

Implementation of Interactive Planning To Propose Strategic Solution for Tourism Promotion

Rikantini Widiyanti^{1*}, Narendra Radi Muhammad²

¹Program Studi Usaha
Perjalanan Wisata, Jurusan
Administrasi Niaga,
Politeknik Negeri Bandung,
Bandung, Indonesia *

²Program Magister Sains
Terapan, Fakultas Sekolah
Bisnis Management, Institut
Teknologi Bandung,
Bandung, Indonesia

Abstract

Information distribution through digital platform helps business owner improve their performance in promotion to broader market without geographical barriers. Unfortunately, the use of digital platforms still does not meet success performance as marketing tools. Information in digital platform has not provided the update and accurate information of destination. Moreover, it effects in rising potential tourist awareness and experience satisfaction. The purpose of this paper is to investigate the promotional problem that effects tourist awareness of tourism destination and recommend the strategic solution to improve performance by concerning tourism stakeholder involvement. This study introduces creative problem solving as an approach to identify probability source of difficulties and recommend strategy solution of problems faced. Interactive Planning (IP) is proposed to investigate the problem and find the strategic recommendation related to destination promotional activities. A comprehensive strategic based study will enhance strength to previous study. Interview and Focus Group Discussion conducted to fill the information needed qualitatively. Wide-ranging roles by diverse backgrounds from five elements Penta Helix (government, academic, media, business, and community) able to strengthen promotion in integrated information manner. The proposed result that might be able to give effect positive in the long term in promotion of tourism sector.

Keywords: Tourism Promotion, Collaboration, Penta Helix, Interactive Planning

INTRODUCTION*

In many countries tourism becomes the strategic and priority sector for national development, especially in Indonesia (Fahmi, McCann, & Koster, 2015). Tourism is categorized into list of primary sectors in investment and economic development (Rosentraub & Joo, 2009). Optimizing the owned tourism resources in every region, country formulated strategic policy and tourism development program in various method (Dredge & Gymothy, 2017). Tourism branding is one of key strategic by comprehensive plan then will be implemented massive and consistently. Tourism branding implementation conducted simultaneously such as promotion, funds support, and suitable environment brings the opportunity to create explosive tourism growth (Irianto, 2017).

Tourism is an activity spending leisure time by visiting some destinations to escape from routine activity. Tourist will choose destination that suitable with their preference and condition. So, regularly tourist will search the information about the destination before going and spending time in destination. The information usually can be accessed from friends or family, newspaper, travel agent, and now in social media or website. Tourist could evaluate the information in order to get considerable decision especially while there are some reviews from other tourists. In technology era, information can be easily accessed by anyone, anytime, and anywhere they are. Moreover, the information that provided by using internet for many tourists around the world have a big impact to their destination choice (Pesonen, 2014). Therefore, digital platform such as website

become an important tool not only to promote but also to determine satisfaction of tourist experience (Baggio, Mottironi, & Corigliano, 2011).

Correspondence address:

Email : rikantini@polban.ac.id

Address : Jl. Gegerkalong Hilir, Ciwaruga, Kec. Parongpong, Kabupaten Bandung Barat, Jawa Barat 40559

Utilization of digital media to inform and promote product and services has already implemented by most tourism sector in Indonesia especially at Bandung region. Besides using offline media, digital media is used in order to expand the existence and promote the numbers of destination also provide information related to tourism. The information to promote destination in city and district area are clustered into several group based on characteristic such as nature, amusement, education, spa, accommodation, events and so on. This website is expected to help government in promoting Bandung tourism destination and increase number of tourists. Although it has already launched to the public, this promotion tool does not address the problem of gaining public awareness. Tourism Department of Bandung City launched website bandungtorusim.com in 2012 to introduce tourism destination and motivate consumers to visit destinations. Unfortunately, from 100 tourists asked about the website only 6 people who respond already know about it. Most tourist get destination information from their relatives by sharing experience and get more valid information. Besides lack of public who find out the existences of bandungtourism.com, tourists who already visit some destinations and know the website revealed that the actual condition of destination is better than information in website. Whereas, the function of website is admitted by Tourism Department of Bandung City as a tool for them to communicate and promote destinations to public. Presentation of information becomes perceive image that pre-experience by tourist. Therefore, Image is important as one of attraction tool in promotion (Mwaura, Acquaye, & Jargal., 2013).

The obstacles providing information also happened to Tourism Department of Bandung District. Seizing market in digital era, they launch digital media by using Instagram to promote tourism destinations in district area. However, to fill the information of promotion it could be filled if only they send their field observer to pool the information in destination. A limited capability in communication and knowledge about potential tourism from local people bring other constraints to have reliable information. It is challenge especially for government who have obligation to bring in some number of tourist and increase it by year through information in promotion. It shown that tourism department who has role in key administration as well as marketers of tourism still limited in information itself. While marketers have narrow information, it will be difficult to promote destination and persuade potential tourist.

Both in urban and rural area most of destination mostly developed by itself as a phenomenon of attraction consumption. It is one of the arguments of the marketing division in tourism department difficult to gain updated information about new destination. Moreover, to fill information and provide plentiful information in media promotion oftentimes using generated content from internet sources eventually which does not update. It is perforce conducted to counter the constrain in gathering updated information Another initial finding in field, the division of tourism promotion tried to cooperate with some of business sectors and organization such as IRHA (Indonesia Hotel and Restaurant Association), ASITA (Association of the Indonesian Tours & Travel Agencies), local tour guide, and the other business tourism provider as partners in coordinating information to improve tourism service, but it is not easy to take in collaboration.

Providing reliable information through collaboration is supporting quality service to tourist experience in promoting destination. While it will impact to performance indicator both for all elements in tourism sector is the growth ratio number of tourists besides growth of number destination. The existance destination must be considered not only by one party but also all business stakeholders. To improve the size of market share by growing number of tourists. Information is part of awareness in traveling decision process that information effects to motivation tourist to visit the destination. Tourist is depended to information to considerate in organizing and selecting before visiting attractions. In addition, if promotion able to attain advantages of the technology, it can help tourism organization or government of tourism to developing awareness of the destination. As much as people has been aware of the destination, it may contribute to the growth of number of visitors or tourists. Then, the tools for tourism awareness is help the society to get awareness of the destination and more involved to the product (Niekerk & Saayman, 2013). Therefore, how to gain quality information in promotion activity is necessary to be discussed for this study.

This study tried to explore the problems appear in social phenomena by using creative problem-solving analysis. Focusing problem in perspective collaboration information in promotion strategy by involving multi-stakeholder from Penta Helix Collaboration Model. This research is conducted in qualitative by using interactive planning method to unfold the problem in promotion especially in data collaboration. Recommendation provided in result and discussion section as a proposed creative strategy in promoting destination.

LITERATURE REVIEW

Destination Promotion

Promotion as a part of marketing activity which use information to create tourist awareness, enhancing interest, increasing desire, and initiating tourist action to visit destinations (Sarma & Baruah, 2013). Information sources becomes strategic importance in marketing to promote destination (Stabler, 1988; Chon, 1990; Echtner & Ritchie, 1991; Chacko, 1997; Chen & Uysal, 2002; Gallarza, Saura, & Gracia, 2002; Sarma, 2003; Sarma & Baruah, 2013). Information could lead tourist motivation to visit destination by evaluating information in deciding plan trip (Stiff & Mongeau, 2003; Llodra-Riera, Martínez-Ruiz, Jiménez-Zarco, & Izquierdo-Yusta, 2015). Thus, trusted information form an image of destination (Sarma & Baruah, 2013) and nesecerally to be concerned in effecting tourist motivation.

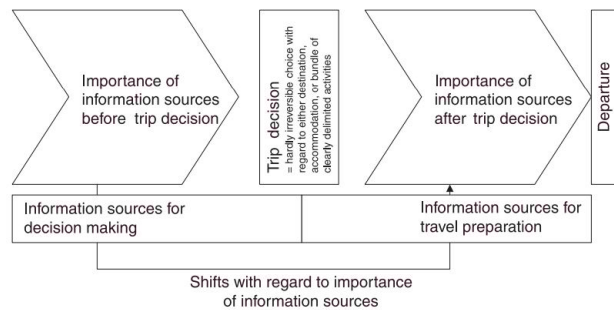


Figure 1. Process Framework of Information Sourcing

Source: (Bieger & Laesser, 2004),(Correia, 2002), and (Leiper, Annals of Tourism Research)

Previous study has identified the importance of destination promotional activities in shaping destination image (Beerli & Martin, 2004). Beerli and Martin (2004) argued that the image of a destination is formed by personal factors (e.g motivations, experience, and socio-demographic characteristics) and the source of information. The source of information, including from promotional activities, affects person's perception and evaluation (Gartner, 1993; Beerli & Martin, 2004) in making decision whether to visit the destination or not. Further, according to Chen and Tsai (2007) destination image influence trip quality that indirectly influence tourist satisfaction and behavioral intention (e.g. revisit intention and willingness to recommend).

Tourism is unique while destination and image could be formed by itself. Kolb (2017) arguments destination image conducted with several manner such as technological use in marketing, research, formulated marketing strategy, developing community support to gain destination goals, and so on. Another suggestion in improve destination by concerning reputation aspect, technology, culture, and communication (Erislan, 2016). Synergizing between tourism sectors and information technology drive to expand information diffusion without time and space boundaries (Herawati, Purwaningsih, & Handharko, 2018). In addition, promoting destination becomes main primary purpose for everyone who a part of tourism sector (Irianto, 2017).

Colaboration In Penta Helix

As it is discussed above that destination promotion requires collaboration between stakeholders. The involvement of stakeholders will strengthen value of destination through promotion and open possibility to fill their own goals. Penta Helix is known as collaboration-helix model which government, business, academy, community, and media take a place in form. It is an extended model from Triple Helix to create innovation when various type of society wants to collaborate (Lindmark, Stuesson, & Nilsson-Roos, 2009). Collaboration is a process interaction among people or groups or stakeholders who committed to work for the same goal in certain time in a sustainable manner (Anderson & McFarlane, 2004). By involving stakeholders from various background helps to find out alternative in creating value. Thus, Penta Helix is appropriate to be adapted to solve complex problem in range of interest that need multi background as represent stakeholder.

This form of collaboration is required a same level in understanding the problem, mutual understanding to each position and capability, co-creating in developing plan, equal responsibility among stakeholder and having same goal to be solved. Collaboration drive stakeholders to precede solution and help each other rather than own interest. In public service sector, collaboration within workgroup is exceptionally important to fill public need and right so every people who involved have equal responsible to achieve public satisfaction as goals. Thus, collaborative culture, collaborative leadership, strategic vision, collaborative team process, and

collaborative structure as five components that necessarily to be considered while implement the collaboration (Carpenter & Sanders, 20019).

Collaboration in Penta Helix Model challenges five formed elements to work together from different background which lead to diversity in perception and innovative insight at the same time. Implementation of Penta Helix has been used in several sectors such as Higher Education Institution (HEIs) for research innovation and entrepreneurship by finding the opportunity HEIs able to generate, maintain, encourage and sustain innovation and entrepreneurial activities using an innovation strategy Penta Helix (Halibas, Sibayan, & Maata, 2017). It allows all element stakeholders share information to create innovation and collaborate each other such as co-creation network then lead to several result in gaining educational outcomes. Penta Helix also use in developing sustainable smart city by integrating with local wisdom (Effendi, Syukri, Subiyanto, & Utdityasari, 2016). In economic development the model is used to engage business investments in various section such as introducing new technology, new plants and facilities, employment opportunity, and so on in order to faster recovery from recession and encourage economic development (Tonkovic, Veckie, & Veckie, 2015).

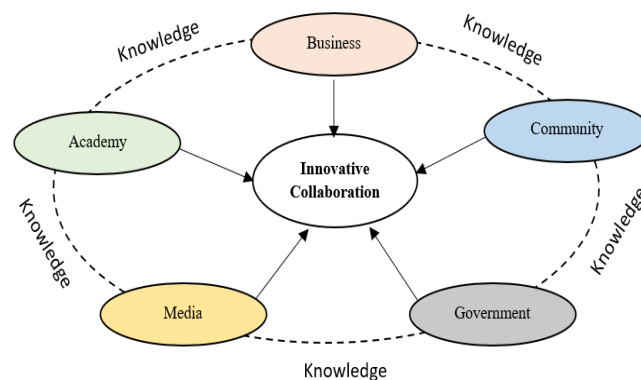


Figure 2. Collaboration Model of Penta Helix adopted from Carayannis, Barth, & Campbell (2012) and Halibas, Sibayan, & Maata (2017)

Penta Helix has adapted in many sectors which need complexity solution from multi stakeholder. Likewise, in tourism sector consist of multidiscipline resources and effect such as social, cultural, economic, technology, environment, policy, infrastructure, and so on for regional and international. Tourism need multi-interaction and lead development strategies in many fields. Synergy from five elements impacts to development in tourism (Hardianto, Sumartono, & Wijaya, 2017) and it give multiplier effects to economic growth and land use from tourism activity (Putra, 2019). Nevertheless, collaboration often meets problem in coordination and commitment like irrelevant value exchange and ineffective communication (Muhyi, Chan, Sukoco, & Herawaty, 2017). Those interaction problems lead miss perception, expectation, understanding, and so on that could affect to quality service in tourism sector. By implementing Penta Helix the coordination will be structured based on role in collaboration to achieve same goals in tourism sector.

METHOD

This research conducted in qualitative method by using interactive planning as a methodology. Interactive planning is an approach that combines bottom-up and top-down of planning (Ackoff, 2001). On one hand, bottom-up approach focusing removing on current problems and reducing it one by one. On the other hand, top-down approach takes into account future uncertainties relying on prediction and preparation. Meanwhile, interactive planning takes into account both approach that is planning for desirable future by consistently removing the gaps with current problems (Ackoff, 2001).

Further, interactive planning follows three underlying principles that could leads to a better planning result (Flood & Jackson, 1991). First, it follows the principle of participative involving all stakeholders affected by planning (Flood & Jackson, 1991). This reduce the possibility of future conflict between affected stakeholders with regards to planning result. Second, it is based on continuity principles anticipating unexpected future (Flood & Jackson, 1991). This include preparing creative and innovative alternatives anticipating uncertainties.

The last, it follows the principle of holistic considering all parts on the system interdependently and simultaneously. It takes into account interaction between similar and different level of units of systems. Interactive planning consists of five steps including (Ackoff, 2001):

- **Formulating the mess**, identifying how the system works, it's obstruction and future of business as usual.
- **Ends planning**, identifying desired ends including identifying the gap between current condition and the desired end.
- **Means planning**, identifying what to do to closing the gap between current condition and desired end.
- **Resource planning**, determining required resource including inputs, facilities and equipment, personnel, and money.
- **Design of implementation and control**, determining the role of all involved stakeholders.

Interactive planning is also known as system-based approach for creative problem solving from Total System Intervention (TSI) which aimed to solve problem of social system in creative way (Flood & Jackson, 1991). As long is known as the system in social phenomenon not only consist of simple problem that involved only two positions then directly solved in systematically to solve in a short time as simple as. It is applicable to enhance planning until evaluation process by collaboration various perspectives of problems. By considering in perceiving diversity of difficulties concerned, it will help stakeholders to see core of problem then find any alternative solutions from many perspectives and methods or moreover probability of the further difficulties. Therefore, TSI approach proposed to stakeholders to choose appropriate tools carefully in taking the action of problems.

In this context interactive planning is used to planning a destination promotion strategy. Interactive planning is used to mapping each stakeholder's role especially on promoting a destination. This method offers to help stakeholders from different background to achieve the unity from diversity desire. Transforming the diversity into unity from various stakeholders with own interest have an effort to deal with pluralism condition. Interactive planning able to consider as important technique to have commitment from all stakeholders as one workgroup in promoting tourism destinations and facilities. Thus, it will help complex collaboration from all stakeholders to achieve same goals of destination promotion.

Data Collection

The empirical study was carried out through primary dan secondary resources as data collection. Preliminary observation from secondary resources and literature review was conducted to understand the phenomenon and to evaluate It through related study. The Interview and focus group discussion was performed on various stakeholders as actors related In tourism Industry In Bandung. According to Penta Helix concept, this research involved government representative (Department of Culture and Tourism West Java, destination representative (Kelompok Penggerak Pariwisata (Kompepar) and Local Tour Guide representative, business representative (ASITA and ASPERAPI), and Academician (Politeknik Negeri Bandung). Those stakeholders representative from each element of Penta Helix Intended to further understanding their viewpoint and role on promoting a destination.

RESULTS AND DISCUSSIONS

In this study, we used interactive planning to design destination promotion strategy for Bandung's region tourism destination. At the moment, there is no coordination between actors in promoting the destination so that it is hard to find accurate and update information about destination. Thus, we implement the concept of Penta Helix, involving five related actors (government, business, academician, community and media) with regards to destination promotion problems. This align with interactive planning principles (Flood & Jackson, 1991) that is involving all related stakeholders (participative) to address future uncertainties (continuity) and gaining a wider perspective (holistic) for solutions.

Table 1. Interactive Planning Stages

Interactive Planning Phase	Output
Formulating the mess	1. Difficulties in finding updated and accurate information about destination 2. It requires a lot of effort in spreading information about destination
Ends planning	Easiness of access to information about the destination.

Interactive Planning Phase	Output
Means planning	<ol style="list-style-type: none"> 1. Create a platform to facilitates information sharing between stakeholders 2. Create a coordination mechanism and formulating role for each stakeholder 3. Create an official information board about tourism destination
Resource planning	<ol style="list-style-type: none"> 1. Capable human resources 2. Financial resources 3. Incentives for sharing information
Design implementation and control	<p>In terms promoting destination</p> <ol style="list-style-type: none"> 1. Government: tourism marketers and orchestrate the information sharing within stakeholder. 2. Business: inform & update about new tourism destination features and profile, promote destination & attraction, and promote promotion platform to tourist. 3. Academician: source of information about new destination and assisting to create strategy by research, also contributor content of destination. 4. Community: confirmatory and promoting destination, contributor content of destination, and promote promotion platform to tourist. 5. Media: amplify the promotion

The first step of interactive planning is formulating the mess (Ackoff, 2001). At this stage, we invite involved stakeholder to identify problems related to destination promotion activities. Based on the discussions, the problem includes difficulties in finding updated and accurate information about destination and it requires a lot of effort in spreading information about destination. According to Department Tourism and Culture of Bandung City, it is hard to find information about tourism destination. First, it requires direct survey to destination that needs a human financial resource. Second, there is no leads about updated information of destination so that tourism department should survey the destination one by one. This concern aligns with the concern of academician and media representative. Academician representative argued that it is hard to gain an information for academic studies while media representatives also claimed that it is hard to find updated information about destination to be published.

The second problem is requiring a lot of effort in spreading information about destination. Business representative argued that it is hard for them to spread the destination information to reach their customer. They claimed that they are lack of human resources and network to help them spread the information about the destination. On the other hand, media representative argued that they are lack of information and budget to promote the destination. As a result, tourist (represented by communities) have a difficulty on finding updated and accurate information about destination. These problems also highlight a bigger problem, that is lack of coordination between involved stakeholder.

The second step of interactive planning is ends planning (Ackoff, 2001). On the ends planning, each stakeholder communicates their aspiration about the idealize future. Based on discussion, it could be concluded that the idealize output is the easiness of access to information about the destination. This expectation aligns with previous problems discussed that is the difficulties of access and to spread the information. By easing the access to information about the destination, all stakeholder could actively participate on disseminating information about destination. Thus, at the end, tourist becomes well informed and attracted to visit the destination.

After deciding the future target in ends planning, the next step is configuring actionable strategy in means planning followed by identifying required resource on resource planning. On the means planning phase, stakeholders agreed on three actionable strategies, they are 1) create a platform to facilitates information sharing between stakeholders, 2) create a coordination mechanism and formulating role for each stakeholder and 3) create an official information board about tourism destination. Point number one and two concerns with the mechanism to promote information sharing between stakeholder so that each stakeholder could access and promote information about destination. Point three address the issue of accuracy of information, thus the information about destination is clarified and accountable. Means planning then followed by resource planning

that conclude the needs of 1) capable human resources, 2) financial resources, and 3) incentives of sharing information.

At last is the design implementation and control (Ackoff, 2001). This concern with the role of each involved stakeholder. At first, there is the role of business representative to inform and update the information about tourism destination features and profile. It has rather similar role with the academican that is source of information about new destination (by conducting studies related to new destination). At the center, there is the role of government representative that is to orchestrate and control the information sharing of all stakeholders. At the end, there is the role of media representative is to amplify the promotion of the destination and community act as confirmatory role (by experiencing the destination) and also promote the destination to its peer.

CONCLUSION

In promoting tourism destination especially in digital era is not only discussed about technological use or design in digital media. The essential element in promotion is about quality of information that can lead tourist to visit destination. Thus, this research is conducted to investigate problem in promotion focus on tourist awareness of destinations. Implementation Interactive Planning in Penta Helix Collaboration Model is proposed as creative strategic solution to answer promotion problem particularly in gathering quality information (reliable, attractive, updated, and substantial) of destinations. By following five stages interactive process, it shows problem elaboration and put five elements stakeholder (academy, business, community, government, and media) in tourism related are involved to collaborate and develop the role for achieving promotion goals. Based on interactive planning result, it recommends for every stakeholder has basic responsibility to share information and promote tourism promotion platform to public with central actor is tourism department (government) who have main role as impersonal orchestrator information sharing and promotion platform.

However, this research has few limitations that need to be recognized. First, since participants as stakeholders come from various background, implementation interactive planning should be conducted with caution, especially in perception to view as in common problem of tourism sector. Next, our total representative participants still limited according to some technical drawbacks. Last, the technical drawbacks also effect to frequency and appropriateness in conducting focus group discussion. Despite these limitations, this research remains confident to contribute theoretically and practically that current empirical study on creative problem solving can be helpful in promotion strategy and enhance the application Penta Helix Model for practitioners, researchers, government, and educators in the area tourism field. Future research needs to focus on developing executing model with respect to beneficiary exchange when contribute in collaboration. Stakeholders has wide range concern while it crosses the business purpose. Hence, confrontation analysis is suggested to investigate stakeholder's position and action through role and collaboration model in advance. Future studies able to include data analysis from digital platform to assess promotion performance to number of tourist awareness and visitation. There are many variables and point of view analysis from theories that could be combined and need to be investigated to improve quality solution in solving tourism promotion problem.

ACKNOWLEDGEMENT

This paper was funded by P3M Politeknik Negeri Bandung. Participation of all official Tourism Penta Helix partners also has valuable contribution in this research.

REFERENCES

- Ackoff, R. L. (2001). *A Brief Guide to Interactive Planning and Idealized Design*. Retrieved from Deakin University: <https://deakin.rl.talis.com/items/998C45CB-D9BA-FE90-CD6D-8BBA2483CE81.html>
- Anderson, E., & McFarlane, J. (2004). *Community as Partner Theory and Practice in Nursing* (4th ed.). Philadelphia.
- Baggio, R., Mottironi, C., & Corigliano, M. A. (2011). Technological aspects of public tourism communication in Italy. *Journal of Hospitality and Tourism Technology*, 105-119.

- Beerli, A., & Martin, J. D. (2004). Factors influencing destination image. *Annals of tourism research*, 31(3), 657-681.
- Bieger, T., & Laesser, C. (2004). Information Sources for Travel Decisions: Toward a Source Process Model. *Journal of Travel Research*, 357-371. doi:DOI: 10.1177/0047287504263030
- Carayannis, E. G., Barth, T. D., & Campbell, D. F. (2012). The Quintuple Helix Innovation Model: Global Warming As A Challenge And Driver For Innovation. *Journal of Innovation and Entrepreneurship*. doi:10.1186/2192-5372-1-2
- Carpenter, M. A., & Sanders, W. G. (20019). *Strategic Management: A Dynamic Perspective*, (2nd ed.). New Jersey: Pearson Printice Hall.
- Chacko, H. E. (1997). Positioning a Tourism Destination to Gain a Competitive Edge. *Asia Pacific Journal of Tourism Research*, 1(2), 69-75.
- Chen, C. F., & Tsai, D. (2007). How destination image and evaluative factors affect behavioral intentions? *Tourism management*, 28(4), 1115-1122.
- Chen, J. S., & Uysal, M. (2002). Market Positioning Analysis: A Hybrid Approach. *Annals. of Tourism Research*, 29(4), 987-1003.
- Chon, K. S. (1990). The Role of Destination Image in Tourism: A Review and Discussion. *Tourism Review*, 45(2), 2-9.
- Correia, A. (2002). How Do Tourists Choose? *Tourism*, 50(1), 21-39.
- Dredge, D., & Gymothy, S. (2017). *Collaborative Economy and Tourism: Perspectives, Politics, Policies and Prospects*. Cham, Switzerland: Springer International Publishing.
- Echtner, C. M., & Ritchie, J. R. (1991). The Meaning and Measurement of Destination Image. *The Journal of Tourism Studies*, 2, 2-12.
- Effendi, D., Syukri, F., Subiyanto, A. F., & Utdityasari, R. N. (2016). Smart city Nusantara development through the application of Penta Helix model (A practical study to develop smart city based on local wisdom). *International Conference on ICT For Smart Society (ICISS)*. Surabaya, Indonesia: IEEE. doi:10.1109/ICTSS.2016.7792856
- Erislan. (2016). Tourist Attraction and the Uniqueness of Resources on Tourist. *Review of Integrative Business and Economics Research*, 5(1), 251-266.
- Fahmi, F. Z., McCann, P., & Koster, S. (2015). Creative economy policy in developing countries: The case of Indonesia. *Urban Studies*, 54(6), 1367-1384.
- Flood, R. L., & Jackson, M. C. (1991). *Creative Problem Solving: Total System Intervention*. England: John Wiley & Sons Ltd.
- Gallarza, M. G., Saura, I. G., & Gracia, H. C. (2002). Destination Image: Towards a Conceptual Framework. *Annals of Tourism Research*, 29(1), 56-78.
- Gartner, W. (1993). Image formation process. In *communication and channel systems in Tourism Marketing Uysal, M. & Fesenmaier, D. eds.*, 191-215.
- Halibas, A. S., Sibayan, R. O., & Maata, R. L. (2017). The Penta Helix Model Of Innovation In Oman: An Hei Perspective. *Interdisciplinary Journal of Information, Knowledge & Management*, 12, 159-174.
- Hardianto, W. T., Sumartono, M. K., & Wijaya, A. F. (2017). Tourism Investment Services In Batu City With Penta Helix Perspective. *International Journal of Management and Administrative Sciences (IJMAS)*, 5(5), 17-22. Retrieved from www.ijmas.org
- Herawati, A., Purwaningsih, A., & Handharko, Y. D. (2018). Promoting Village Tourism through the Development of Information Systems. *Review of Integrative Business and Economics Research*, 221-236.
- Irianto, J. (2017). Kebijakan dan Branding Pariwisata. *Prosiding Seminar dan Call For Paper Fakultas Ilmu Sosial dan Ilmu Politik Universitas Muhammadiyah Sidoarjo*, (pp. 1-12). Sidoarjo - Indonesia.
- Kolb, B. (2017). *Tourism Marketing for Cities and Towns: Using Social Media and Branding to Attract Tourists* (2nd ed.). New York: Routledge.
- Leiper, N. (Annals of Tourism Research). Tourist Attraction Systems. 1990, 17(3), 367-384.

- Lindmark, A., Sturesson, E., & Nilsson-Roos, M. (2009). *Difficulties of Collaboration for Innovation - A Study in the Öresund Region*. Sweden: Lund University School of Economics and Management.
- Llodra-Riera, I., Martínez-Ruiz, M. P., Jiménez-Zarco, A. I., & Izquierdo-Yusta, A. (2015). Assessing the influence of social media on tourists' motivations and image formation of a destination. *International Journal of Quality and Service Sciences*, 7(4), 458-482. doi:10.1108/IJQSS-03-2014-0022
- Muhyi, H. A., Chan, A., Sukoco, I., & Herawaty, T. (2017). The Penta Helix Collaboration Model in Developing Centers of Flagship Industry in Bandung City. *Review of Integrative Business & Economics Research*, 412-417. Retrieved from <http://buscompress.com/journal-home.html>
- Mwaura, D., Acquaye, D., & Jargal., S. (2013). Marketing implications of the destination image of Mongolia. *Worldwide Hospitality and Tourism Themes*, 5(1), 80-91.
- Niekerk, M. v., & Saayman, M. (2013). The influences of tourism awareness on the travel patterns and career choices of high. *Tourism Review*, 68(4), 19-33.
- Pesonen, J. A. (2014). Information and communications technology and market segmentation in tourism: a review. *Tourism Review*, 68(2), 14-30.
- Putra, T. (2019). A Review On Penta Helix Actors In Village Tourism Development And Management. *JBHOST*, 5(1), 63-75. doi:10.22334/jbhost.v5i1.150
- Rosentraub, M. S., & Joo, M. (2009). Tourism and economic development: which investments produce gains for regions? *Tourism Management*, 30(5), 759-770.
- Sarma, M. K., & Baruah, U. K. (2013). Destination Information Sources: A Spatial Study Across Time and Expenditure. *IUP Journal of Marketing Management; Hyderabad*, 12(1), 59-69. Retrieved from <https://search.proquest.com/docview/1321928936?accountid=31562>
- Stabler, M. J. (1988). The Image of Destination Regions: Theoretical and Empirical Aspects. In B. Goodal, & G. Ashworth, *Marketing in the Tourism Industry: The Promotion of Destination Regions*. London: Croom Helm.
- Stiff, J., & Mongeau, P. (2003). *Persuasive Communication*. Guilford Press.
- Tonkovic, A. M., Veckie, E., & Veckie, V. W. (2015). Applications Of Penta Helix Model In Economic Development. *Economy of eastern Croatia yesterday, today, tomorrow*, 4, 385-393.