represented by colleges and educational institutions, and entrepreneurial endeavors are depicted as the pivotal

forces that coalesce within this model. These stakeholders are essential in propelling positive change, fostering regional tourism growth and development, and mitigating the challenges across diverse sectors. The synergy and collaboration among these forces are instrumental in addressing multifaceted challenges and catalyzing progress.

The central discourse presented within this paper centers around the profound influence of the Triple Helix model on the advancement of regional tourism. The primary focal point of inquiry pertains to the multi-faceted impact of various stakeholders and their roles within this framework. The initial dimension under scrutiny is the role played by tourism actors, who constitute the commercial facet of the tourism ecosystem. This category is further segmented into three distinct segments: the tourism industry, the assessment of environmental carrying capacity, and the engagement of local communities and governments. These stakeholders collectively contribute to the construction of sustainable tourism, working towards preserving physical heritage, promoting indigenous culture, cultivating social sustainability, and establishing enduring avenues for development and employment within local communities. Subsequently, the focus shifts to the role of government within this construct. Here, the government assumes the mantle of a catalyst, regulator, facilitator, and entrepreneurial mentor. This multifaceted role involves supporting and empowering business actors within the context of the Triple Helix, thereby spurring innovation and propelling the growth of the tourism industry. (Szendi, 2021)

Furthermore, the academic dimension within the Tri Dharma of Higher Education is examined. This dimension encompasses the roles of education, research, and community service carried out by academia. Higher education institutions contribute significantly by providing the government with distinct capabilities and resources that can be harnessed to bolster the creative industries. Each institution's unique strengths and limitations serve as a reservoir of potential that can be tapped to reinforce the growth of creative sectors. In summation, the dynamics of the Triple Helix model offer a comprehensive framework for examining stakeholders' roles in the realm of regional tourism development. This interplay of forces collectively drives the evolution of the tourism landscape while fostering sustainability and innovation. (Calzada & Cowie, 2017)

#### *The Role of Business Actors*

In addition to contributing to regional macroeconomic development, business actors also play an essential role in encouraging innovation and building regional symbols. The growth of creative enterprises will have an impact on regional economic processes, where innovative enterprises will also increase tourism bargaining power through the lens of three concepts: (a) what can be seen, (b) what can be learned, and (c) what can be purchased. The innovation process pioneered by the fruit chip industry is a valuable cultural asset that must be maintained because not all locations can process such great potential as agricultural products into fruit chips. (Mahojwala, 2021).

#### *The Role of Government*

To overcome current commercial barriers, local government participation and policies are needed. According to the study, local governments have taken various steps to encourage the growth of creative businesses. Efforts that have been made are: (a) encouraging business legality through the distribution of free SIUP, although it has not reached all creative business actors; (b) improve the ease of business licensing; (c) increase the promotion of creative products, both locally and through exhibitions held outside the region; and (d) conduct training for technical purposes of production and managerial management, but it is still short-term or short-term in nature. Each local government has its own focus on developing synergistic potential, such as Regional Governments that focus on modern tourism, agrotourism, and culinary-based creative industries, then on education, tourism services, and processing industries, one of them. which is food-based. and beverages (culinary), as well as local governments that intensively develop the potential of agriculture and processing industries, in particular. However, in an ideal world, the role of government should be expanded to address the huge gaps faced by corporate actors. Determining government functions will be the basis for several policies aimed at regional micro and macroeconomic growth. (Leydesdorff & Ivanova, 2021)

### *The Role of Academics*

When the role of academics is examined through the lens of development theory and outcomes, it is clear that they belong to the group of major players. To play an active role, university academicians must have a robust, disciplined, and experimental spirit, respect opposing views (empathy and ethics), solve problems creatively, make cross-sectoral observations, and use appropriate information technology, computers, and technology. fluent, and a forum for enriching science and art formally and informally at national and international levels. The second task is to improve education by enabling business actors to build business technology. Triple Helix cooperation aims to create knowledge spaces where all three actors have the same understanding and expertise, leading to a consensus space, a consensus space, and a commitment to developing packaged innovation spaces. become economically viable creative output. (Zhou & Etzkowitz, 2021)

The functions of the three universities in research are separated into two components: introducing and solving challenges related to the growth of the creative economy. The purpose of problem identification through research is to develop the following academic characteristics: (a) sensitivity to the environment; (b) flexibility, openness, curiosity, and selection; (c) free judgment that aspires to be unique but does not deviate from a creative orientation; (d) tolerance for ambiguity, complexity, and irregularity that can occur in all aspects of life; and (e) mental flexibility. Problem-solving through research aims to enable universities to develop new values in the following fields: (a) creative approaches and scientific concepts, (b) production techniques, (c) distribution and marketing patterns, and (d) entrepreneurship. (Cabrera-Flores et al., 2020)

Economic growth theory has cast varied roles and significance onto innovation and knowledge. This study delves into the theory and implementation of the helix model, wherein the central players in the innovation process—namely businesses, universities, government bodies, and, ultimately, civil society—forge collaborative alliances to expedite the transfer of research outcomes and catalyze regional growth. The purview of this research predominantly revolves around the local and regional context, with a pronounced emphasis on discerning potential influences on the practical implementation of such models at the regional echelon. This inquiry is a guiding reference in formulating Research and Innovation Strategies for Smart Specialization.

A thorough literature examination lends historical context to the Triple Helix hypothesis. The exploration drills down into the pivotal roles of various stakeholders immersed in generating and disseminating knowledge and innovation. Moreover, it tracks the dynamic evolution of these roles through time, elucidating the reciprocal dynamics between key operational elements of the model. Within the realm of regional tourism development, the Triple Helix model assumes a critical role as an analytical framework. This framework probes the functioning of each helix in generating innovative practices within a given region. It furnishes policymakers with adaptive tools derived from the model, facilitating model-aligned policies and growth trajectories. This approach factors in contextual circumstances, ranging from statistical paradigms to laissez-faire or balanced regimes. (Halilem, 2010)

The Triple Helix is predicated on a technological paradigm, perpetually cycling through renewal, a phenomenon seldom witnessed at the territorial level. To circumvent the constraints and insensitivity to democratic augmentation that the model occasionally faces, an augmented innovation strategy has been conceived. This expanded strategy integrates a social perspective into the Triple Helix concept, manifested through exploring the 'fourth' helix. (RACHIM et al., 2020)

This paper culminates in the proposition of a framework for government leadership. Additionally, it proffers insights into the intricate factors governing the operationalization of the Triple Helix strategy, which, in essence, is geared towards innovative objectives of regional tourism development and concomitant regional growth.

### **CONCLUSION**

The concept of Triple Helix leadership is a concept that has been explored within the realm of tourism development. In essence, it entails a humility-driven approach to leadership, aimed at



fostering regional improvement. The formulation and evolution of the Triple Helix Concept Model acquire heightened significance against the backdrop of the escalating challenges posed by both global and local competition. In response to this dynamic, scholars and researchers are proactively extending invitations to regional leaders from academia, business sectors (entrepreneurs), and government entities, with the intent of fostering collaborative ideation. This collaborative spirit seeks to harness the potential of each Triple Helix constituent for the collective betterment of the region.

As a consequence, the "Triple Helix Leadership Framework" emerges as a tangible product a blueprint that encapsulates a leadership model geared towards the welfare of the community within the region. Across numerous locales, the Triple Helix Model has been effectively employed as a guiding paradigm for leadership in regional tourism development. These regions have adeptly harnessed the synergy of academia, entrepreneurial prowess, and governmental support to rekindle the flames of advancement. In doing so, they have succeeded in rejuvenating their cultural and economic landscapes by capitalizing on the collective potential of colleges, business leaders, and government institutions to catalyze growth in the realm of regional tourism.

Leadership approach consistently places a premium on academic research policies, prioritizing measures that yield the most profound impact. The researcher advocates for an expanded scope in the realm of "Triple Helix" leadership, encompassing not only the previously outlined domains but also encompassing additional territories that harbor the potential to pave the way for transformative change within the nation. These regions are envisioned to serve as catalytic agents, steering leadership dynamics within the sphere of globalization partnerships.

The prospect unfolds with Indonesia emerging as a beacon of progress, transcending its classification as a country marred by disorder. By embracing and implementing the tenets of the Triple Helix concept, Indonesia can usher in a new era marked by harmonized collaboration among academia, business, and government. This holistic collaboration possesses the latent capacity to ignite positive change, ultimately steering the nation toward a trajectory characterized by progress, unity, and strategic global engagement.

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