

HEXA-HELIX STAKEHOLDER COLLABORATION IN THE DEVELOPMENT OF TOURISM AND CREATIVE ECONOMY BASED ON LOCAL WISDOM

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Abstract:
 The tourism sector is the sector that has the most significant contribution in the world in every country. This research aims to examine and analyze the implementation of the hexa-helix principle in developing the tourism business and creative economy in West Sumba. The research was conducted using a descriptive qualitative model. The data collection method used interview and documentation mechanisms, then analyzed using triangulation-based qualitative methods. The results are classified, and coding is carried out to formulate data validation and reliability. This research found that academics, society and tourists answer that tourism in West Sumba has met the requirements in the context of education, meeting community needs and can attract quality tourists and has an impact on increasing local revenue. However, the hexa-helix concept in government, mass media and the business world is still being adjusted and needs to be fully operational. So, it has not reached the optimal level for marketing and developing sustainable tourism infrastructure.

Keywords: Hexa-Helix, Tourism, Sustainable Management, Creative Economy

INTRODUCTION

The tourism sector is the sector that has the most significant contribution in the world in every country. Tourism contributes nine percent to world economic growth (Dias et al., 2023). Candranegara et al. (2022) found that tourism revenues grew very strongly in Asia and made a sizable contribution to GDP in several countries. The tourism sector contributes 4.6 to 4.9 percent to Indonesia's GDP. Therefore, the higher the tourist arrivals in a country, the higher the income in the tourism sector (Irwanti et al., 2023). The sizeable foreign exchange contribution from Indonesian tourism must be balanced with the increase in foreign tourist visits because Indonesia has great potential as a major world tourist destination. There is tropical biodiversity spread across 17,000 islands and cultural pluralism, which includes 1,331 ethnicities and is supported by the main pillars of tourism and the creative economy (Dwiridotjahjono et al., 2022).

There are three main pillars in tourism and the creative economy: innovation, adaptation and collaboration. Talking about innovation, especially policy innovation, cannot be separated from the Helix concept, which is based on the idea that innovation is an interactive result involving various actors (Margaretha et al., 2023). Tourism Stakeholder Theory also argues that in the tourism industry, one stakeholder and another must play an active role in formulating public policies, developing relevant laws and regulations and implementing policies (Hidayaturrahman et al., 2022; Arismayanti et al., 2020).

Since 2009, Indonesia's creative economy development model has used the triple helix, which requires synergy and partnership between three main actors: the government, the private sector, and intellectuals (Martins, 2016). However, current trends show that active participation from creative communities in various regions continues to grow, and currently, triple helix collaboration is developing into a quadruple helix with the addition of community elements to the hexa-helix (Hidayaturrahman et al., 2022; Irwanti et al., 2023; Margaretha et al., 2023). That is important because tourism managers must consider tourism development through a community socio-economic movement approach and tourism development based on a growth approach (Martins, 2016; Arismayanti et al., 2020).

In connection with tourism development, quite a few business actors are utilizing the local potential of their region as an essential ingredient for the products they make, such as adat village site destinations in West Sumba Regency, Indonesia. So indirectly, utilizing regional potential or resources through product innovation can be a promotional medium for developing the local potential of a region (Andrea & Santoso, 2020). Utilizing local potential or resources in every creative product produced will gradually change the public stigma that local products can be typical of regional products. That certainly positively impacts the development of local culture and local culture-based economy in a region (Arismayanti et al., 2017; Lee et al., 2019).

Based on the state of tourism development, which has led to local culture, it can be synergized with development principles based on natural resource extraction (Rismayadi & Maemunah, 2018). One development alternative that can address tourism and environmental sustainability and realize prosperity is the hexa-helix concept (Martins, 2016). Several situations based on existing research results state that tourism, which improves the concept of pentahelix stakeholder categorization to hexa-helix stakeholder categorization, can achieve business sustainability and sees the need to synergize environmental and social aspects (Andrea & Santoso, 2020; Candranegara et al., 2022; Margaretha et al., 2023). According to Lee et al. (2019), the hexa-helix concept can increase the sustainability of tourism businesses even during difficult times for the country's economy. Rismayadi and Maemunah (2018) also stated that the Hexa-helix principle could allegedly answer the challenges of tourism business sustainability. Hexa-helix stakeholder categorization can be stated as an appropriate method to address the need for financial management capabilities felt by tourism actors, especially during critical economic times such as during the COVID-19 pandemic (Pranita et al., 2022; Zhang, 2023). The hexa-helix-based tourism strategy considers customers as a managerial focus, so sustainable management is needed in sustainable tourism development (Boccella & Salerno, 2016; Canaan, 2019).

The hexa-helix paradigm with social and environmental variables leads the business management process to a sustainability strategy (Arismayanti et al., 2020; Dwiridotjahjono et al., 2022). The context of social and environmental preservation is found in every variable in the hexa-helix principle (Arismayanti et al., 2017). Boccella and Salerno (2016) stated that the hexa-helix-based principle of tourism development and creative economy is the right choice in the current era of tourism revival. However, Hidayaturrahman et al. (2022) stated that the hexa-helix principle would only have an impact if business actors were socially and environmentally oriented. The same thing was also conveyed by Canaan (2019), who found that the hexa-helix principle would not be able to have a positive impact if it was only a conceptual arrangement without actual implementation. Lee et al. (2019) also stated that the Hexa-helix must be synergized with all aspects of sustainability and the principles of sustainable development goals promoted by the world today.



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Based on the results of previous research which are still not consistent in finding the results of hexa-helix development in the development of tourism and the creative economy, there is still an opportunity for further investigation in the context of developing a local culture-based tourism business which is very dependent on social and environmental issues such as consistency of sustainability principles based on sustainable development goals (Boccella & Salerno, 2016; Canaan, 2019; Pranita et al., 2022). This research will explore the effectiveness of applying the hexa-helix concept in the tourism business and creative economy based on local culture in Sumbawa, Indonesia. This area was chosen as a research location because it is an area that is very consistent in developing tourism based on local culture in Indonesia, and the tourism products offered are the development of creative ideas based on local wisdom (Zakaria et al., 2019; Firmansyah et al., 2022). This research aims to describe and analyze hexa-helix stakeholder collaboration in developing tourism and a creative economy based on local wisdom in West Sumba Regency, Indonesia.

Stakeholders Theory. Stakeholder theory explains the relationship between a given organization and the people, groups, and others who may participate in its decision-making (Jayawarsa et al., 2021). Stakeholder theory states that an organization is an entity that does not only operate for its interests but is obliged to provide benefits to its stakeholders or stakeholders (Saputra et al., 2023b). Stakeholders include creditors, suppliers, shareholders, consumers, society, government and other interested parties. Stakeholder theory describes that companies are not only responsible for maximizing profits for owners and investors, who can be called shareholders, but are also responsible for providing benefits to society, the social environment, and the government, which can be called stakeholders (Saputra et al., 2022; Hidayah et al., 2023).

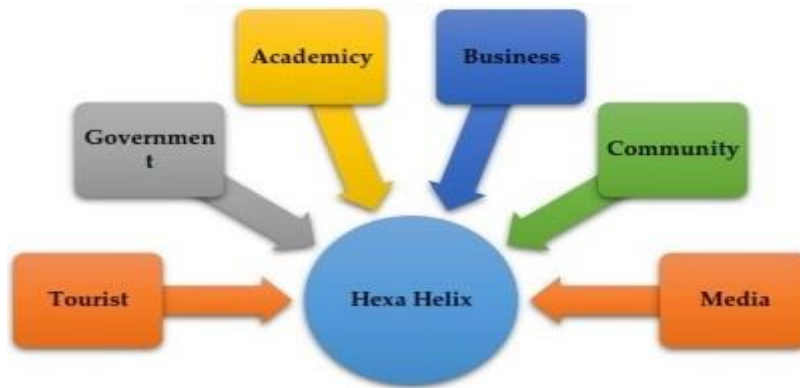
Collaborative Governance. Naturally, collaborative governance arises from the collaboration of one or two public institutions directly with stakeholders in non-public formal collective consensus-oriented and deliberative decisions (Zakaria et al., 2022). The goal is to create or implement public policy or manage a program or public asset. Collaborative management also combines support capacity, leadership and collaboration forums (media) (Rachim et al., 2020). Three things in sequence will identify the problem to be fixed, the authority to direct the forum, and collectively, will lead to finding a solution to the problem. This pattern differs significantly from conventional governments relying on formal authority (Hajar, 2022). The collaborative pattern emphasizes problem discovery and decision-making (Ooi, 2006). That allows the process to involve conventional wisdom and policy expansion based on collaboration between private and public sector organizations (Yudarta & Devine, 2023). Collaborative governance refers to a policy and service delivery model that shifts from government- or market-centered settings to one in which public, non-profit, and private business actors are jointly involved in and responsible for policy-making and service delivery (Saputra et al., 2021).

Hexa-Helix Stakeholder. The Helix concept is a concept in which there is support and participation from various actors to bring innovation to improve development in an area (Yaseen & Acharya, 2012). In its development, the helix concept continues to develop according to the needs of the times, and the developments that occur also complement the previous concept (Alamanda et al., 2018; Kagungan et al., 2023). As time goes by, this helix concept continues to develop in society, starting from now from the concept of Triple Helix, Quadruple Helix, Penta Helix, to Hexa Helix and in this research, researchers use the Hexa Helix concept to find collaboration in developing tourism and the creative economy based on local wisdom at adat village sites in West Sumba Regency (Hidayati et al., 2023). The Hexa-Helix concept is a concept that was developed from the



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previous concept, namely Penta Helix, by adding tourists or tourism aspects to its analytical study (Ooi, 2006; Hajar, 2022).



Source: Zakaria et al. (2019), (2022)

Figure 1. Hexa-Helix Stakeholder

METHODS

The research method used in this research is a descriptive research method with a qualitative approach (Saputra, 2023). Qualitative research methods are often called naturalistic research methods because the research is carried out in natural conditions. That is also known as the ethnographic method because it was initially used more for cultural anthropology research. It is called a qualitative method because the data collected and the analysis are more general and qualitative (Saputra et al., 2022). In qualitative research, the symptoms of an object are holistic so that qualitative researchers will not determine their research only based on research variables but the entire social situation being studied, which includes aspects of place, actors, and activities that interact synergistically (Jayawarsa et al., 2021). Because the problem is too broad, researchers will limit the research problem. The problem boundary in qualitative research is also called focus, which contains the main problem that is still general (Saputra et al., 2021).

The data sources in this research were obtained through interviews with informants and documentation. In the initial stage, informants are determined purposively and then determined in a rolling and expanding manner (snowball sampling) to the next informant until data/information saturation is obtained (Sara et al., 2020). The method used by researchers in this study was purposive sampling to determine informants. The purposive sampling technique is for sampling data sources with specific considerations (Manurung et al., 2022). In this research, informants were determined using a purposive technique. The informants who mastered an object the researcher studied were selected with specific considerations and objectives. From this explanation, the researchers determined 6 hexa-helix collaboration actors purposively with 69 people: academics, business people, affected communities, government, mass media and tourists. Furthermore, the abovementioned informants will be studied using snowball sampling until they reach data saturation (Saputra, 2018).

In qualitative research, data collection is carried out in natural settings. Primary data sources and data collection techniques are mostly participant observation, in-depth interviews, and documentation related to the focus of research problems that have been identified. Determined by researchers, namely hexa-helix stakeholder collaboration. In collecting data, researchers will use



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triangulation techniques. The triangulation technique is defined as a data collection technique that combines several existing data collection techniques and data sources. Researchers use different data collection techniques to obtain data from the same source (Narendra et al., 2023).

Based on this, to see the hexa-helix stakeholder collaboration in developing tourism and creative economy based on local wisdom at the Adat Village Site in West Sumba Regency, researchers will carry out data collection stages starting from observation, interviews, document search, data classification, and data analysis. The collected data will then be analyzed using the descriptive analysis method by displaying or explaining clearly and in detail the conditions and realities that occur in the field. Next, the data obtained is discussed and analyzed to find a more in-depth explanation so that later, the research results related to hexa-helix stakeholder collaboration (Saputra et al., 2019). The explanation of each data analysis step related to the terminology used by researchers is as follows.

1. Researchers start processing and preparing data for analysis. This step involves transcribing interviews, scanning material, typing field data, or sorting and arranging the data into different types depending on the source of information related to the Hexa-helix collaboration.
2. The second step is to read the data as a whole. The first step is to build on the information obtained and reflect on its overall meaning (general sense). At this stage, researchers sometimes write small notes and make memos (minor notes) regarding essential data related to the research focus.
3. The next step is to start coding all the data. Coding is organizing data by collecting pieces (text or images) and writing categories within their boundaries.
4. Next, the coding process describes the setting (domain), people (participants), categories, and themes to be analyzed. This description includes efforts to convey detailed information about people, locations or events in hexa-helix stakeholder collaboration.
5. In The fifth step, the researcher describes the abovementioned themes and presents them again in a qualitative narrative/report. This approach includes a chronology of events, themes (subthemes, unique illustrations, perspectives, and quotes), relationships between themes, visuals, images, or tables regarding the hexa-helix collaboration.
6. The final step is to interpret (interpretation in qualitative research) the meaning of the data. That helps researchers uncover the essence of an idea. Interpretation can take the form of meaning, namely a comparison between research results and information originating from literature or theory. In this case, the researcher confirms whether the research results confirm or deny previous information.

RESULT AND DISCUSSION

The hexa-helix concept forms a healthy creative industry situation so that in a relatively short time, the creative economy becomes a sector that has the opportunity to increase the competitiveness of Indonesian product exports in the global market in addition to having an impact on the national economy and West Sumba Regency in particular in the development of tourism and the creative economy (Yaseen & Acharya, 2012; Yudartha & Devine, 2023). The first hexa-helix concept is academic. In the context of this research, the academic referred to is the educational qualifications possessed by tourism actors (Zakaria et al., 2022; Zhang, 2023). On the research site, vocational education qualifications in the tourism sector received positive attention because they were proven to have more active abilities than public school graduates. The interview results regarding



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academics were conducted with the Head of the West Sumba Regency Tourism, Creative Economy and Culture Office. The results of the interview are as follows.

“Until now, many universities from NTT (East Nusa Tenggara) and outside NTT, such as from Java, have conducted research and studies whose results can be used as recommendations for local government policy, especially those related to the tourism sector in Sumba.”

Based on the results of research and observations carried out by the author, it is known that the Hexa-helix stakeholder collaboration in developing tourism and a creative economy based on local wisdom at the Adat Village Site in West Sumba Regency has involved academic elements as one of the stakeholders who help develop tourism and the creative economy in Sumba. Regional governments can invite the involvement of the academic world in tourism sector activities because the results of research conducted by universities are not only in the form of policy recommendations for other stakeholders such as the business world, society, government, media and tourists but can also be in the form of discoveries (inventions), which can be used as material by actors to open tourism business activities to improve the community's economy (Septiana et al., 2021; Hidayati et al., 2023). Apart from that, universities can also contribute by implementing activities related to tourism through community service carried out by lecturers and students (Solano, 2002). Higher education research activities can be directed at activities related to the tourism sector. Likewise, with service activities, tourism development is more towards quality tourism (Canaan, 2019; Bangkara et al., 2023; Kagungan et al., 2023). Quality tourism is tourism that is not oriented towards quantity but towards quality. Sustainable tourism is essential to reactivating the post-pandemic tourism sector (Umam & Astuti, 2022).

The second principle is the business world, interpreted as public participation (Boccella & Salerno, 2016; Hajar, 2022). The greater public participation, the better it is for tourism development because every business in the tourism sector has added value for regional development (Pranita et al., 2022; Yudartha & Devine, 2023). Likewise, with village development, the business world plays a significant role. The interview was conducted with Charles Hermanu, Head of the West Sumba Regency Creative Economy and Culture Tourism Office. The results of the interview are as follows.

“To develop tourism businesses in West Sumba Regency, we need the business world's involvement to improve the community's economic level. In reality, even though the funds in the Regional Revenue and Expenditure Budget owned by the regional government are quite large, they can reach 2 trillion rupiahs. However, half these funds are spent on salaries and honoraria for government officials, allowances and routine office and service needs. The rest is just used for development projects. The problem continues beyond there. Not all funds budgeted for development projects can be allocated for business activities or creating direct employment opportunities because the government is prohibited from doing business directly.”

Based on the interview results, it can be interpreted that government funds are generally used to build facilities and infrastructure as well as infrastructure needed by the community and service facilities (Margaretha et al., 2023). It is also used for basic community service projects or programs, such as health and education. Even if used for business-related programs, it is more than empowerment and mentoring activities for underprivileged groups (Hidayaturrahman et al., 2022; Yanti et al., 2022; Irwanti et al., 2023). That certainly impacts rural areas such as West Sumba



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Regency, which face relatively slow economic development. Therefore, the optimal use of local communities' economic, social, and cultural potential is a rational reason for developing rural tourism. If utilized well, the tourism sector will directly impact the recruitment workforce (Martins, 2016; Dias et al., 2023; Zhang, 2023). Many businesses operating in the tourism sector will also employ many workers. When more workers work, unemployment decreases and welfare increases (Dwiridotjahjono et al., 2022).

Third is the affected community or community. The existence of community groups in developing the tourism sector has a significant meaning (Firmansyah et al., 2022). With the support of community groups for tourism activities, it is easier to grow and develop (Zakaria et al., 2019). On the other hand, full support from the community will make it easier for the tourism sector to develop and grow forward. Based on this explanation, the author interviewed the Praijing Adat Village, West Sumba Regency community. The results of the interview are as follows.

“We as a community are very aware of the potential of the tourism sector for economic growth in our village, so we are not passive but active in encouraging the growth and development of the tourism sector. Not only encourage but also participate in tourism sector activities, in the form of activities, whether small or large.”

The hexa-helix stakeholder collaboration for developing tourism and a creative economy based on local wisdom at the Adat Village Site in West Sumba Regency has involved the local community. Because the community is aware of the importance of the potential of local, cultural-based tourism for village economic independence, this is in line with Reilly's (1998) opinion that collaborative governance is collaborative efforts as a type of problem-solving that involves government agencies and concerned citizens (Boccella & Salerno, 2016; Zakaria et al., 2019; Pranita et al., 2022).

That is important because public awareness of the tourism sector will accelerate its development. People who are aware of the tourism sector are not passive but active in encouraging the growth and development of the tourism sector. Not only encouraging but also taking part in tourism sector activities, in the form of activities no matter how small or large (Arismayanti et al., 2017; Dwiridotjahjono et al., 2022; Margaretha et al., 2023). People aware of the tourism sector will help with business activities and the tourism industry in the surrounding area. Blockading business activities and the tourism industry will hinder the economic growth of the local community. Support for business activities and the tourism industry will bring positive results to the economy of residents (Boccella & Salerno, 2016; Noveriansyah et al., 2024; Rismayadi & Maemunah, 2018). Communities aware of the need to develop tourism will consider utilizing existing local potential to develop it into a tourist location managed independently by the community. That is a unique attraction for tourists visiting tourist locations (Zakaria et al., 2019; Hajar, 2022; Yudartha & Devine, 2023; Zhang, 2023).

The fourth principle of the hexa-helix is government. The government is central to developing tourism and the creative economy (Boccella & Salerno, 2016; Pranita et al., 2022). That cannot be separated from the government's primary responsibility in making development implementation successful (Ooi, 2006; Yaseen & Acharya, 2012). Like it or not, the government has a mandate from the people to run the government to look after the interests of the people, implement development programs, and serve the interests of the people (Hajar, 2022). Based on this explanation, the author



interviewed Charles Hermanu, Head of the West Sumba Regency Tourism, Creative Economy and Culture Office. The results of the interview are as follows.

“In this tourism collaboration, the first thing done in conservation efforts is government-level coordination, for example, with the Regent. When tourism becomes a driver of regional development, all elements of regional apparatus organizations must have the same vision. For example, at the village level, all village officials must think about tourism, even if, for example, when I want to build a tourist attraction or a waterfall, all regional community organizations think about that development.

As the regulator, the government provides motivational support through opportunities, funds, relationships, and ease of transactions for tourism business actors. The regulations made must be able to ensure that all parties involved in tourism activities at the Adat Village Site in West Sumba Regency can be appropriately regulated at the significant policy level regarding tourism (Firmansyah et al., 2022; Pranita et al., 2022). Another role of the government in developing tourism and the creative economy is as a facilitator. As a facilitator, the government must provide services and direction to parties involved in business activities and the tourism industry by involving business and community actors and the mass media (Yaseen & Acharya, 2012; Alamanda et al., 2018). Facilitators can be in the form of providing facilities to parties in the tourism sector where the West Sumba Regency government provides services and assistance to tourism businesses and industries as well as providing excellent service to parties (stakeholders) engaged in tourism businesses and industries (Solano, 2002; Boccella & Salerno, 2016; Septiana et al., 2021).

The fifth hexa-helix principle is mass media, meaning that the media also has an essential role in developing tourism development (Hidayati et al., 2023). Mass media, whether in the form of newspapers, radio, television, or online media, can be an effective means of publication to promote existing tourist locations (Pranita et al., 2022; Umam & Astuti, 2022; Yudhartha & Devine, 2023). Media can influence society. Media can influence public opinion and people's behavior. The media is also considered to have a crucial role in transmitting and stimulating problems. That is very important in socializing products, programs, and ideas (Canaan, 2019). Comprehensive coverage in society makes mass media considered an effective way of communicating programs and ideas or goods as well as image building (Boccella & Salerno, 2016). Based on the results of interviews with tourists who come to West Sumba, in principle, it is stated that:

“The nature of tourist visits is only an overview due to the need for more information regarding the Adat Village Site in West Sumba Regency as a leading tourist destination in West Sumba. There is no further information on the site regarding several villages included in the Adat Village Site tourist destination, whereas, in the digital era, all digital information has become an important aspect in marketing tourist destinations.”

Based on the follow-up to the interview results, a search was carried out on the official West Sumba government website. The West Sumba Regency Government only announced the Praijing Adat Village Site on the official West Sumba Regency website, where tourists will get further information regarding the history, location, and overview of the potential of this adat village even though there are several research results related to the potential of other adat villages sites such as Tarung, Pardhe Lembung, Bodo Ede, Waibaka and Praigoli villages in the form of architectural,



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historical, cultural, economic and another potential which can be used as information material on the official West Sumba Regency website as reference material for the community. Regarding online mass media, most tourism promotions only focus on the Praijing Adat and Tarung Villages (Yaseen & Acharya, 2012; Kagungan et al., 2023).

The sixth principle is the tourists. The success of managing and marketing the tourism sector is by understanding the level of visitor involvement in tourist locations (Septiana et al., 2021). The concept of sustainability is the orientation of tourists who come to Indonesia. A survey from booking.com on two thousand tourists visiting Indonesia in 2020 stated that 95% wanted to visit tourist attractions and accommodation based on sustainable principles, mainly social and environmental (Zakaria et al., 2019, 2022; Hajar, 2022). The results of in-depth interviews with tourism actors and visitors to tourist attractions in West Sumba stated that:

"Sumba is very nice and beautiful, and the culture is unique. What differentiates Sumba from the tourist attractions I have visited is that Sumba is still very rich in culture and not too busy like in big cities. The people of Sumba were amiable toward me, especially the local people. The destination and accommodation uphold social, environmental, and cultural issues so that we feel comfortable, safe, happy, and peaceful while on holiday. I will return to revisit Sumba and stay at green-certified accommodation."

Social, environmental, and cultural issues in tourism refer to conflicts, changes, or problems that arise as a result of interactions between tourists and local communities, as well as the impact of tourism on the social, environmental, and cultural aspects of a destination (Pranita et al., 2022; Yudarta & Devine, 2023). Several issues related to tourism often arise, such as culture and identity. Tourism can change or commercialize local culture to suit tourists' tastes and expectations. It can cause a decline or loss of the authenticity of the local culture and identity of the local community (Lee et al., 2019; Andrea & Santoso, 2020). All parties involved, including the government, the tourism industry, local communities, and tourists, need to be aware of and act to overcome social and cultural issues in tourism. Social and environmental issues, which are sustainability issues, are embedded in the indicators of accreditation or certification of tourism destinations and accommodation in Indonesia. Based on government regulations and the awareness of business people and tourists, the sustainability of the tourism business in West Sumba continues to be carried out well (Saputra et al., 2023a, 2023b). Emphasis on social, environmental and local cultural issues that are consistent and lead to improving tourism services will place the tourism business and creative economy in West Sumba as a pioneer in the sustainability of the tourism business in Indonesia (Rismayadi & Maemunah, 2018; Canaan, 2019; Firmansyah et al., 2022; Zakaria et al., 2022).

CONCLUSION

The implementation of hexa-helix stakeholder collaboration has had various impacts on developing tourism and a creative economy based on local wisdom at the Adat Village Site in West Sumba Regency. In the academic aspect, it has involved academic elements as one of the stakeholders who help develop tourism and the creative economy in West Sumba. From a business world perspective, it was found that there was no significant collaboration, so the accommodation and tourism infrastructure in West Sumba were inadequate. In the aspect of affected communities, this collaboration has involved communities from each region of West Sumba. On the government aspect, it has collaborated by becoming a regulator and facilitator but needs more funds and human resources. In the mass media, obstacles still exist in conveying information regarding reliable tourist



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sites and selling points in West Sumba Regency. From a tourist perspective, it was found that most tourists admire West Sumba tourism because its orientation is based on the environment and local culture. However, most tourists also want a management pattern based on sustainability principles consistent with social and environmental issues. The implications of the research are aimed at the government, tourism actors, and tourists in terms of forming a team or supervisory group in the context of developing the tourism sector in collaboration with Hexa-helix, which needs to develop programs and activities in a measurable and integrated manner to revive the tourism sector during the pandemic. The government needs to regularly monitor and evaluate the work of the hexa-helix tourism collaboration development team.

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