Pentahelix-Based Stakeholder Governance Model at the Tugu Khatulistiwa in Pontianak City

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A B S T R A C T		A R T I C L E I N F O
This study aims to identify stakeholder interests and determine the governance model for monuments as tourist attractions, focusing on the Tugu Khatulistiwa in Pontianak City, Indonesia. The stakeholders involved include the government, local community, media, academics, and industry, collectively referred to as the pentahelix. A qualitative approach was employed, with interviews conducted with 36 informants. Data were analyzed using stakeholder analysis techniques. The findings highlight that collaboration is essential for developing the monument as a tourist attraction.		

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1. INTRODUCTION

Monuments serve as significant tourist attractions, drawing visitors due to their historical, cultural, and aesthetic values. They play a crucial role in the tourism industry by enhancing the cultural landscape and providing memorable experiences. Tourists are often drawn to monuments due to their historical and cultural importance. Studies show that historical monuments, such as medieval castles, are highly preferred by tourists when choosing holiday destinations, with 54.6% of surveyed individuals indicating a preference for such sites (Barma & Serea, 2017). Monuments serve as markers of historical events and cultural heritage, making them essential components of the tourism experience (Kabakchieva, 202).

Previous research emphasises on the importances of marketing the monuments as tourist attractions. Effective marketing strategies can significantly increase tourist interest in monuments. Research suggests that targeting profitable tourist segments and promoting monument-visiting intentions among current visitors can enhance engagement (Petr, 2015) Additionally, providing souvenirs, such as miniatures and history books, and offering guided tours can make the visit more appealing (Ariana & Ariana, 2016).

While the previous research focus on the marketing effort, this research will focus on the good governance in managing the monuments as tourist attractions. Good governance is essential for ensuring the long-term sustainability and competitiveness of any tourism destination. Governance, in this context, refers to the mechanisms, processes, and institutions through which decisions are made and implemented. In the case of tourism management, effective governance involves coordinating the activities of multiple stakeholders, including government bodies, private enterprises, local communities, and other interested parties, to achieve shared goals. As Teguh (2015) explains, good governance enables organizations to gain informational advantages, capitalize on opportunities, and create competitive advantages.

This research focuses on governance by adopting stakeholder-oriented approach. Stakeholders, as defined by Freeman (1984), are any groups or individuals who can affect or be affected by an organization's objectives. In the context of tourism, stakeholders encompass a wide range of actors, including government agencies, private sector businesses, local community organizations, and tourists themselves. These stakeholders have diverse interests and varying degrees of influence, making it essential for destination managers to engage them in decision-making processes. Involving stakeholders in governance not only helps to address resource limitations but also ensures that the needs and perspectives of different groups are taken into account, thereby fostering more sustainable and inclusive tourism development (Lawrence & Weber, 2020).

The Indonesian government has recognized the importance of stakeholder involvement in tourism development and has actively promoted collaborative approaches through the Ministry of Tourism and Creative Economy. A notable example is the pentahelix model, which emphasizes the integration of five key stakeholder groups: Academicians, Business, Community, Government, and Media (ABCGM). This model encourages these groups to work together in building a destination's competitiveness and sustainability. The concept of pentahelix collaboration aligns with broader efforts to implement good governance practices in tourism, as it fosters synergies between different sectors and promotes a holistic approach to destination management (Soemaryani, 2016).

Stakeholder analysis is a method used to identify and assess the interests, influence, and relationships of different actors within a system (Reed et al., 2009). By mapping out the stakeholders involved in the monument's governance, as well as their respective roles and levels of influence, decision-makers can better understand the dynamics at play and develop more targeted strategies for engaging stakeholders in the management process. In conducting this stakeholder analysis, the researchers will focus on identifying the actual pentahelix elements at the Tugu Khatulistiwa and analyzing the interests and influence of each stakeholder. This analysis will provide valuable insights into the power dynamics and competing interests that shape the governance of the monument. For example, the analysis may reveal that certain stakeholders, such as government agencies or local businesses, wield significant influence over decision-making processes, while others, such as local communities, may be marginalized or excluded from key discussions. Understanding these dynamics will be crucial for developing a governance model that ensures all stakeholders have a voice in the management of the site.

The ultimate goal of this research is to develop a stakeholder governance model that can guide the future management of the Tugu Khatulistiwa. This model will be based on the principles of good governance, including stakeholder engagement, transparency, accountability, effectiveness, and efficiency (Pechlaner et al., 2012). By applying these principles, the model will seek to address the existing governance challenges at the monument and enhance its appeal as a tourism destination. Moreover, the model will provide a framework for coordinating the activities of different stakeholders, ensuring that their interests are aligned and that they work together to achieve shared goals.

This research is significant for several reasons. First, it contributes to the broader literature on tourism governance, particularly in the context of heritage sites and tourist attractions in developing regions. The findings of this study can serve as a reference for future research on stakeholder governance models in similar contexts, helping to build a more comprehensive understanding of how different stakeholders can collaborate to enhance tourism competitiveness. Second, the research has practical implications for policymakers and tourism managers in Pontianak. By identifying the key stakeholders involved in the governance of the Tugu Khatulistiwa and proposing a stakeholder governance model, this study offers actionable recommendations for improving the management of the site and ensuring its long-term sustainability. The stakeholder governance model proposed in this study aims to provide a roadmap for achieving this goal, ensuring that the Tugu Khatulistiwa continues to serve as a symbol of both scientific and cultural importance for generations to come.

2. METHODS

2.1 Research Design

This study employs a qualitative approach. Data collection is conducted through observations, literature reviews, interviews, and questionnaires. The collected data comprises both primary and secondary data. According to Walidin et al. (2015), qualitative research aims to achieve a deep understanding of social issues. This type of research is conducted in a natural setting without any manipulation or treatment of the involved variables. Elvera and Astarina (2021) define qualitative research as a method where findings are not obtained through statistical procedures but through the understanding and interpretation of the meaning of an event from the researcher's perspective. The theoretical foundation serves as a guide, ensuring that the research focus aligns with the field facts. Data obtained, whether written or verbal, are described in narrative form (descriptively), illustrating the actual conditions, history, characteristics, or traits (Walidin et al., 2015). Data must always be collected by the researcher directly. Data analysis occurs concurrently with data collection (Elvera & Astarina, 2021). The researcher conducted interviews with stakeholders who have direct involvement or influence at the Tugu Khatulistiwa, including academics, private sector representatives, community members, government officials, and media personnel. A total of 36 informants participated in this study. Participants were selected using snowball sampling. According to Elvera & Astarina (2021), this technique involves identifying samples based on previous sample tracking. Initially, the sample size is small but grows as more information about additional potential samples becomes available. Observations were conducted at the Tugu Khatulistiwa in Pontianak City. Interview locations varied for each informant, based on their availability.

2.2 Data Collection

This research involves the collection of both primary and secondary data. Elvera & Astarina (2021) describe primary data as raw data that needs processing to generate the desired information. This data is collected directly from the research object. Secondary data, on the other hand, is not obtained directly from the original source but from other parties (Elvera & Astarina, 2021). This may include records, reports, evidence, and documentary data. Secondary data is used to uncover facts or develop models.

Data collection techniques employed in this research include: Direct Observation, This technique allows the researcher to gather detailed data on behaviors and events. Observations are recorded to complement interview data (Elvera & Astarina, 2021). Interviews, Elvera and Astarina (2021) define interviews as a data collection method where questions are posed verbally to informants. Interviews aim to obtain more detailed and in-depth information. Interviews were conducted face-to-face or online if in-person meetings were not feasible. The Pontianak Youth, Sports, and Tourism Office served as a key informant for this study. In addition to the 36 informants as compiled in Table 2.1.

Table 1 List of Informants

No	Affiliations	Stakeholders
1	Academics	Tanjungpura University, IAIN, IKIP PGRI
2	Business/Industry	Hotel, restaurants, Food Vendors, Souvenir Sellers. Boat Service Providers, Tour and Travel,
3	Community	Pokdarwis Khatulistiwa, PHRI, ASITA, HPI, Pontura
4	Government	Youth, Sports, and Tourism Department (Disporapar) of Pontianak City, Education and Culture Department (Disdikbud) of Pontianak City, Regional Development Planning Agency (Bappeda) of Pontianak City, Public Works and Housing Department (PUPR) of Pontianak City, Communication and Information Department (Diskominfo) of Pontianak City, Pontianak Utara Subdistrict Head (Camat), Batulayang Village Head (Lurah), National Research and Innovation Agency (BRIN) of West Kalimantan, Cultural Heritage Preservation Agency (BPNB) of West Kalimantan, Transportation Department (Dishub) of Pontianak City, Pontianak Utara Police Sector (Polsek), Regional Finance Agency (BKD) of Pontianak City,Environmental Department (DLH) of Pontianak City, Pontianak Utara Military District Command (Koramil), Municipal Police (Satpol PP) of Pontianak City, Water and Air Police Corps (Korpolairud) of West Kalimantan Police Department.
5	Media	TVRI Kalbar, RRI, Radio Sonora, Kompas TV Pontianak Bureau, Pontianak Post, Hi! Pontianak.

2.3 Data Analysis

Data analysis is conducted using the stakeholder analysis method as outlined by Reed et al. (2009), which involves three phases and six steps. Reed et al. (2009) propose a comprehensive stakeholder analysis framework designed to identify, understand, and engage stakeholders in environmental and resource management contexts. This method is systematic and adaptable, making it suitable for various research areas, including tourism governance. The three phases and six steps are as follows:

Phase	Steps
Phase 1: Identification	**Step 1: Identify Stakeholders**: ● Determine all individuals, groups, or organizations with an interest in or influence over the project (in this case, the monument as a tourist attraction). ● Techniques include brainstorming, review of existing records, or consultations with key informants.
Phase 2: Differentiation and Categorization	**Step 2: Classify Stakeholders**:

Phase	Steps
	● Group stakeholders based on shared characteristics, roles, or relationships (e.g., government, community, media, academics, and industry). ● Use tools like stakeholder mapping or typologies to understand their roles. **Step 3: Prioritize Stakeholders**: ● Assess stakeholders based on criteria such as power, interest, legitimacy, and urgency. ● Methods like power-interest grids or salience models can help prioritize stakeholders for engagement.
Phase 3: Engagement	**Step 4: Understand Stakeholder Interests and Objectives**: ● Explore stakeholders' goals, needs, and perspectives regarding the development of the monument as a tourist attraction. ● This step can involve qualitative methods like interviews or focus groups. **Step 5: Explore Stakeholder Relationships**: ● Analyze interactions and dependencies among stakeholders to identify potential conflicts or synergies. ● Tools like social network analysis or influence diagrams may be used. **Step 6: Develop Strategies for Stakeholder Involvement**: ● Based on the analysis, create strategies to engage stakeholders effectively, ensuring collaboration and conflict resolution. ● Propose mechanisms like joint decision-making forums or partnerships tailored to the stakeholders' characteristics.

By applying this method, the study ensures a structured and thorough understanding of the stakeholders involved in developing the Tugu Khatulistiwa as a tourist attraction. It helps uncover stakeholder interests, power dynamics, and potential collaborations, which are essential for proposing a governance model that is inclusive and sustainable.

3. RESULTS

The essence of the stakeholders interaction in developing the monument for tourist attractions is collaboration. Consequently, the researcher develops an appropriate

stakeholder governance model. The established stakeholder governance model is collaborative, with the government (Pontianak Youth and Sports Office) serving as the leading stakeholder and key actor that facilitates collaboration with other stakeholders. The following is the stakeholder governance model of the Tugu Khatulistiwa, as presented in Figure 3.1.

The Pontianak City Tourism and Culture Office (Disporapar) holds the most crucial role in managing tourism activities, which is the primary function of the Tugu Khatulistiwa. Disporapar leads the stakeholders, initiating cooperation with other stakeholders. Although not all collaborations are formalised through MoUs, Disporapar consistently provides opportunities for other stakeholders to actively participate in annual promotions and festivals held at the Tugu Khatulistiwa. For example, Disporapar always assigns a role to the Tourism Awareness Group (Pokdarwis) to contribute to the culmination festival, such as by providing space to promote their handicrafts and culinary products. In the planning and infrastructure development of the Tugu Khatulistiwa, the Regional Development Planning Agency (Bappeda) and the Public Works and Spatial Planning Office (PUPR) play key roles. Any planning and development at the Tugu Khatulistiwa must be coordinated with Bappeda. Bappeda also functions as a coordinating body, involving all relevant stakeholders in planning meetings. The technical implementation of the development is carried out by the PUPR Office, assisted by contractors.
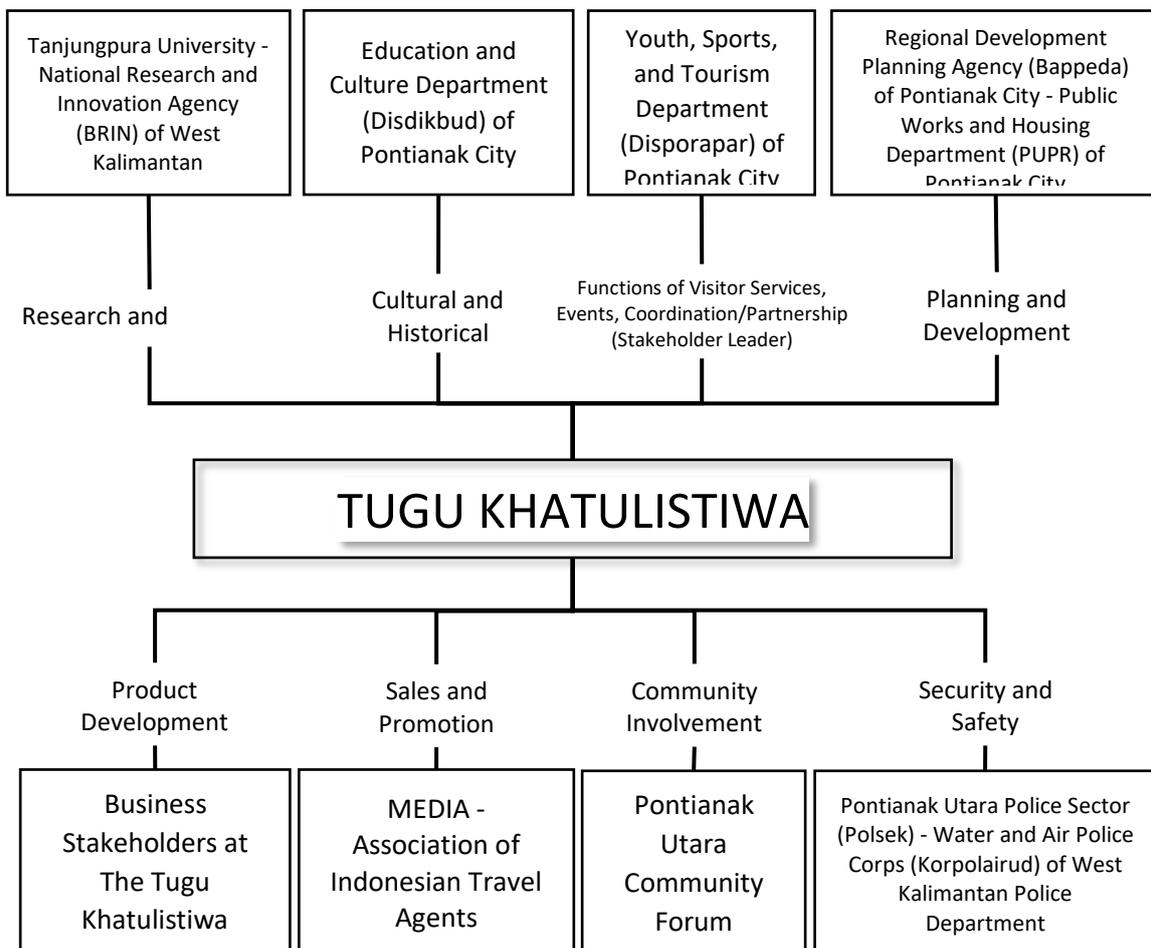

Figure 3.1. Stakeholder Governance Model of the Tugu Khatulistiwa

For research, Tanjungpura University holds the most significant role compared to other academic institutions. As the largest university in West Kalimantan, UNTAN is often involved in various government projects, including those at the Tugu Khatulistiwa. Meanwhile, space-related research or observations concerning the solar culmination event are conducted by the West Kalimantan branch of the National Research and Innovation Agency (BRIN). BRIN also provides telescopes for solar observations during the culmination festival at the Tugu Khatulistiwa. As a cultural heritage site, the Tugu Khatulistiwa also holds historical value, having been established long ago. The Department of Education and Culture (Disdikbud) and the Heritage Preservation Board (BPNB) play key roles in preserving the cultural and historical significance of the Tugu Khatulistiwa.

Businesses at the Tugu Khatulistiwa also play an important role. Food stalls and souvenir shops are essential facilities that must be present at the monument. The vendors sell traditional West Kalimantan food and souvenirs crafted by local artisans. There are also tourist boats ready to take visitors on a journey along the Kapuas River while enjoying local cuisine. The development of these tourism products will become a unique attraction that can increase the number of visitors to the Tugu Khatulistiwa. As the second most influential stakeholder after Disporapar, the involvement of the Indonesian Travel Agents Association (ASITA) at the Tugu Khatulistiwa is crucial. In collaboration with Disporapar, ASITA plays a significant role in promoting and selling travel packages to the Tugu Khatulistiwa. ASITA's extensive network allows them to reach international tourists. Additionally, the role of the media is equally important in disseminating information, publicizing, and promoting the Tugu Khatulistiwa through various platforms, including television, radio, newspapers, and social media. All media outlets share equal importance and influence. In this research, the media with the highest level of importance and influence is TVRI West Kalimantan.

A surprising finding came from the community group. The group representing the local community with the highest level of importance and influence at the Tugu Khatulistiwa is the North Pontianak Community Forum (PONTURA), not Pokdarwis. If the government needs community involvement at the Tugu Khatulistiwa, they can simply contact PONTURA, an organization composed of community leaders in North Pontianak District. Regarding general security at the Tugu Khatulistiwa and the North Pontianak District, the North Pontianak Police Station plays the main role. The police also collaborate with the local military command (Koramil) and the Civil Service Police Unit (Satpol PP) to ensure regional security and order. Meanwhile, security in the waters or river areas falls under the authority of the West Kalimantan Regional Water Police (Korpolairud).

4. DISCUSSION

Collaboration among stakeholders is crucial for the successful development of monument tourist attractions. Effective stakeholder collaboration can enhance heritage

management, innovate cultural tourism experiences, and improve the overall tourist experience. Several key aspects of this stakeholders' collaboration includes communication and coordination, involvement of local communities, innovation and value co-creation, policy and planning, addressing conflicts and power imbalances, and practical implication.

Communication and Coordination

Effective communication between heritage and tourism groups is essential. This includes regular updates and feedback loops to ensure all parties are aligned (Aas et al., 2005). Coordination between various stakeholders, including government officials, local communities, and private entities, is necessary to streamline efforts and avoid conflicts (Yanur & Zaenuri, 2019; Damanik, 2016)

Involvement of Local Communities

Involving local communities in decision-making processes ensures that their needs and perspectives are considered, leading to more sustainable and accepted tourism development (Aas et al., 2005; Damanik, 2016). Engaging local communities in tourism activities can enhance the authenticity of the tourist experience and provide economic benefits to the community (Aas et al., 2005; Anggraini, 2021) 1 10.

Innovation and Value Co-Creation

Collaborating with local stakeholders to innovate and co-create value can significantly enhance the cultural tourism experience. This includes developing new attractions, improving existing ones, and creating unique visitor experiences (Mijnheer & Gamble, 2022). Applying co-creation theories can help in developing collaborative innovations that benefit both the stakeholders and the visitors (Mijnheer & Gamble, 2022).

Policy and Planning

Policy-level stakeholders can provide valuable insights and recommendations to practice-level counterparts on enhancing the attractiveness of World Heritage Sites (WHS) and improving tourist experiences (Juneja et al., 2022). Adequate and applicable planning is needed to develop tourist attractions effectively. This includes market segmentation strategies and aligning stakeholder orientations to promote collaboration (Sautter & Leisen, 1999; Anggraini, 2021) 9 10.

Addressing Conflicts and Power Imbalances

Addressing conflicts and power imbalances among stakeholders is crucial for smooth collaboration. This involves creating structures that reduce power disparities and promote collective learning and consensus-building (Bramwell & Sharman, 1999; Lee, et al., 2010). Establishing collaborative structures can help manage differences and explore mutual strengths, leading to more productive and harmonious development efforts (Lee, et al., 2010; Damanik, 2016).

Practical Implications

Collaborative efforts can generate income for heritage conservation and management, ensuring the sustainability of tourist attractions (Aas et al., 2005). Providing training and capacity-building programs for local communities and stakeholders can enhance their ability to manage and develop tourist attractions effectively (Anggraini, 2021).

5. CONCLUSION

Effective collaboration among stakeholders is essential for the successful development of monument tourist attractions. Key aspects include communication, community involvement, innovation, strategic planning, and conflict management. By addressing these areas, stakeholders can create sustainable and attractive tourist destinations that benefit both the local community and visitors.

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