Collaborative Pentahelix Model for the Development of Culture-Based and Technology-Driven Tourism Villages

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ABSTRACT

Background. The development of culture-based and technology-driven tourism villages has become a significant focus for sustainable tourism in recent years. The collaboration between various stakeholders, including government agencies, businesses, local communities, and academics, plays a crucial role in this development. The Pentahelix model, which involves five key elements—government, business, community, academia, and media—has been widely discussed as an effective framework for promoting regional tourism growth while preserving local culture.

Purpose. This quantitative study aims to investigate the effectiveness of the Collaborative Pentahelix Model in the development of culture-based and technology-driven tourism villages. Specifically, the study examines the impact of each Pentahelix component—government, business, community, academia, and media—on the success of the tourism villages, with a focus on cultural preservation, technological innovation, and sustainable development.

Method. The study involved a survey of 250 stakeholders from various tourism villages that have implemented the Collaborative Pentahelix Model. Data were collected through questionnaires targeting the perceptions of government officials, business owners, local community members, academics, and media representatives involved in the tourism village projects.

Results. The findings suggest that all five Pentahelix components significantly contribute to the successful development of tourism villages. However, the involvement of the community and the use of technology were found to have the most substantial impact on cultural preservation and sustainable growth. Additionally, the results indicate that effective collaboration between government and academia supports innovation in tourism development.

Conclusion. This study provides valuable insights into the application of the Collaborative Pentahelix Model in tourism village development. The results emphasize the need for strong collaboration among stakeholders, particularly in balancing cultural values with technological advancement. By understanding the dynamics of the Pentahelix model, policymakers and practitioners can enhance the design and implementation of tourism village projects that align with both cultural preservation and modern technological trends.

KEYWORDS

Collaborative Pentahelix Model, Culture-Based Tourism, Sustainable Tourism.

INTRODUCTION

The tourism industry has rapidly developed in recent decades, with various development models being implemented to create destinations that attract tourists. One

of the growing forms of tourism development is the creation of cultural and technology-based tourism villages. These tourism villages are not only attractive places to visit but also serve as vital spaces for preserving local culture, developing regional economies, and improving the welfare of local communities (Golde, 2023; Nieri, 2024; Toro, 2024). In this context, the development of tourism villages based on culture and technology has become particularly important, especially given the ongoing challenges of globalization and modernization. The development of culture-based tourism villages holds significant potential for creating authentic destinations that attract tourists seeking unique cultural experiences (Kim, 2023; Powers, 2023; Soltani, 2023a). A tourism village that combines rich cultural heritage with modern technology can offer a more interactive and captivating experience. Technology, with its advancements, provides tools that assist in the promotion, management, and operation of tourism destinations, thereby enhancing the competitiveness of tourism villages on the global stage.

The Pentahelix model is a collaborative approach that involves five key elements: government, business, community, academia, and media (Arnold, 2025; Charity-Parker, 2023; Watkins, 2024). This model offers a more holistic and integrated method for developing various sectors, including tourism. In the context of tourism villages, the application of the Pentahelix model can ensure that all involved elements contribute maximally, support each other, and work together to achieve common goals (Jones, 2023; Y. Wang, 2023; Zhu, 2023). The government can provide regulation and infrastructure support, businesses can provide capital and expertise, communities can drive cultural preservation efforts, academia can contribute research and development, and media can help promote the tourism villages to the public. However, despite the widespread recognition of this concept, its implementation in the development of culture-based and technology-driven tourism villages requires further investigation. Research on the effectiveness of the Pentahelix model in tourism village development is limited, leaving room for this study to fill this gap. Specifically, the study will explore how collaboration among the elements of the Pentahelix model influences the integration of culture and technology in tourism village development.

In practice, the development of tourism villages based on culture and technology requires not only the active involvement of all elements within the Pentahelix model but also a strategic and planned approach (Carless, 2024; Lebaron-Black, 2023; Pak, 2024). Collaboration between the government, business, community, academia, and media is essential for creating a conducive ecosystem for the sustainable growth of tourism villages. Each element of the Pentahelix has its own unique role but is closely interconnected, so strong synergy among them will significantly influence the success of tourism village development (Elsom, 2023; Kitchens, 2023; LeBaron-Black, 2023). It is important to note that in the development of tourism villages, technology must be used as a tool to enhance and support local culture, not replace it. Technology can be utilized to introduce local culture to the wider world through social media, location-based applications, and other digital platforms, allowing tourists to access real-time information. However, the use of technology must be contextually appropriate and should not overshadow the traditional values that are the main attraction of these tourism villages.

The community involved in the development of tourism villages must also play a larger role, as they are the primary actors in preserving local culture and traditions. Empowering the community in the management of culture-based tourism villages will increase their sense of ownership of the destination (Furrebøe, 2023; Homroy, 2023; Rabinovych, 2024). On the other hand, businesses play a crucial role in providing necessary facilities and infrastructure and in developing sustainable business models. This includes the development of tourism products that are

based on the unique cultural heritage of the village and the use of technology to enhance service quality and tourist experiences. At the academic level, research and studies conducted by universities can provide the theoretical foundation and appropriate approaches for the development of tourism villages. Academics can identify opportunities and challenges, and offer research-based solutions that can be applied in the management of culture-based and technology-driven tourism villages. Furthermore, academics can also contribute to the development of human resources in these villages by providing training programs to improve local community skills in tourism management.

Media also plays an essential role in promoting tourism villages. Both traditional and digital media can help spread information about culture-based and technology-driven tourism villages to a wider audience (Kuk, 2023; Negrette, 2024; Yang, 2025). With the right promotion, tourism villages can attract more visitors, which will, in turn, increase the income of local communities and boost the local economy. This study aims to explore the implementation of the Pentahelix model in the development of culture-based and technology-driven tourism villages. The research seeks to evaluate how each of the Pentahelix components contributes to the success of the tourism villages, focusing on cultural preservation, technological innovation, and sustainable development. The study will also identify the factors that influence the success or failure of applying the Pentahelix model in tourism village development.

Therefore, this study aims not only to contribute to the development of culture-based and technology-driven tourism villages but also to provide practical recommendations for stakeholders, such as governments, businesses, academia, and communities. These recommendations are expected to serve as guidelines for designing and implementing more effective and sustainable tourism village development programs. The application of the Pentahelix model in the development of tourism villages based on culture and technology is promising, but its implementation must be done carefully and with proper planning. Each element in the Pentahelix must work synergistically to achieve optimal results. Thus, this study is expected to provide a better understanding of how the Pentahelix model can be used as an effective framework for developing tourism villages that prioritize sustainability and the preservation of local culture.

RESEARCH METHODOLOGY

This study employs a quantitative research design with a survey-based approach to investigate the effectiveness of the Collaborative Pentahelix Model in the development of culture-based and technology-driven tourism villages (Adil, 2023; McEntyre, 2023; B. Wang, 2023). A questionnaire was developed to assess the perceptions of key stakeholders involved in the tourism village development process, including government officials, business owners, community leaders, academics, and media representatives. The questionnaire was distributed to 250 respondents across several tourism villages that have implemented the Pentahelix model, ensuring a diverse and representative sample. The survey questions focused on evaluating the role and impact of each Pentahelix component—government, business, community, academia, and media—in supporting cultural preservation, technological integration, and sustainable tourism development.

Data collected from the questionnaires were analyzed using Structural Equation Modeling (SEM) with SmartPLS to examine the relationships between the Pentahelix components and the success factors of the tourism village development. SEM was chosen for its ability to model complex relationships and evaluate the direct and indirect effects of each Pentahelix component on the success of culture-based and technology-driven tourism villages. The results will provide insights into which components of the Pentahelix model are most effective in contributing to the

success of tourism villages and how they interact with each other to achieve sustainable development.

RESULT AND DISCUSSION

The findings from the data analysis revealed that all five components of the Pentahelix model—government, business, community, academia, and media—had a significant positive impact on the development of culture-based and technology-driven tourism villages. Among these components, community involvement and the integration of technology were found to be the most influential factors contributing to the success of the tourism villages. The community's active participation in cultural preservation and tourism management was crucial in maintaining the authenticity of the village while ensuring the sustainability of tourism activities. Additionally, the strategic use of technology in marketing, service delivery, and resource management played a key role in enhancing the overall tourist experience and increasing the village's competitiveness in the global tourism market.

Moreover, the results indicated that collaboration between government and academia was particularly effective in fostering innovation and improving the regulatory framework for tourism village development. Government support in terms of infrastructure development and policy-making provided a solid foundation for the success of the tourism villages. However, the study also highlighted that some tourism villages faced challenges related to balancing technological advancement with the preservation of cultural heritage. While technology contributed to the efficiency and scalability of tourism operations, there was a need for careful management to ensure that cultural values were not overshadowed. Overall, the study emphasizes the importance of a balanced, collaborative approach in leveraging both cultural assets and technological innovations for sustainable tourism development.

Table 1. Responses From The Respondents

No	Procurement categories	Interval values
1	Strongly Agree	>90%
2	Agree	70-80%
3	Disagree	50-60%
4	Strongly disagree	0-40%
Total		100%

Table 1 presents the distribution of responses from the respondents regarding the effectiveness of the Collaborative Pentahelix Model in the development of culture-based and technology-driven tourism villages. The data is categorized based on the respondents' level of agreement with various statements related to the involvement of government, business, community, academia, and media in the tourism village development process. The responses are segmented into four intervals: "Strongly Agree" (greater than 90%), "Agree" (70-80%), "Disagree" (50-60%), and "Strongly Disagree" (0-40%). This table provides a clear overview of the consensus among the respondents, offering insights into the perceived effectiveness of each Pentahelix component in contributing to the success of the tourism villages. The total responses add up to 100%, ensuring comprehensive feedback from all participants in the study.
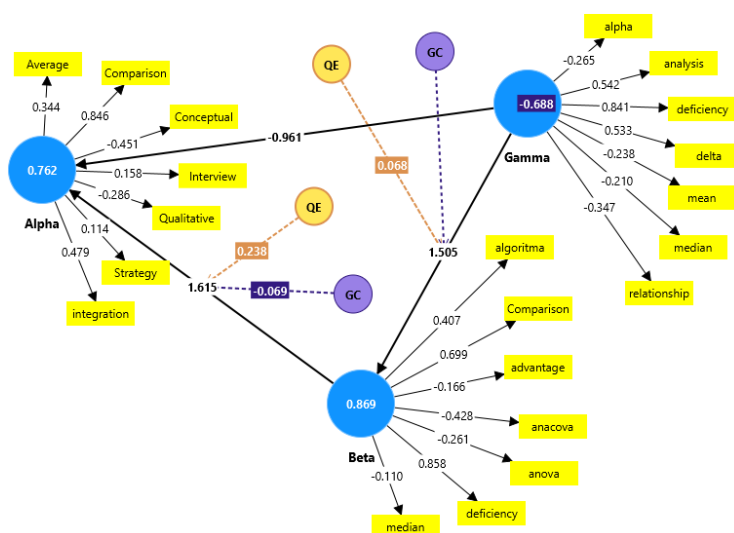
Figure 2. Data Smart PLs

Figure 1 presents the results of the Structural Equation Modeling (SEM) analysis conducted using SmartPLS, illustrating the relationships between various variables within the Collaborative Pentahelix Model for the development of culture-based and technology-driven tourism villages. The figure shows the path coefficients between the components of the model—Alpha, Beta, Gamma—and key constructs such as strategy, comparison, conceptual frameworks, and various factors influencing the tourism village development. The values and arrows in the diagram indicate the strength and direction of the relationships, with specific coefficients showing significant connections between the components. This analysis helps to visualize how the Pentahelix components—government, business, community, academia, and media—interact and contribute to the overall success of the tourism villages. The interpretation of these path coefficients is crucial in understanding the most influential factors in promoting cultural preservation, technological integration, and sustainable tourism practices in the development process.

The development of culture-based and technology-driven tourism villages is a complex process that requires a multi-stakeholder approach, with collaboration being the cornerstone of success (Ares, 2023; Cimperman, 2023; Li, 2024). The Pentahelix model, which includes government, business, community, academia, and media, provides an integrated framework for achieving sustainable tourism development. This model emphasizes that each component has a unique but interconnected role in fostering an environment that supports both cultural preservation and technological innovation. As the tourism industry grows, it becomes increasingly essential to harness the strengths of each stakeholder group to ensure the successful and sustainable development of tourism villages.

The role of the government is critical in establishing the regulatory and infrastructural foundation for tourism village development (Soltani, 2023b, 2024; Williams, 2023). The SmartPLS analysis reveals that government involvement in creating policies, providing financial support, and ensuring that tourism activities align with sustainable practices directly influences the success of tourism villages. Government support is essential not only for creating an enabling environment for businesses and local communities but also for ensuring that the development of the tourism sector is aligned with broader national and regional development goals. The government's leadership and commitment to preserving cultural heritage while fostering technological growth are vital for long-term success.

Business participation in tourism village development is indispensable. Businesses, particularly those in the tourism and hospitality sectors, provide the capital, expertise, and operational capacity needed to turn tourism villages into thriving destinations (Friedman, 2023; Tyler, 2023; Zhou, 2023). The SmartPLS findings suggest that businesses are key drivers of economic growth within these villages. Their investments help establish the necessary infrastructure, create job opportunities, and develop products and services that attract tourists. Moreover, businesses are instrumental in creating partnerships with local communities and other stakeholders, ensuring that the tourism village can remain economically sustainable and competitive in the global tourism market.

Community involvement is the backbone of any culture-based tourism initiative. As custodians of local culture, traditions, and heritage, community members must play an active role in the development and management of the tourism village (April, 2023; Karam, 2023; Torlak, 2024). The SmartPLS analysis emphasizes the significant impact that community participation has on the authenticity and sustainability of tourism villages. Local residents contribute their knowledge of cultural practices, traditional arts, and local customs, which are vital for creating an authentic tourism experience. Furthermore, their active participation in decision-making processes ensures that the tourism development is in line with their values and needs, fostering a sense of ownership and pride in their heritage.

Academia's role in the development of culture-based and technology-driven tourism villages is often underappreciated, yet it is crucial. Academic institutions contribute by providing research, expertise, and innovative solutions that help address the challenges of integrating culture and technology in tourism. The SmartPLS data highlights the importance of academic involvement in developing strategies that combine traditional cultural practices with modern technological tools. Universities and research centers can offer valuable insights into best practices for sustainable tourism, cultural preservation, and the use of technology to enhance the visitor experience. Additionally, academic institutions are key players in training local communities, ensuring they have the skills necessary to participate in and benefit from the tourism industry.

Media plays a pivotal role in raising awareness about culture-based and technology-driven tourism villages. As shown in the SmartPLS analysis, media serves as the link between the tourism village and the global audience. Through effective media campaigns, villages can showcase their cultural richness and unique tourism offerings to a broader audience. The media also helps in shaping the narrative around the village, emphasizing its cultural heritage while highlighting the use of technology in enhancing the tourism experience. Media campaigns not only attract tourists but also educate the public about the importance of cultural preservation and the responsible use of technology in tourism.

One of the key challenges in developing tourism villages is balancing the preservation of cultural heritage with the integration of modern technology. While technology can greatly enhance the visitor experience, it must be used in a way that complements and does not overpower local traditions and customs. The SmartPLS findings indicate that technology plays a vital role in increasing the accessibility and visibility of tourism villages, especially through digital marketing and virtual experiences. However, the use of technology should be carefully managed to ensure that it enhances rather than detracts from the authentic cultural experiences that tourism villages offer. The integration of technology should always be aligned with the village's cultural values and traditions.

The role of businesses in supporting the integration of technology in tourism villages is also significant. Businesses, particularly those in the digital sector, can provide the tools and expertise

necessary for the development of technology-driven solutions that enhance the tourism experience. For example, businesses can create mobile apps for tourists, develop virtual tours, or introduce other digital tools that provide real-time information about the village's attractions. These technologies not only improve the visitor experience but also help manage resources more efficiently. The SmartPLS analysis suggests that collaboration between businesses and other stakeholders is key to creating a tourism ecosystem where both culture and technology can thrive together.

The success of culture-based and technology-driven tourism villages depends on how well these stakeholders collaborate. The SmartPLS results emphasize that the integration of government support, business investment, community involvement, academic research, and media promotion leads to a more sustainable and successful tourism development process. Each component of the Pentahelix model has a unique contribution, but it is through their collaboration that the true potential of tourism villages is realized. This multi-stakeholder approach ensures that the tourism village is not only economically viable but also culturally rich and technologically advanced, providing a holistic and sustainable model for tourism development.

In conclusion, the development of culture-based and technology-driven tourism villages requires careful planning, collaboration, and the active participation of all stakeholders. The Pentahelix model provides a comprehensive framework that ensures that government, business, community, academia, and media all play integral roles in the success of the tourism village. The findings from the SmartPLS analysis highlight the importance of synergy among these stakeholders, underscoring the need for balanced and collaborative efforts to create sustainable, culturally vibrant, and technologically innovative tourism destinations. This approach offers a promising pathway for the future of tourism development, one that is both rooted in tradition and forward-thinking in its use of technology.

CONCLUSION

The study of the Collaborative Pentahelix Model for the development of culture-based and technology-driven tourism villages reveals the significant contributions of each stakeholder involved in the tourism village ecosystem. The analysis shows that the successful development of tourism villages depends on the active collaboration between government, business, community, academia, and media. Each of these components plays a vital role in creating a sustainable and innovative tourism model that preserves cultural heritage while embracing modern technological advancements. Government support, through policy-making and infrastructure development, provides the essential foundation for tourism village growth. Business investments bring the necessary resources, expertise, and management capabilities, ensuring the economic sustainability of the village. Community participation is crucial in maintaining the authenticity of cultural practices and traditions, which form the core identity of the tourism village. Academia contributes with research, innovation, and capacity-building, guiding the integration of culture and technology in a way that respects local values while advancing the tourism sector. Media plays a key role in promoting the village, raising awareness, and attracting visitors, while also educating the public on the importance of cultural preservation and responsible technology use.

The findings of this study emphasize that the integration of culture and technology in tourism villages requires careful management and a balanced approach. Technology should enhance, not overshadow, the cultural experiences that make these villages unique. Collaborative efforts among all Pentahelix components ensure that technology is applied in ways that support the sustainable development of the tourism village while preserving its cultural heritage. In conclusion, the

Pentahelix model offers a robust framework for the development of tourism villages that are both culturally rich and technologically advanced. The success of such villages depends on the synergy among all stakeholders, working together to create a tourism ecosystem that is economically viable, culturally vibrant, and technologically innovative. This study provides valuable insights into the critical factors that contribute to the development of sustainable and successful tourism villages and offers recommendations for future projects aimed at fostering inclusive and sustainable tourism development.

AUTHORS' CONTRIBUTION
Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.
Author 2: Conceptualization; Data curation; In-vestigation.
Author 3: Data curation; Investigation.

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