

**Collaboration Of Pentahelix Model And Jones Policy Implementation  
Model In Creative Economic Development Of Malang District  
Study On (Kebobang Village, Lopawon District)  
Gunung Kawi, Malang Regency**

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**Abstract**

*The background of this research is that the development of MSMEs is unique, such as surviving in times of crisis, development continues to increase, being able to absorb labor and workers with low education and others. This development is not only the efforts of SMEs to survive, especially creative SMEs, but also requires collaboration from the government, academics, communities, media and business actors themselves which are included in the pentahelix item. In addition to this, to implement it, it takes how the existing organization, interpretation (implementation activities) and applications are needed, the three things are included in the theory of the implementation model of Jones). This study uses a qualitative descriptive method, the research location is in Dusun Lopawon Kebobang Malang Regency, the informants used are Poktan (Farmers' Group) and KWT (Farmers' Group) administrators, the data used are primary data (direct interviews) and secondary data using literature. others relevant to this study. Analysis technique by looking at the implementation theory of Jones and Pentahelix how it has been applied so far in SMEs, especially creative SMEs in the study location. The results of the implementation theory of Jones Organization, interpretation (implementation activities) and applications, which are already running for the development of SMEs, especially the existing creative economy, as well as the implementation of the existing Pentahelix, have all been running with their respective roles in the characteristics of the pentahelix. However, to accelerate and accelerate the development of the existing creative economy and it is still necessary to improve the implementation of the Jones and Penathelik theory that is sustainable and not just a temporary or tentative activity, as well as the assistance provided should be adjusted with assistance that can solve problems for creative SMEs such as problems marketing, production, personnel and finance so that the existing roles and assistance and interventions will be more targeted and effective for SMEs, especially existing creative SMEs.*

**Keywords:** Creative Economy, Application, Jones Theory, Penta Helix Model.

**Introduction**

Gunung Kawi is located in the south of Malang Regency. Plantations and creeping plants such as cassava, rhizome plants such as ginger, turmeric are widely found in

Kebobang village, especially coffee, cloves, palawija, sweet potatoes, as well as plantation products such as coffee and cloves, secondary crops such as sweet potatoes. and cassava and hemaphrodite plants/rhizomes such as ginger, turmeric and so on. Gunung Kawi is a ritual tourism location that is synonymous with mystical activities around pesugihan. This mountain with a height of 2,551 meters above sea level is located in Wonosari Village, Wonosari District, Malang, East Java. Gunung Kawi is adjacent to Mount Butak which is on the right. Geographically, it is located in the west of Malang city, with a distance of approximately 40 Km. Gunung Kawi is a tourist attraction with its own uniqueness, where many traces of Chinese-style historical heritage sites are found around the foot of the mountain.

Resources in the form of tourism "Gunung Kawi Ritual Tourism" in Wonosari Village are natural resources that are quite unique and interesting. The attraction of ritual tourism is not from the beauty and beauty of the location of Gunung Kawi, but from the mystical religious attraction. This attraction is able to move the intention of the pilgrims to visit the tour. Thus the presence of pilgrims to ritual tourism has brought economic impact to the surrounding community. the surrounding community is able to raise the problems of their economic life. The arrival of pilgrims to Gunung Kawi also has an impact on MSMEs and the creative economy that sells around the existing ritual tourism areas (BPS Kabupaten Malang, 2020). The creative efforts of SMEs in Wonosari District can be seen in the following table :

**Table 1: Creative Economy Enterprises in the Wonosari Mt. Kawi Area**

<b>Districts</b>	<b>No</b>	<b>Village</b>	<b>Creative KWT</b>
Wonosari	1	Bangelan	Coffee, leather craft
	2	Kebobang	Instant herbal medicine
	3	Kluwut	Meatball Chips
	4	Plandi	Skewer/incense business
	5	Plaosan	Fried onions
	6	Sumberdem	Woven bamboo
	7	Sumber Tempur	Coffee, Assorted chips
	8	Wonosari	Coffee, Herbal Medicine

Source: Kab. Malang in Figures 2018 (Processed)

On the other hand, the creative economy businesses in the Monosari Sub-district are not only sold by opening stalls or powders around religious tourism, but also online sales through social media. The role of government, academia, media, communities and business actors themselves provide great business opportunities in the current era and it is undeniable that the involvement of all elements in pentahelix is very necessary for the development and progress of creative SMEs. (Sangadah, 2020) and more specifically in the hamlet of Lopawon Kebobang, Malang Regency. In addition to this, the implementation of the existing model also needs to be considered as stated by Joner where the organization, interpretation and application are also very concerned so that existing work programs or those that have been made can actually be implemented. (Islam et al., 2011). The success of developing and advancing existing creative SMEs is very necessary for collaboration between the

implementation of the Jones and pentahelix models so that this research is interested in examining this. The research focus is:

- a. Analyzing Creative Economy Development with Jones's Implementation Theory with study aspects such as: Organization (Including organizational formation), Interpretation: Policy implementing activities, c. Application (Application of policy implementers)
- b. Analyzing Creative Economy Development Using the Pentahelix Model with the following aspects of study: Academics (Applying concepts, theories in developing the existing creative economy), Business (How to market creative economy products), Community (People who have the same interest in make and run products), Government (Sector that regulates regulations (stakeholders), e. Media

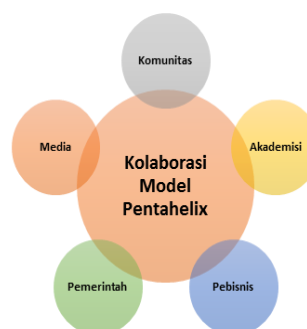
## Literature Review

### a. Public policy implementation

Public policy conceptually can be seen from the dictionary of public administration (Chandler, Ralph C., Plano, 2004) who says that public policy is the strategic use of existing resources to solve public or government problems. While the understanding of public policy by David Easton (1988: 129) as "the authoritative allocation of values for the whole society", this understanding implies the forced (legitimate) allocation of values to all members of society. Edward III and Sharkansky (Islamy, 1984: 18) argue that public policy is what the government says and does or does not do, policy is a series of goals from government programs or "what government says and do, or not to do, it goals". or purpose of government program. Charles O. Jones (1996:166) suggests about policy implementation, namely: implementation is the set of activities directed toward putting a program into effect. of three very important main activities, namely organization, interpretation, and application.

### b. *Penta Helix*

The Penta Helix model is based on five types of stakeholders, namely business, public administration, local residents, knowledge sector and capital (Soemaryani, 2016). This model is very suitable for multi-stakeholder problems where stakeholders represent various interests in a place or problem. Meanwhile, according to (Aribowo et al., 2018) Penta Helix is a model of socio-economic development through collaboration and partnerships between academia, government, industry, civil society sector NGOs, and social entrepreneurs. There are several opinions regarding the five actors in the Penta Helix model. However, the Penta Helix model is better known as the ABCGM concept, namely Academician, Business, Community, Government, and Media (Halibas et al.,



Gambar 1, Kolaborasi Model Pentahelix (Olahan Peneliti) 2021

2017) . The main key to the success of this innovation is the synergy and strong commitment between stakeholders in carrying out this innovation.

### **c. Creative**

The meaning of the word 'creative' itself is to create something different from the others, or to connect things that were previously unrelated. While the meaning of the word 'innovative' is to create something that has never existed into existence or create something completely different. These are the things that entrepreneurs really need. What is meant by entrepreneurs are entrepreneurs, but not all entrepreneurs are entrepreneurs (Indonesia, 2008). Entrepreneurs are pioneers in business, innovators, risk bearers who have a vision for the future and have advantages in achieving in the business field. The function of creativity in the innovation process is the generation of ideas that result in improving the effectiveness and efficiency of a system.

## **Research Methods**

This study uses a qualitative descriptive method by taking an approach that produces descriptive data, to describe clearly and in detail the problem under study based on the facts supported by the results of interviews with related parties, observations of relevant places and events, and documents. which supports. Then the data is analyzed. so that it is taken descriptively, it is called a qualitative method so that the data collected and the analysis is more qualitative (Sugiono, 2012). This study took the location of the area or the vicinity of Gunung Kawi Religious Tourism, Malang Regency. Sources of data in this study using primary data and secondary data. Primary data collected by the researcher himself directly from the first source or the place where the research object was conducted. Sources of secondary data in this study are literature, articles, journals and internet sites related to research. Data collection techniques carried out by researchers include interviews, observation, and documentation. Interviews conducted by researchers are using semi-structured interview techniques (Sugiono, 2016). Observation is a data collection method used based on observations of data collection in the field including events, situations and behavior of the people who are the object of research. Data collection techniques with documentation in retrieval of data obtained through documents such as archives, books, and information regarding research problems. The data that has been collected is then analyzed using Miles and Huberman's interactive model data analysis techniques through the flow of analysis activities, namely data condensation, data presentation, and drawing conclusions.

## Framework Research

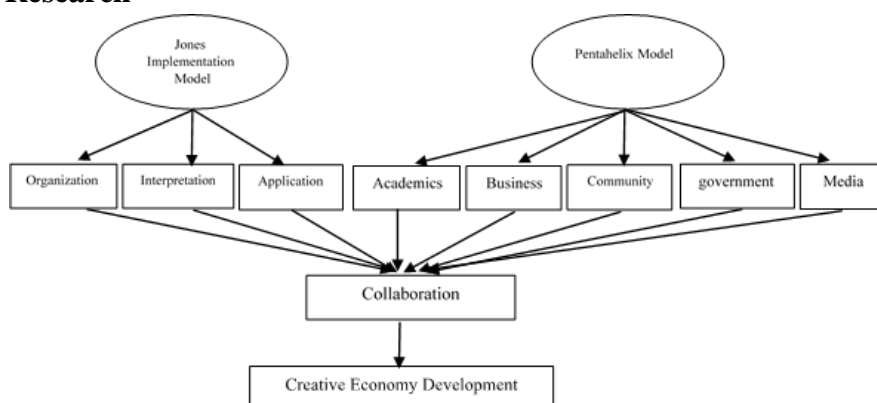


Figure 2: Thinking Framework, 2021 (processed)

## Results And Discussion

### 1. Implementation of Jones Theory

The presentation of this data was obtained through interviews, that by looking at the variables that affect the success of policy implementation in the development of creative villages in accordance with the indicators from Jones stated that:

#### a. Organization

The establishment of the Farmer's Group and Women's Farmer's Group is in order to change the economy of the community in the Lopawon Hamlet area. In this case the manager provides an impetus to build the community into an innovative and creative society. There are many work programs, one of which is training for members of community groups (*organizations*) who are interested in revitalizing the family economy.

#### b. Interpretation

Implementers determine the results of a program that is carried out by various activities related to the development of Farmer Groups or Women's Farmer Groups such as holding trainings and participating in exhibitions, especially product exhibitions carried out by the Office/institution or agency. Poktan and KWT management must be able to know the condition of the resources (human, capital and production) in the Lopawon Hamlet and collaborate, innovate, and be creative in all aspects of the field (marketing, production, finance and personnel) related to the goals to be achieved so that implementation went well.

#### c. Application

Applications or implementation of work programs have been carried out such as providing training to management and organizational members of the Farmers and Women Groups of Farmers Groups, who are accompanied by Educational Institutions (campus), Department of Industry, Office of Cooperatives and other agencies so that they can market the products produced and produce innovations and products. -new product. Creating superior products is one's own creativity as a target to get better promotions from all aspects of society. All must be able to work together in applying these superior programs and continue to innovate so that the creative village continues to grow significantly.

## 2. The Pentahelix Model

The presentation of this data was obtained through interviews with Poktan and KWT administrators. That by looking at the variables that affect success in the development of the creative economy according to the indicators of the Pentahelix model.

### a. Academics

Lecturers and students from several universities in the city of Malang already provide business management training, assistance with tools and place students in thematic Real Work Lecture activities by helping businesses in the Farmers Group and Women Farmers Group in Lopawon Village, Kebobang District, Kebobang Regency. Poor. In this way, the academic sector has played an active role in contributing to innovations, ideas, and theories. However, Creative Economy SMEs still need more attention from this sector in their development.

### b. Business

One of the marketing strategies that is considered the most appropriate in Gunung Kawi's creative SMEs itself is through offline and online media and also through association events for MSME actors. Collaborating with the creative economy community is also an important effort to do in order to develop a creative village from the business sector..

### c. Community

The formation of Poktan (Farmers Group) and KWT (Women Farmer Group) is an effort of togetherness and strengthening the system and business development in the area so that innovation arises and the community also plays an active role in marketing strategies and development in other fields..

### d. Government

Support from the government is very important for MSME actors. Because apart from being a government regulator, he is also a coordinator in policy making. So, the role of the government has existed since the beginning of the formation of creative villages and until now the Cooperative Service is still assisting and playing an active role in the development of the creative economy through trainings and regulations.

### e. Media

The various activities that have been carried out by Creative Economy SMEs cannot be separated from the role of the media element. Publication is an important supporting tool to show the results of the Putat Jaya creative village. Various electronic and print media participated in covering various activities, products, citizen empowerment programs to information on training or activities carried out by MSMEs.

Based on the results of interviews, it can analyze the existence of variables in the theory of Policy Implementation according to Jones, the first is adaptation, that in this case it is in accordance with the results of interviews and observations from creative economy SMEs in Lopawon Village, Kebobang District, namely the establishment of an institution or MSME community such as the formation of



Farmer's group and women's farmer group. The formation of this group is an adaptation to changing conditions and togetherness in all existing creative economy SMEs. Thus the success of the Creative Business Group is the togetherness of all management and group members in responding to existing developments both in terms of products and production, marketing, personnel and even from the financial side. The second variable in the theory of policy implementation according to Jones is the interpretation of implementing activities in the Creative Economy Group Poktan and KWT Dusun Lopawon Kebobang Village. Activities carried out by creative economy actors can work because the formation of organizations that have been carried out with existing human resources and units, can strengthen interpersonal performance, the development of the creative economy side in the region is starting to get offers from several groups. This is where the role of the board is considered important, not only as a discourse but also as an executor so that residents are moved to participate in these activities. Next is the application of the implementation carried out by the policy implementer. Therefore, applying policies is not an easy thing, it can even pose challenges that must be faced by implementers, while application activities are activities of service providers on a regular basis, payments or others in accordance with existing policy objectives and suggestions..

Analyzing using the Penta helix model has five variables, the first is academics. From various visits by lecturers and students from several universities in Malang, it can be concluded that the role of academics has been active there. However, academics still need to be improved in providing an innovative touch for the development of the creative economy in the Lopawon Kebobang Hamlet, Malang Regency. From the government's perspective, through related agencies such as Cooperatives and SMEs in Malang Regency, the Industry and Trade Department and other institutions also assist in the development of the existing creative economy, such as providing training in business management, production machinery assistance and including creative SMEs in exhibitions held locally and regionally. . The next variable is the business or business sector, creative SMEs themselves have collaborated with several culinary businesses. So, the business sector itself has been going well. Where the products produced by SMEs are not only sold alone but are also entrusted to advanced and developing culinary businesses so as to bring the product closer to customers when visiting or wanting to buy. Cooperation with business people needs to be further enhanced in an effort to develop further superior products so that they can enliven the local product market and make Lopawon village creative products develop.

Furthermore, the community, the existence of the community allows for the development of networking between creative business actors in Lopawon Hamlet or in the vicinity of Gunung Kawi Religious Tourism, so that the impact on the business being run is getting wider. Moreover, the existence of associations, institutions, as a wider network that is across sub-sectors is also a strategic place for creative actors. Not only community networking can also function as a marketing

tool for creative products and services through activities or events held by the community. Through the community, collaboration opportunities can be pursued.

The fourth variable is that the government through the Department of Cooperatives and the Department of Industry acts as a coordinator in policy making. These policies will determine the direction the organization can run smoothly. The simplest thing is related to the legality of a creative business brand. In the form of regulations, the government has also issued since 2008 regarding parties related to supporting MSMEs including the government, local governments, the business world, and the general public (Law 20 of 2008).

The fifth variable is the media, the media plays the role of connecting all the main actors with industrial markets both on a global and international scale. This role has been seen in creative SMEs. The media are involved in various activities. The activity is in the form of informing the mass media both online and in print about the existence of existing creative MSEs.

The development of creative SMEs really needs to be developed gradually adjusted to the existing problems and environmental conditions, this has become a special concern of the central government, this is illustrated in the portrait of SMEs as follows:

**Table 1: Portrait of SMEs in Indonesia's Development**

No	SME Portrait	Information
1	Large number of SMEs	In 2018 the number of Indonesian SMEs was 64.19 million businesses (99.99%) of the total business units in Indonesia
2	Absorption of large amounts of labor	The number of SMEs absorbs 117 million workers or 97% of the workforce absorption of the business world in 2018.
3	Contribution to GDP	The MSME sector contributed 61.07% of the total GDP in 2018 or Rp. 8,573 Trillion
4	Distributed credit	OJK data shows that loans disbursed by banks to MSMEs as of June 2020 amounted to IDR 1,015,438 trillion. Of this amount, half of which is channeled to the wholesale and retail trade sector (Rp 505.656 trillion).
5	Resistant to crisis	MSMEs are proven to be able to survive in rapidly changing market conditions, apart from being an important supporter in an unstable industry and this is not only happening in Indonesia but also in Asia.

Source: Various Articles (processed) 2021

From the portrait, it is in line with the opinion of Tulus Tambunan (2012) who says the importance of MSMEs in Indonesia can be seen from 10 characteristics such as:

1. The large number of MSMEs even reaches remote areas.



2. Very labor-intensive, has the opportunity to grow large employment opportunities and increase income.
3. There are many in the agricultural sector, this indirectly supports the development of Indonesia.
4. Accommodate a large number of low-educated workers
5. Able to survive in critical and crisis conditions
6. The starting point for mobilizing investment in rural areas as well as a place for increasing entrepreneurship.
7. As a tool in allocating savings for rural residents rather than for consumption.
8. Mamou provides relatively cheaper necessities for low-income people
9. Able to keep up with the times through various types of investment and investment.
10. Has a high degree of flexibility.

## **Conclusions And Suggestions**

### **Conclusion**

The conclusion here is obtained from the results of this study obtained at the time of obtaining data from the Farmer's Group Management (Poktan) and Women Farmers Group (KWT)(Hidayatullah, Windhyastiti, et al., 2019) the village of Lopawon Kebobang, Malang Regency. There are two conclusions in this study, the first in terms of implementation according to the Jones theory and the Pentahelix Model are as follows:

1. The implementation of Jones theory where there are three variables, the first is the organization, the second is interpretation, and the third, the application where the implementation in creative businesses is produced has been quite successful in terms of the formation of a business group (organization) consisting of administrators and members who have one vision and mission to develop and innovate a good product and a good marketing system, from the membership side it is proven that every existing group continues to increase both in terms of members and business fields and all of them play an active role and are ready to face the existing changes. Several programs from the group have also been synergized with related parties and have been successfully implemented so that the group's current condition is quite good and continues to improve in terms of marketing and product production.
2. The Pentahelix model where there are five variables first, academics second, business third, community fourth, government fifth, media. In its implementation, the model in the development of the creative economy has been going well, but it needs and must be improved, especially assistance and regulation, the existing assistance should be thematically in accordance with the needs faced in order to solve problems for existing creative SMEs. Likewise, academics have placed students in real work college activities (KKN) which greatly help existing creative efforts and dedication by lecturers from universities in Malang City, but again these activities should not only be limited to tentative programs but programs that so that there is continued attention in the development of the existing creative economy.

## Suggestion

In the development of SMEs, it is necessary to have a synergy from all parties involved so that SMEs can develop quickly and precisely. SMEs also need a high entrepreneurial spirit with the need for entrepreneurial marketing as the basis for product innovation (Alvianna et al., 2020)(Hidayatullah, Firdiansjah, et al., 2019). The sales system also needs to be considered with the suggestion of selling creative products online, because this can make it easier for consumers to buy products, especially culinary products or other creative products. (Hidayatullah et al., 2018). In addition, capital as one of the fundamental factors also needs to be considered by providing good information and stable turnover information to stakeholders so that many are willing to cooperate or invest. (Windhyastiti et al., 2019) in SME business. Local economic development is also considered with a dynamic and integrated community empowerment model or system with the establishment of Microfinance Institutions (Rachmawati, Handoko, et al., 2018)(Rachmawati, 2017)(Rachmawati, Isvandari, et al., 2018). Empowerment and assistance to creative economy actors and the community should be carried out on an ongoing basis not only based on the specific wishes of each party so that what interventions are needed can be in accordance with the problems to be solved. (Hidayatullah et al., 2020)(Aristanto et al., n.d.).

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