



Integrated Marketing Communication Strategies through the Pentahelix Model for Tourism Village Development

Ayu Astutika Lestari¹, Supriyono¹, Sutono¹

¹Universitas Muria Kudus, Indonesia

✉ ayyy3107@gmail.com*

Abstract

This study explores integrated marketing communication strategies for tourism village development by employing the Pentahelix model as an analytical framework. The research addresses challenges of limited stakeholder synergy and weak integration of marketing strategies. The objectives are to examine the roles of Pentahelix stakeholders government, academia, community, business, and media in shaping tourism communication; to identify internal and external factors influencing the effectiveness of marketing communication; and to formulate strategies for sustainable and competitive growth. A qualitative approach was adopted, utilizing in-depth interviews, participatory observation, documentation, and SWOT analysis. Findings reveal that stakeholder collaboration has established a moderately effective communication ecosystem, with the government acting as facilitator, academia as innovator, community as primary driver, business as economic enabler, and media as promotional catalyst. Nevertheless, challenges persist in coordination, human resource capacity, and fragmented information systems. SWOT analysis positions tourism villages in a strategic quadrant for aggressive growth. Recommended strategies include optimizing digital promotion, strengthening inter-village collaboration, fostering private sector partnerships, and enhancing marketing capacity and integrated information systems. This research contributes to the literature on tourism communication and provides practical guidance for tourism village managers in designing effective and sustainable marketing communication strategies.

Article Information:

Received November 22, 2025

Revised December 25, 2025

Accepted January 25, 2026

Keywords: *Integrated marketing communication, pentahelix model, tourism village development, stakeholder collaboration, sustainable tourism*

INTRODUCTION

Tourism is a strategic sector that contributes significantly to Indonesia's economic resilience. It serves as one of the main pillars of the government's economic development efforts, given the vast potential and impact generated by the tourism industry (Chamidah et al., 2020). Data from the Ministry of Tourism and Creative Economy (Kemenparekraf) show a progressive growth in tourism's contribution to the national Gross Domestic Product (GDP), recorded at 2.23% in 2020, slightly increasing to 2.30% in 2021, and showing a progressive growth

How to cite:

Lestari, A. A., Supriyono, S., Sutono, S. (2026). Integrated Marketing Communication Strategies through the Pentahelix Model for Tourism Village Development. *International Journal of Multidisciplinary of Higher Education (IJMURHICA)*, 9(1), 87-106.

E-ISSN:

2622-741x

Published by:

Islamic Studies and Development Center Universitas Negeri Padang

in tourism's contribution to the national Gross Domestic Product (GDP), recorded at 2.23% in 2020, slightly increasing to 2.30% in 2021, and showing a significant rise to 3.60% in 2022. In 2023, it was projected to reach 4.1%, with a target of 4.5% in 2024 (Kementerian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif, 2024).

The development of tourism villages has become one of the government's priority programs to accelerate national economic recovery in the post-pandemic era, while also realizing sustainable tourism development based on local community empowerment. This aligns with the government's target to develop 244 tourism villages by 2024 through the Tourism Village Development Program (Kemenparekraf/Baparekraf RI, 2021). One of the tourism villages included in this program is Tegalsambi Tourism Village in Jepara Regency. This village represents the complex challenges of developing tourism villages in Indonesia, with multidimensional tourism potential encompassing the *Perang Obor* (Torch War) cultural tradition, coastal natural attractions, woodcarving industry, and local culinary heritage offering a unique experience for visitors.

Tegalsambi Village is a destination that combines natural beauty, cultural richness, and local community creativity into an engaging tourism package. Tourists can enjoy the white sandy beaches and clear seawater, while also participating in cultural journeys through the Traditional Torch War Ceremony, providing a deep insight into the village's cultural heritage. The community's creativity is also reflected in their woodcarving craftsmanship, producing furniture and souvenirs made from wood waste. Moreover, Tegalsambi offers traditional culinary delights, one of which is kintelan a sweet delicacy made from glutinous rice flour, young coconut, and palm sugar, served with thick coconut milk (*areh*). This dish often appears during major celebrations and is also enjoyed as a daily traditional treat among Tegalsambi residents.

Various tourism packages are available for visitors to explore the village's potential from enjoying scenic landscapes and tasting traditional cuisine to interacting directly with local artisans. The following table presents the number of visitors to Tegalsambi Tourism Village based on Central Java Tourism Statistics from 2020 to 2024.

Table 1. Tourist Visit Data of Tegalsambi Tourism Village

Years	Number of Visits	Growth
2020	0	-
2021	0	-
2022	22.965	-
2023	45.238	96,99%
2024	49.800	10,08%

The data on tourist visits to Tegalsambi Tourism Village for the period 2020–2024 shows an interesting dynamic in the development of the local tourism sector. After a period of stagnation in 2020 and 2021 due to the external impact of the COVID-19 pandemic, the number of tourist visits began to show a positive trend in 2022 with a total of 22,965 visits. A significant increase occurred in 2023, when the number of tourists nearly doubled to 45,238 visitors, and this growth trend continued in 2024, reaching 49,800 visits, representing a 10.08% increase compared to the previous year.

This growth in visitor numbers has had a positive impact on the local economy, opening new business opportunities and increasing community income around the tourism destination. However, amid this growth, Tegalsambi Tourism Village still faces challenges in optimizing its multidimensional potential, particularly in the aspect of integrated and strategic

marketing communication. Along with technological developments, tourist behavior has also changed significantly. Tourists today rely heavily on digital platforms for travel planning and are more selective in choosing destinations, seeking high-quality experiences (Banjarnahor et al., 2021). This demands that tourism actors in Tegalsambi Tourism Village adapt to the digital era, strengthen promotion, and build an attractive and relevant destination image in line with market needs.

This paradigm shift underscores the urgency for Tegalsambi Tourism Village to adopt a more advanced and adaptive Integrated Marketing Communication (IMC) approach. Integrated marketing communication, as a holistic approach in marketing, offers a framework for integrating various forms of marketing communication from advertising, personal selling, sales promotion, public relations & publicity, direct marketing, to internet marketing to create a coherent and consistent message for the target market (Morrisan, 2015). However, implementing IMC at the tourism village level presents its own complexity, as it involves multiple stakeholders with varying interests and capabilities.

To address this complexity, a collaborative approach through the Pentahelix model is needed, allowing the integration of roles among government, academia, business, community, and media in tourism destination development. The Pentahelix model, which integrates these five elements (Kotler & Keller, 2021), provides an ideal collaborative framework to overcome such challenges. Therefore, an IMC strategy based on the Pentahelix model is crucial to ensure that the growth in tourist visits can be sustained and further developed in the future.

Although Tegalsambi Tourism Village possesses unique competitive advantages, its development remains suboptimal and is still categorized as a “pioneering tourism village.” Based on direct observation and in-depth interviews with various stakeholders, several fundamental gaps were identified in implementing IMC strategies through the Pentahelix model in the village. These gaps align with previous studies showing that implementing the Pentahelix model in tourism village development still faces numerous structural and operational challenges.

The first gap lies in integration and coordination among Pentahelix actors. Observations and interviews reveal that although all five elements (academia, business, community, government, and media) are involved in Tegalsambi’s tourism development, the synergy and optimization of each role have not been maximized. Internal issues persist between Pokdarwis (Tourism Awareness Group) and the village government, where Pokdarwis, as the initiator of tourism development, is not fully involved in managing the facilities they proposed. Additionally, the involvement of academia remains limited to technical assistance and sporadic training, without consistent engagement in market research or long-term communication strategy development. Communication barriers are the main obstacle in the Pentahelix collaboration, as there is often a mismatch between the village’s needs and the academic community’s outreach priorities. These findings reinforce, who noted that communication between Pentahelix elements lacks complex interaction due to differences in perspective and inadequate coordination. Similarly, Sumarto et al., (2020) identified challenges in achieving synergistic collaboration among all Pentahelix elements to improve tourism village management quality.

The second gap involves the formalization and implementation of the IMC strategy. Interviews with key stakeholders revealed that Tegalsambi Village does not yet have a formal and structured marketing communication

strategy. As the village head stated: “Currently, we do not have a formal, specific strategy.” Promotional activities are reactive, driven by community suggestions rather than a comprehensive strategic plan. Observation of the village’s social media shows inconsistent management, with updates made only about once a month, and no use of paid digital advertising or influencer marketing to broaden reach. The diversification of marketing channels remains limited, overly dependent on Instagram and word-of-mouth communication, while an official independent website is not yet available. This aligns with (Sulistiani & Syarifuddin, 2024), who found that marketing communication effectiveness in tourism management remains low and requires a more effective and participatory strategy. Ilmayasinta et al., (2024) also emphasize that although some integrated marketing strategies exist, much improvement is still needed for greater effectiveness.

The third gap relates to human resource capacity and governance. Interviews with local tourism business managers revealed limited knowledge and skills, as most managers come from community organizations rather than the business or tourism sectors. Observations showed that social media management is handled by only one person without clear task distribution and with limited understanding of social media algorithms or content optimization strategies. This is compounded by the absence of a strong governance system to ensure program sustainability. The dependence of development programs on the village leadership figure poses risks of discontinuity when leadership changes. These findings are consistent with Yasir et al., (2021), who emphasize the importance of community participation in community-based tourism (CBT) to enhance local welfare. Similarly, Hidayatullah & Ali, (2023) highlight the need for improved coordination and collaboration among actors to strengthen infrastructure and tourism product quality.

The fourth gap concerns the evaluation and impact measurement system of marketing communication strategies. Interviews with various stakeholders revealed the absence of a comprehensive monitoring and evaluation system to assess the effectiveness of implemented IMC strategies. This makes it difficult to evaluate the contribution of each Pentahelix element. Observations showed that effectiveness measurement remains informal and qualitative, without the use of analytical tools for objective media performance assessment. The lack of a structured tourist database also hampers the development of more personalized and targeted marketing strategies. This finding aligns with Rozaan et al., (2024), who emphasize the importance of effective communication among the five main Pentahelix actors to build productive and harmonious relationships in tourism management.

The fifth gap relates to the disparity between tourism potential and economic actualization. Observations and interviews revealed that despite unique attractions such as the Torch War (*Perang Obor*) and other creative economy potentials, Tegalsambi still struggles to transform the community’s mindset from mere subsistence toward a creative, tourism-based economy with higher added value. The dependency on the annual Torch War event without an integrated marketing strategy to promote other attractions has resulted in suboptimal year-round tourist visits. This issue is further worsened by a lack of program continuity once formal assistance ends. Rusmawan et al., (2023) affirm the importance of Pentahelix collaboration to create tourism appeal and drive economic growth, especially for MSMEs, while Mawaddah et al., (2024) also stress the importance of stakeholder collaboration for sustainable tourism destination development.

This comprehensive set of gaps, identified through field observations and in-depth interviews, shows that while the Pentahelix model has been initiated in Tegalsambi's tourism development, the implementation of IMC strategies within this model has not been effective or well-coordinated. These findings are consistent with prior studies indicating that the Pentahelix model's implementation in tourism village development still faces complex challenges requiring a comprehensive and structured approach. This underscores the need for in-depth research on integrated marketing communication strategies through the Pentahelix model to bridge these gaps and optimize the potential and sustainability of Tegalsambi Tourism Village.

Today, travelers worldwide increasingly prefer meaningful travel experiences. They seek destinations that allow them to explore cultural diversity and local life, engage authentically with local traditions, empower local communities, and gain unique, memorable experiences that enrich their knowledge (Kementerian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif, 2024). Tegalsambi Tourism Village holds great potential to attract such travelers due to its rich cultural heritage and community involvement. However, without an effective marketing strategy and cross-sector collaboration, this potential may be underutilized, providing minimal benefit to the village.

Given this complexity, comprehensive research is needed to analyze and formulate an integrated marketing communication strategy through the Pentahelix model in Tegalsambi Tourism Village. The significance of this study lies in three main aspects: i) Theoretical Contribution – Exploring the dynamics of marketing communication and stakeholder interaction within the Pentahelix framework in the context of tourism village development, focusing on the analysis of existing communication conditions and stakeholder roles. ii) Methodological Contribution – Developing a comprehensive analytical framework to formulate effective IMC strategies at the tourism village level, considering the complex interrelationships among stakeholders in the Pentahelix model. iii) Practical Contribution – Providing a blueprint for IMC strategy implementation and evaluation that can be operationalized by stakeholders to optimize tourism potential in Tegalsambi Tourism Village through a collaborative Pentahelix approach.

METHODS

The data collected are qualitative, encompassing the views, experiences, and perspectives of informants regarding engagement communication in tourism management in Tegalsambi Village. Qualitative data analysis techniques are methods used to process non-numerical information such as interviews, observations, and documentation with the goal of identifying patterns, themes, and in-depth insights (Akem et al., 2025; Busral et al., 2025; Engkizar et al., 2021, 2023, 2025; Hamzah et al., 2025; Kassymova et al., 2025; Rosyadi & Athari, 2025).

The research was conducted in Tegalsambi Village, Jepara Regency, specifically at locations related to tourism development projects in the village. These include the local government office, tourism business sites, and local communities involved in tourism development. Information was obtained directly through interviews with selected informants at the research site in Tegalsambi Village, covering perspectives from various stakeholders.

A total of seven informants participated in this study, detailed as follows: Government sector: Informant 1 – Head of Tegalsambi Village, and Informant 2 – Jepara Regency Tourism Office. Academic sector: Informant 3 – Institute

for Research and Community Service (LPPM), Nahdlatul Ulama Islamic University. Community sector: Informant 4 – Head of the Tourism Awareness Group (Pokdarwis) of Tegalsambi Village, and Informant 5 – Manager of Tegalsambi Tourism Homestay. Business sector: Informant 6 – Owner of Tsambi Batik. Media sector: Informant 7 – Manager of the Tegalsambi Tourism Village social media account.

The researcher also collected data through documentary studies by reviewing various written sources such as books, journals, theses, and online materials to support this research.

RESULT AND DISCUSSION

The Role of Pentahelix Stakeholders in the Integrated Marketing Communication Strategy of Tegalsambi Tourism Village

The first, government role. The village and regency governments act as the main drivers, facilitators, and regulators in the integrated marketing communication (IMC) strategy of Tegalsambi Tourism Village. The village government coordinates local institutions such as Pokdarwis (Tourism Awareness Group), BUMDes (Village-Owned Enterprises), PKK (Family Welfare Movement), and MSMEs in tourism management and promotion, while the regency government strengthens these efforts through digital marketing training, cultural event promotion, and publication facilitation via official media. This role aligns with the Pentahelix model, which positions the government as the key regulator and facilitator in multi-stakeholder tourism development. The government also builds a positive village image through the publication of achievements and awards, reinforcing the public relations aspect of IMC.

Chamidah et al., (2020); Sumarto et al., (2020) emphasize the government's role in fostering synergy among stakeholders in tourism village development while highlighting coordination challenges at the local level. In Tegalsambi, the village government has shown higher proactivity in cross-institutional coordination, indicating a strengthened role compared to previous studies.

The second, contribution of academia. Academics, such as the LPPM (Institute for Research and Community Service) of UNISNU, play the roles of concept developer, facilitator, and innovator. They conduct research, provide training in branding and social media management, and assist in local product development, consistent with the academic function in the Pentahelix model as a source of innovation and knowledge. The “base-on-needs” approach adopted by LPPM UNISNU demonstrates an adaptive and responsive collaboration model, going beyond the traditional top-down methods often criticized in earlier literature.

Yasir et al., (2021) also highlight the academic role in tourism destination development, but the involvement in Tegalsambi is broader covering digital content creation and branding strategies thereby directly strengthening IMC.

The third, community role. The local community, especially Pokdarwis and BUMDes, serves as the main driver in tourism promotion and management. Pokdarwis is responsible for social media promotion, tourism package development, and the continuity of cultural attractions, while BUMDes manages guesthouses and restaurants, collaborating with local MSMEs. The community's role as an accelerator and strategic connector aligns with the Pentahelix concept, which places society as a key actor in local economic empowerment.

Hidayatullah & Ali, (2023); Yesayabela et al., (2024) emphasize the importance of community participation in creating sustainable tourism villages. However, this study also identifies an imbalance, where Pokdarwis often initiates

programs but is not always involved in post-implementation management a gap also found in (Chamidah et al., 2020).

The fourth, Business / MSME Sector. Local business actors, such as Tsambi Batik, provide signature village products and form part of the educational tourism packages. MSMEs expand their marketing networks through cooperation with the village government and community, while also promoting products through events and workshops. Their role as enablers in the village tourism ecosystem supports the Pentahelix theory, which positions businesses as drivers of economic growth and tourism product innovation.

Sulistiani & Syarifuddin, (2024) highlight the need to enhance individual capacity and government support for tourism MSMEs to optimize their role within integrated marketing strategies.

The fifth, media role. Media both social and mass play a crucial role in expanding the exposure of the tourism village. Management of platforms such as Instagram and other digital media serves as the main promotional tool, supported by national media like TVRI and DISKOMINFO, which strengthen the village's image at broader levels. The media's role as a catalyst for information and promotion aligns with the Pentahelix model, which places media as the main channel for communication and destination image building.

Rozaan et al., (2024); Suyono et al., (2020) affirm the effectiveness of social media particularly Instagram in building awareness and engagement through appealing visual communication.

Synergy and Collaboration in the Pentahelix Model

The first, advertising. Advertising in Tegalsambi Tourism Village is implemented through collaboration among the government, academia, community, MSMEs, and media. The village and regency governments facilitate promotion through official social media, cultural events, and exhibitions, while academics assist in creating digital content and visual promotional materials. Platforms such as Instagram and TVRI serve as the main communication channels to promote Tegalsambi's unique narrative, especially the Torch War (*Perang Obor*) tradition. This practice aligns with IMC theory, emphasizing the integration of communication channels to deliver coherent and consistent messages to audiences (Morrison, 2015).

The second, personal selling. Personal selling in Tegalsambi is carried out by Pokdarwis through direct offers of tourism packages, brochures, travel agency partnerships, and word-of-mouth marketing. BUMDes and MSMEs also engage directly with tourists through activities such as batik workshops within educational tourism packages. This supports IMC theory, which views personal selling as an effective means to build personal relationships and trust with consumers (Cresswell et al., 2011; Kotler & Keller, 2021). However, the limited number of sales staff and lack of specialized training prevent the full potential of personal selling from being realized (Yasir et al., 2021), resulting in less personalized tourist experiences and lower repeat-visit potential.

The third, sales promotion. Sales promotions are conducted through cultural events, souvenir distribution, and the integration of local products into tourism packages. The government, community, and MSMEs collaborate to ensure that promotions are not merely incidental but part of a continuous tourism program. Academics support innovation in promotional products and digital application development for easier access to promotional information. This strategy aligns with IMC's concept of sales promotion aimed at providing short-term incentives to encourage visits and transactions (Morrison, 2015).

The fourth, public relations & publicity. The village government builds a positive image through the publication of achievements and awards, supported

by academics who provide image management assistance and media that publicize events and local potential. Communities also establish networks with other tourism villages and communication forums at the regency level. This practice supports public relations theory, which highlights the importance of reputation and goodwill building through strategic communication (Shimp, 2010). However, monitoring and evaluation systems for PR impacts remain unstructured (Fatimah, 2020), making objective measurement difficult and limiting data-driven improvement.

The fifth, direct marketing. Pokdarwis and BUMDes manage tourist databases and conduct direct communication through social media and WhatsApp, allowing more personalized and relevant messaging. Social media is also used to answer inquiries, provide offers, and follow up with potential visitors. This approach aligns with IMC principles emphasizing direct consumer engagement (Morrisan, 2015; Shaw, 2024; Turnbull et al., 2020). However, the absence of a structured database and email marketing indicates a gap from the IMC standard requiring advanced personalization and segmentation (Ilmayasinta et al., 2024), thus limiting customer retention and remarketing potential.

The sixth, internet marketing. Pokdarwis manages multiple digital platforms (Instagram, Facebook, TikTok, and the Jadesta website), academics provide digital marketing training, and the regency government supports digital promotion through official tourism websites and applications. MSMEs are also encouraged to develop websites and online sales platforms, while all stakeholders contribute to a coordinated digital strategy.

The use of digital media aligns with IMC and Pentahelix theories that emphasize the integration of technology in tourism marketing. However, limited digital capacity and inconsistent content remain challenges (Rozaan et al., 2024), meaning digital marketing effectiveness is not yet optimal and innovation opportunities remain vast.

Challenges and Limitations in Implementation

Despite notable progress, this study identifies several gaps that require attention. Limitations in human resource capacity, promotional budgets, and digital infrastructure remain major obstacles, restricting promotion frequency and reach (Chamidah et al., 2020). This indicates that tourism village development still faces structural barriers that need serious attention from all stakeholders. Monitoring and evaluation systems that are not fully data-driven make it difficult to objectively assess the effectiveness of communication strategies and limit continuous improvement opportunities (Fatimah, 2020). Hence, a more systematic M&E framework is crucial to ensure program effectiveness and guide sustainable improvement.

Uneven community participation and program sustainability often dependent on specific figures rather than established systems highlight the need for stronger institutional frameworks and autonomous systems (Mawaddah et al., 2024). If left unaddressed, this condition may threaten the long-term sustainability of tourism programs.

Implications and Recommendations

The practical implications of this research highlight the need to strengthen digital training, enhance human resource capacity, develop a comprehensive tourist database system, and promote digital-based innovation to support program sustainability. Diversifying funding sources and reinforcing cross-stakeholder coordination are also key to maintaining the pentahelix synergy and ensuring adaptability to change.

Data-driven evaluation and monitoring must be improved to ensure that every strategy implemented produces tangible impacts on tourism growth and the local economy. The development of an integrated information system can assist in making more accurate and evidence-based decisions.

Strengthening institutional capacity within the community is a priority to reduce dependency on individual figures and ensure the sustainability of programs. Continuous training and mentoring should be conducted to improve the community's ability to manage tourism independently.

The pentahelix collaboration in Tegalsambi Tourism Village has successfully formed an effective integrated marketing communication (IMC) ecosystem, despite facing challenges in capacity, consistency, and sustainability. Optimizing synergy, fostering digital innovation, and strengthening evaluation and monitoring systems are strategic steps to ensure the tourism village remains competitive and develops sustainably in the digital era.

The findings of this research contribute to the theoretical and practical development of integrated marketing communication within the context of tourism villages, particularly within the pentahelix collaboration model. The model developed can serve as a reference for other tourism villages, with adaptations based on their respective local contexts.

Internal and External Factors Affecting the Integrated Marketing Communication Strategy through the Pentahelix Model in Tegalsambi Tourism Village

An analysis of internal and external factors was conducted to identify the strategic conditions that influence the implementation of integrated marketing communication through the pentahelix model in Tegalsambi Tourism Village. This approach uses the SWOT framework, aligned with modern marketing principles and the pentahelix theory (Calzada & Cowie, 2017; Kotler & Keller, 2021).

Internal and External Factors in Tegalsambi Tourism Village

Internal Factors

The first, strengths. Consistent Digital Promotion Strategy'. The consistent use of Instagram and other social media platforms as the primary channels for visual promotion is a significant strength. This aligns with integrated marketing communication theory, which emphasizes message consistency and digital media utilization to effectively build brand awareness (Morrisan, 2015; Shaw, 2024). These findings are also supported by Chamidah et al., (2020), who highlighted the importance of social media as the main promotional tool in tourism village development, even though optimization remains a challenge in many villages.

Strong Local Organizational Solidarity. Community solidarity particularly the active roles of Pokdarwis and BUMDes serves as the main pillar in promoting, developing tour packages, and preserving cultural attractions such as the Perang Obor tradition. This aligns with the pentahelix model, which positions the community as an accelerator of community-based tourism development (Yasir et al., 2021). Previous studies also found that community engagement is a key factor in sustainable tourism village management.

Ability to Build External Relations. Good relationships with local and national media, such as TVRI and DISKOMINFO, have proven effective in building a positive image for the tourism village. This finding supports (Rozaan et al., 2024), who emphasized that collaboration with media is essential for expanding exposure and building destination reputation.

Government Stakeholder Support. Government support in the form of training, cultural event promotion, and tourism exhibition facilitation

strengthens the village's marketing communication infrastructure. The government's role as facilitator and regulator has been identified as a determining factor in the pentahelix model.

The second, weaknesses. Limited Marketing Resources. Low consistency in updating social media content and the absence of dedicated budgets for paid promotions or influencer marketing are major weaknesses. This reveals a gap between IMC theory which stresses message continuity and channel integration (Shimp, 2010) and the current practice, which relies heavily on organic promotion.

Weak Marketing Team Structure. The absence of a dedicated direct sales team limits the potential of personal selling. This differs from Sumarto et al., (2020), who found that successful tourism villages generally have well-organized marketing team structures.

Unstructured Customer Information System. The lack of a structured customer database hinders the effectiveness of direct marketing. This limitation is also noted by Sulistiani & Syarifuddin, (2024), who identified managerial and information technology capacity as major challenges in local tourism management.

Internal Organizational Conflicts. Internal issues between Pokdarwis and the village government regarding community involvement, as well as limited HR and managerial knowledge within BUMDes, reduce collaboration effectiveness. This gap is consistent with Chamidah et al., (2020), who found that synergy among pentahelix elements often fails due to internal conflict and poor coordination.

Limited Human Resource Capacity. Low commitment and community participation hinder optimal implementation of academic mentoring programs. This finding echoes (Yasir et al., 2021), who emphasized the importance of local commitment for sustainable innovation and tourism village development.

External Factors

The first, opportunities. Advances in Digital Technology. There are great opportunities in developing digital promotions through location-based applications and the JADESTA website. This aligns with global digitalization trends and (Ilmayasinta et al., 2024), who stress the importance of digital transformation in destination marketing strategies.

Supportive Government Policies. District government support through digital marketing training and tourism exhibition facilitation opens opportunities to strengthen human resource capacity and promotional networks. This aligns with the pentahelix framework, which places the government as the main enabler of tourism development.

Inter-Village Tourism Collaboration Networks. Synergy among tourism village communities in Jepara creates opportunities for joint tour packages and collective promotion, expanding marketing networks for local products. (Hidayatullah & Ali, 2023) also emphasized the importance of cross-community collaboration to enhance destination competitiveness.

Mass Media Support. Support from local and national media provides opportunities to expand promotional reach and strengthen destination brand awareness. This finding aligns with (Mawaddah et al., 2024), who highlighted the strategic role of media in destination branding.

Private Sector Partnership Potential. Partnership opportunities with nearby hotels, restaurants, and souvenir shops in Jepara can expand local product markets. This supports the pentahelix theory, which identifies businesses as enablers of local economic growth (Kotler & Keller, 2021).

The second, threats. High Competition Among Destinations. Intense promotional competition among tourism villages in Jepara means those that fail to advertise consistently risk falling behind. This threat is relevant to [Rusmawan et al., \(2023\)](#), who found that digital promotional competition among tourism villages is intensifying.

Competition from Similar Products. Promotional competition from more established batik-producing villages poses a threat to the sustainability of Tegalsambi's batik industry. This underscores the importance of innovation and product differentiation in facing market competition ([Ilmayasinta et al., 2024](#)).

Risk of Negative Publicity. Potential negative media coverage during crises or issues can quickly damage the tourism village's image and public trust. This aligns with crisis management theory in integrated marketing communication ([Shimp, 2010](#)).

Community Social Dynamics. Internal conflicts among community groups and mistrust toward the village government can hinder collaboration and reduce participation enthusiasm. Prior studies [Chamidah et al., \(2020\)](#) also noted that internal conflict is a major barrier in pentahelix-based tourism village development.

Dependence on External Parties. Dependence on academic assistance without strengthening local capacity threatens program sustainability. This finding shows the need to enhance internal capacity so that innovation and tourism development are not overly reliant on external support ([Yasir et al., 2021](#)).

Overall, the findings from Tegalsambi Tourism Village align with previous theories and studies emphasizing the importance of pentahelix collaboration, digital media roles, and community synergy in integrated marketing communication development. However, this study also identifies gaps such as weak personal selling structures, limited customer databases, and internal community conflicts that have not been deeply explored in prior research. These gaps provide valuable insights for strengthening future integrated marketing communication strategies, particularly in enhancing human resource capacity, digital innovation, and cross-stakeholder collaboration consistency.

Internal Environment Analysis (IFAS) & External Environment Analysis (EFAS)

Internal Environment Analysis (IFAS)

Table 2. Internal Environment Analysis (IFAS) of Tegalsambi Tourism Village

No.	Internal Factors	Weight	Rating	Score (Weight × Rating)
Strengths				
1	Consistent Digital Promotion Strategy	0.10	2	0.20
2	Strong Local Organizational Solidarity	0.20	4	0.80
3	Ability to Build External Relationships	0.12	3	0.36
4	Government Stakeholder Support	0.15	3	0.45
Subtotal		0.57		1.81
Weaknesses				
1	Limited Marketing Resources	0.08	2	0.16

2	Weak Marketing Team Structure	0.15	1	0.15
3	Unstructured Customer Information System	0.12	2	0.24
4	Internal Organizational Conflict	0.10	1	0.10
5	Limited Human Resource Capacity	0.08	2	0.16
Subtotal		0.43		0.81
Total		1.00		2.62

Internal Factor Analysis Summary (IFAS) Analysis

IFAS Score $2.62 > 2.5$

This score indicates that the internal strengths of Tegalsambi Tourism Village are quite dominant, providing the village with a strong foundation for implementing a pentahelix-based integrated marketing communications (IMC) strategy. An IFAS score of 2.62 indicates that the internal strengths of Tegalsambi Tourism Village outweigh its weaknesses. This confirms that the village has a strong and stable internal foundation for implementing a pentahelix-based integrated marketing strategy. The main strengths lie in the active role of the community and solid government support. However, weaknesses such as limited marketing resources and an unstructured direct marketing system need to be addressed immediately to improve the effectiveness of marketing communications and the competitiveness of this tourist destination.

EFAS External Environmental Analysis

Table 3. EFAS External Environmental Analysis of Tegalsambi Tourism Village

No.	External Factors	Weight	Rating	Score (Weight × Rating)
Opportunities				
1	Development of Digital Technology	0.18	4	0.72
2	Supportive Government Policies	0.15	3	0.45
3	Collaborative Network Among Tourism Villages	0.12	3	0.36
4	Support from Mass Media	0.10	3	0.30
5	Partnership Potential with the Private Sector	0.10	3	0.30
Subtotal		0.65		2.13
Threats				
1	Intense Competition Among Destinations	0.08	2	0.16
2	Competition with Similar Products	0.07	2	0.14
3	Risk of Negative Publicity	0.06	2	0.12
4	Social Dynamics within the Community	0.10	1	0.10
5	Dependence on External Parties	0.04	2	0.08
Subtotal		0.35		0.60
Total		1.00		2.73

External Factor Analysis Summary (EFAS) Analysis

EFAS score $2.73 > 2.5$

This score indicates that the external environment strongly supports the development of Tegalsambi Tourism Village. Existing opportunities can be optimally utilized for the growth and development of the destination. An EFAS

score of 2.73 indicates that external opportunities outweigh the threats facing Tegalsambi Tourism Village. This indicates that the external environment strongly supports the development of this tourism destination. The main opportunities stem from advances in digital technology and strong government support, while the main threat is intense competition in both promotion and local products, which must be managed with innovative strategies to maintain competitiveness. Tegalsambi Tourism Village is in an advantageous position to maximize external potential for sustainable growth.

Formulating an effective integrated marketing communications strategy using the Pentahelix model in Tegalsambi Tourism Village
SWOT Diagram Analysis

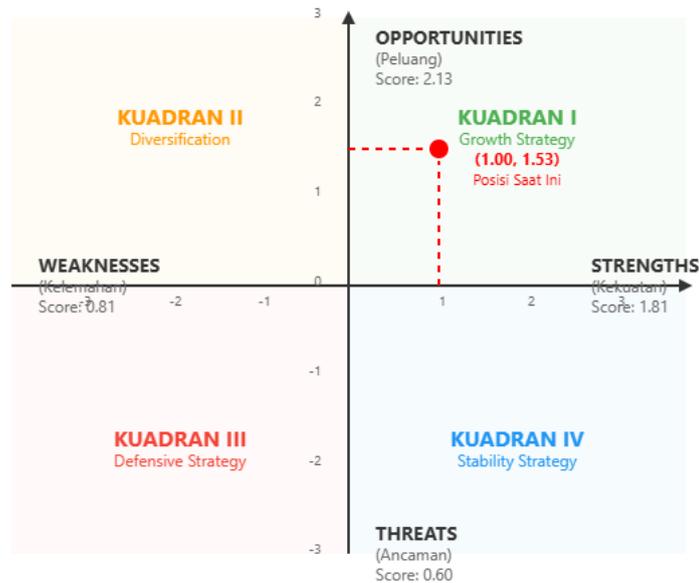


Fig 1. SWOT Diagram of Tegalsambi Tourism Village

Based on the SWOT diagram, Tegalsambi Tourism Village is positioned in Quadrant I with coordinates (1.00, 1.53), indicating a very favorable situation. This position illustrates that the tourism village has solid internal strengths (score 1.81) and significant external opportunities (score 2.13). The main strength lies in the solidarity of the local community through the active role of the Tourism Awareness Group (Pokdarwis) and Village-Owned Enterprises (BUMDes), as well as strong support from the village and district governments. Meanwhile, the greatest opportunities lie in the development of internet marketing and ongoing government support for digital marketing training.

Despite its strong strategic position, there are still internal weaknesses that need to be addressed, particularly in terms of suboptimal direct marketing and personal selling. The main threats come from intense promotional competition among tourism villages in Jepara and batik product competition from other, more established villages. This Quadrant I position indicates that Tegalsambi Tourism Village must implement an aggressive growth strategy by leveraging internal strengths to optimize available external opportunities, while continuously improving weaknesses and anticipating existing threats.

SWOT Matrix Table

Table 4. SWOT Matrix for Tegalsambi Tourism Village

	Internal	Strengths (S)	Weaknesses (W)
			S1: Consistent Digital Promotion Strategy

External	S2: Strong Local Organizational Solidarity	W2: Weak Marketing Team Structure
	S3: Ability to Build External Relationships	W3: Unstructured Customer Information System
	S4: Government Stakeholder Support	W4: Internal Organizational Conflicts
		W5: Limited Human Resource Capacity
	Opportunities	SO Strategies (Strengths–Opportunities)
O1: Development of Digital Technology	SO1: Optimize digital platforms and the JADESTA website by leveraging consistent social media promotion and government support to enhance brand awareness. (<i>S1, S4, O1, O2</i>)	WO1: Utilize digital marketing training provided by the local government to overcome limited promotional budgets and enhance HR capacity in digital marketing. (<i>W1, W5, O2</i>)
O2: Supportive Government Policies	SO2: Build a collaborative network among tourism villages in Jepara by utilizing strong local organization and external relations to develop joint tourism packages. (<i>S2, S3, O2</i>)	WO2: Integrate customer information systems through location-based applications and the JADESTA website to address weak marketing structures and customer databases. (<i>W2, W3, O1</i>)
O3: Collaborative Network Among Tourism Villages	SO3: Develop strategic partnerships with the private sector through strong media relations and government support to expand local product markets. (<i>S3, S4, O4, O5</i>)	WO3: Establish a joint marketing team through collaboration among tourism villages to address limited internal resources and organizational conflicts. (<i>W2, W4, O3</i>)
O4: Support from Mass Media		
O5: Partnership Potential with the Private Sector		
Threats	ST Strategies (Strengths–Threats)	WT Strategies (Weaknesses–Threats)
T1: Intense Competition Among Destinations	ST1: Leverage consistent digital promotion and local organizational solidarity to create unique differentiation among tourism destinations. (<i>S1, S2, T1</i>)	WT1: Develop internal conflict management systems and strengthen HR capacity to address community social dynamics that could worsen internal conflicts. (<i>W4, W5, T4</i>)
T2: Competition with Similar Products	ST2: Use external relationship-building skills and government support to mitigate negative	WT2: Build organizational independence by strengthening internal marketing team structures

	publicity risks through proactive crisis management. (<i>S3, S4, T3</i>)	to reduce dependence on external parties. (<i>W2, W5, T5</i>)
T3: Risk of Negative Publicity	ST3: Strengthen the uniqueness of local batik products and the <i>Perang Obor</i> cultural attraction through organizational solidarity to face product competition. (<i>S2, T2</i>)	WT3: Allocate limited marketing resources strategically to face intense competition by focusing on comparative advantages. (<i>W1, T1, T2</i>)
T4: Community Social Dynamics	ST4: Reduce dependence on external parties by leveraging government support to strengthen internal capacity. (<i>S4, T5</i>)	WT4: Develop a simple but effective customer information system to address resource limitations in facing digital competition. (<i>W3, W1, T1</i>)
T5: Dependence on External Parties		

Internal-External Matrix Analysis

SO (Strength-Opportunity) STRATEGY - Aggressive Strategy

Leveraging internal strengths to pursue existing external opportunities. The first, optimizing digital platforms with government support. Tourism villages must integrate the consistency of established social media promotions with the government's digitalization program. This strategy involves: Developing more professional digital content. Maximizing the use of the JADESTA website, and Digital marketing training to increase reach and engagement.

Implementation is carried out by creating a structured content calendar, utilizing the latest digital features, and optimizing search engine optimization (SEO) to increase online visibility.

The second, building a collaborative network between tourism villages. Leveraging the solid organizational foundations of Pokdarwis and BUMDes to lead the formation of a network of tourism villages throughout Jepara. This strategy includes developing multi-destination tour packages. A joint voucher system. Coordinating a cultural event calendar. The strength of established external relationships is used to expand the network and create mutually beneficial synergies between tourism villages.

The third, developing strategic partnerships with the private sector. Utilizing strong relationship-building capabilities and government support to attract investors and business partners. This strategy involves developing partnership programs with hotels, restaurants, travel agents, and local MSMEs.

ST STRATEGY (Strength-Threat) - Diversification Strategy

Using internal strengths to overcome external threats. The first, creating unique differentiation in competition. Leveraging the unique culture of the Torch War that other tourist villages do not possess and consistent promotion to create a strong positioning. This strategy involves: Innovation and Variation of Pre-Cultural Tourism Events. The Torch War tradition is enriched with pre-events, batik exhibitions, and workshops, and the Torch Dance is taught to students as part of a multi-generational educational tourism package. Developing Varied and Educational Products: Torch War batik is developed into various motifs and fashion accessory products, complemented by experiential batik workshops, kintelan cooking classes, and community art exhibitions. A Year-Round Calendar of Cultural, Educational, and Creative

Events. Develop an annual agenda of thematic events such as cultural festivals, agricultural product competitions, and seafood culinary events, consistently held monthly, enriched with activities such as boat trips, traditional fishing demonstrations, local agricultural interactions, and themed homestays to ensure that visits are not solely focused on the Torch War. The strength of local organizations is utilized to maintain cultural authenticity while developing engaging innovations.

The second, establish a proactive crisis management system. Utilize good media relations and government support to prevent and address negative news coverage. This strategy includes: Establishing a crisis communications team. Developing standard operating procedures (SOPs) for handling issues. A social media monitoring system. Utilize the ability to build external relationships to establish an early warning system and support network during a crisis.

The third, strengthen local products to face competition. Leverage organizational strength to develop more competitive batik and culinary product innovations. This strategy involves: product quality improvement programs, product diversification and developing attractive packaging.

Government support is utilized to gain access to technology and a wider market. WO (Weakness-Opportunity) STRATEGY - Turnaround Strategy Leveraging external opportunities to address internal weaknesses. The first, leveraging government training to address human resource limitations. Optimizing government digital marketing and capacity-building training programs to address limited promotional budgets and human resource capacity. This strategy involves: active participation in all training programs, implementing knowledge transfer, developing a continuous learning system. Focusing on improving digital marketing, financial management, and customer service skills.

The second, integrating customer information systems through digital technology. Leveraging developments in digital technology and the JADESTA website to build a structured customer database. This strategy includes: Using a simple Customer Relationship Management (CRM) system, developing a membership program, automated marketing. This system will address weaknesses in direct marketing and help build long-term relationships with customers.

The third, building a joint marketing team through collaboration. Overcoming resource limitations and internal conflicts by forming a joint marketing team across tourism villages. This strategy involves: sharing promotional costs, joint training programs, personnel rotation systems. This collaboration will reduce individual burdens while increasing marketing capacity through learning from other tourism villages.

WT (Weakness-Threat) STRATEGY - Defensive Strategy

Minimize internal weaknesses and avoid external threats. The first, addressing internal conflicts to address social dynamics. Strengthening internal organizational solidarity through conflict mediation and team-building programs to address social dynamics that could exacerbate the situation. This strategy involves conflict resolution workshops, Leadership programs, Collective reward systems. Focus on creating a shared vision and clear role divisions to reduce potential conflict.

The second, building independence to reduce external dependency. Developing internal capacity to reduce the risk of dependence on external parties, especially academics and consultants. This strategy includes: Leadership regeneration programs, Knowledge documentation systems, Development of

independent funds. Focus on knowledge transfer and the development of local expertise that can sustainably implement the program.

The third, optimizing limited resources to face competition. Focus on efficient and cost-effective marketing strategies to survive the fierce competition with other tourism villages. This strategy involves: analyzing the results of each promotional activity, focusing on the most effective promotional methods, developing reusable marketing content. Emphasizing organic marketing and word-of-mouth to reduce promotional costs.

The fourth, developing an adaptive information system to face digital competition. Building a simple yet effective customer database system with limited resources to face increasingly fierce digital competition. This strategy includes: using free or low-cost platforms, training human resources to manage the system, consistent digital content development. Prioritizing free or low-cost promotional methods to reach more people and interact with the content, without incurring significant costs.

CONCLUSION

Based on the findings obtained during the research process, the conclusion that the pentahelix model in Tegalsambi Tourism Village has established an effective integrated marketing communications system through collaboration between five key parties. The government acts as a regulator, providing digital marketing training and official publications. Academics provide concepts and innovation through research assistance and branding training. The local community is the main driver through the Pokdarwis (Tourism Group) and BUMDes (Village-Owned Enterprises) that manage social media promotions and tour packages. The business/MSME sector provides unique products and expands marketing networks. The media plays a role in disseminating information through digital platforms and mass media. Although collaboration has been established, challenges remain in coordination, limited human resources, and gaps in participation. A SWOT analysis shows that Tegalsambi Tourism Village is in a favorable strategic position with an IFAS score of 2.62 and an EFAS score of 2.73 in Quadrant I (Growth Strategy). Key strengths include the solidity of the local organization, a consistent digital promotion strategy, and government support. Weaknesses include limited marketing resources, a weak marketing team structure, and internal organizational conflict. Significant opportunities exist through the development of digital technology, supportive government policies, and potential partnerships with the private sector. Threats include inter-destination competition, competition from similar products, and dependence on external parties.

Based on the position in Quadrant I, the recommended strategy is an aggressive growth strategy that leverages internal strengths to optimize external opportunities. The SO strategy focuses on optimizing digital platforms with government support, building collaborative networks between tourist villages, and developing strategic partnerships with the private sector. The ST strategy is directed at creating unique competitive advantages, developing a proactive crisis management system, and strengthening local products. The WO strategy optimizes government training to address human resource limitations, integrates customer information systems through digital technology, and builds a joint marketing team through collaboration. The WT strategy addresses internal conflict, builds organizational independence, optimizes limited resources, and develops a simple information system. Implementing these strategies requires a phased approach with a priority on strengthening

internal capacity and optimizing pentahelix synergy.

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First publication right:

International Journal of Multidisciplinary of Higher Education (IJMURHICA)

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