

Tourism Communication Strategy Model In Revitalizing Local Culture In Biak Numfor Papua

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Abstract

The purpose of this study is to determine the collaboration model of tourism communication strategies in revitalizing local culture in Biak Numfor Papua Regency. This research is a descriptive research with a qualitative approach. The data collection method used is the triangulation method by combining data collection techniques such as observation, in-depth interviews, and FGDs to analyze the potential for local culture-based tourism development. The results showed that the collaboration model Strategy applied to revitalize local culture in Biak Numfor Papua in implementing tourism communication programs related to the form of collaboration between actors in tourism industry development policies in Biak Numfor Papua which includes the role of the government, the role of the community, the role of the private sector, the role of the media, and the role of academics who contribute and play an active role in the development process of the tourism sector. In relation to determining tourism communication strategies in revitalizing local culture in Biak Numfor Papua, establishing complementary components in the success of collaboration, including interdependence, constructive unification of thoughts to reach solutions, making decisions with all actors (*Joint Ownership of Decisions*) , and the existence of joint responsibility as a form of involvement that cannot run between actors if there is no cooperation and support from other factors.

I. Introduction

The basis for implementing a sustainable tourism collaboration model has been outlined in the Regulation of the Minister of Tourism Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations by involving the roles of the Government, community, private sector, mass media, and academics. This model is very useful for regional and stakeholder issues where each *stakeholder* represents a variety of their respective interests. *Stakeholders* involved in tourism management are the government as the drafter of activities involving institutions from the private sector and the community. The private sector that interacts within the scope of the market system and businesses that interact within the scope of the market system and businesses that can also be sponsors or investors, and the community individually and in groups interacts socially, politically and economically. The role of these three furnaces is referred to as the concept of *triplehelix* relationship.

At the *stage of Pentahelix* Model Collaboration in the Development of Biak Numfor Tourism destinations, the parameters seen are how the involvement of various actors to cooperate in optimizing the development of tourist destinations and creating added value tourism products that illustrate the characteristic characteristics of the uniqueness of products from tourist destinations that distinguish them from other tourism. The characteristic characteristics of the tourism product in question are related to the potential in each tourism such as traditional ceremonial activities, in an effort to maintain local culture, management of local handicraft businesses that are characteristic of regional culture, management of regional culinary businesses, management of lodging businesses, and also business management in the form of shops for daily life needs.

From some existing literature on the collaboration model of tourism communication, some writings focus more on the use of the *Pentahelix* Model collaboration (Khusniyah, 20 20; Philianto Dani Rahu, 20 21; Novalien Carolina Lewaherilla, et al, 20 2 2; Edoardus E. Maturbongs and Ransta L. Lekatompessy, 2020; Resa Vio Vani, et al, 20 20). From the existing literature, the study of the collaboration model of Tourism Development in revitalizing Local Culture with a non-existent tourism communication strategy approach, which is the focus of this article. So that the discussion in this article is related to the collaboration model of tourism Communication Strategy in revitalizing Local Culture that can be applied in Biak Numfor Papua Regency.

II. Research Method

The author uses a qualitative approach in working on this research, namely research through observation, interviews, or document review and with a descriptive nature. Descriptive research is research conducted with the aim of describing or describing the objects and phenomena to be studied. Including how the elements in the research variant interact with each other and there are also interaction products that take place (Siagian, 2011: 52). The author wants to make a comprehensive picture of

the Communication Strategy in the Development of the Tourism Industry based on Local Culture that can be applied in Biak Numfor Papua Regency.

Research subjects are very important in research, research subjects must be arranged before researchers are ready to collect data. Research subjects can be objects, things or people (Arikunto, 2007: 152). Thus the subject of research in general is human or anything that is human business. Therefore, the subjects of this study are the Tourism Office of tourism object managers, local communities, and guests / tourists in Biak Numfor. The techniques used to collect complete data in this study are: 1) Observation, namely this observation is carried out by observing promotional activities and other activities at the Biak Numfor Tourism and Culture Office which includes various activity agendas that have been scheduled by the tourism office, which include programs to improve cultural development and management, improve regional cultural development facilities and infrastructure, Improving superior tourism objects and improving the quality of tourism facilities and infrastructure, as well as increasing cooperation in the field of tourism. 2) Interview, i.e. The interview is conducted with a conversation that contains a specific intention carried out by two parties, namely the interviewer (*interviewer*) who asks the question and the interviewee who provides the answer to the question. Interviews in the study were conducted using in-depth interview techniques. Researchers can ask informants about the facts of an event in addition to their opinions about the event.

The type of question is *open ended* and leads to depth of information to explore the views of the subjects studied on many things that are very useful to be the basis for further research. The interviewees were the Head of the Tourism Office, BAPEDDA Office, Hoteliers, Community Leaders, the Community and Tourists. These interviews were conducted repeatedly on the same informant with increasingly focused questions on a problem as the information gathered became more detailed in depth. Documentation is used to obtain data that has been available in the form of archives or books that support research. Data collection obtained from reports and written statements in pictures, as well as printed.

The data analysis technique used in this study is descriptive analysis, where the data in this study is collected and described. The stages of data analysis, which are as follows: 1) Data Reduction Is a process of data selection, focusing, simplification, abstraction of rough data contained in field notes. This data reduction will continue during the research and in this activity data that is not useful or needed for the purposes of analysis activities will be discarded. Researchers in their analysis activities will always reduce data from before data collection in the field until the verification process is complete and does not need new data anymore. Reduction can also be expressed as part of the analysis process that reinforces, shortens, focuses, reduces unimportant things and organizes data in such a way that final conclusions can be implemented.

2) Data Presentation, Data presentation is an assembly of information organization, a picture in the form of a complete narrative which further allows research conclusions

to be carried out. The presentation of data is arranged based on the points contained in data reduction, and is presented using sentences and language of researchers which are sentence assemblies that are arranged logically and systematically, so that when read it will be easy to understand. The presentation of data in this study in addition to the form of sentence narratives, can also include various types of matrices, images / schemes, networks, activity links and tables to support the narrative. All of them are designed to assemble information regularly so that it is easy to see and can be better understood in a more compact form.

3) Drawing Conclusions Drawing conclusions is a component of analysis that provides systematic explanations in accordance with the formulation of the problem that has been raised. The conclusions obtained from the presentation of data are temporary because they are still developing in line with the discovery of new data. It is important to get a final conclusion that can be.

III. Results and Discussion

Tourism Industry Planning and Development Strategy The results of previous analyses are used as a reference or basis for consideration in developing tourism communication strategies in the revitalization of local culture of Biak Numfor Regency which prioritizes equalization of views / perceptions between actors in realizing harmony in tourism development. The preparation of this development priority also takes into account the basis for development considerations for the future and things or sectors that must be a priority for the development of the tourism industry and the implementation of local cultural revitalization in Biak Numfor Regency.

The theoretical concept of communication strategy elaborated by Hallahan et al. (200: 9: 7) defines communication strategy as "the use of communication objectives by organizations to fulfill their mission". According to Hawamdeh (2004: 15) there are three important components in a communication strategy: (1) *stakeholders*; (2) change messages; and (3) channels for delivering messages. Based on the description above, it can be said that a communication strategy is essentially a communication plan in order to achieve a predetermined goal, through a pattern of concrete actions that are implemented.

Communication strategy according to Pace (2006) has three main objectives, namely: (a) Creating understanding; (b) Fostering acceptance; and (c) Motivate activities. There are 4 (four factors) that need to be considered in a communication strategy including: (a) Determining communication objectives, (b) Analyzing *the audience*, (c) Analyzing management situations, (d) Determining communicators. These four factors relate to strategy design factors consisting of message packaging and media selection. While Middleton (in Cangara 2013: 61), explained that communication strategy is the best combination of all communication elements ranging from communicators, messages, channels (media), receivers, to influences (effects) designed to achieve optimal communication goals.

Collaboration of the Role of Actors in Tourism Development in Biak Numfor

The development process of tourism destinations in Biak Numfor cannot be achieved if each *stakeholder* runs independently. The government, tourism business actors, universities, the community and the media must synergize with each other, so that tourism potential can be maximally exploited. The Biak Numfor Tourism Office invites all parties to jointly develop tourism, and the Regional Government has formed a cross-sector Coordination Team as an effort to build Biak Numfor tourism, in other words collaboration between *pentahelix* actors in tourism industry development policies in Biak Numfor. There are 5 (five) actors who contribute and play an active role in the development process of the tourism sector, including:

The form of collaboration in tourism development in Biak Numfor can be seen from the division of labor of each party. The first party to play a role is of course the government. The role of the government itself is not far from policy, how to make the implementation and management of tourism run smoothly and in accordance with the objectives. Broadly speaking, the policies that have been implemented by the government to support tourism management. Another policy implemented by the government is the regulation regarding investment in tourist areas. Tourist destinations cannot be left and waiting to develop on their own, strategies are needed to develop these tourist areas, one of which is by attracting investors.

The government is an actor that plays a role in approaching the community in the scope of tourist sites that are still dominated by indigenous peoples. The location or tourist destination is part of the customary land of the local community whose ownership is regulated customarily and for generations. Some of the leading tourist destinations in Biak Numfor have no land grants or handovers from the community to the local government. The community still has the authority to regulate or manage its own tourist destinations, while the government supervises and helps provide facilities and infrastructure at tourist sites.

Furthermore, the role of the community is one of the main pillars in tourism development, because basically the pillars of tourism consist of first the government, second private and third community, which are often called the three main pillars of tourism. For example, after the government issued a policy regarding tourism development accompanied by regulations, of course. The community acts as the main subject in tourism development who plays an active role in developing the facilities and infrastructure that have been provided by the government by taking into account environmental sustainability and community welfare. Then the private sector that professionally provides services for the development of tourism, the task of the community is not only to always raise awareness about the importance of tourism but

also to cultivate creativity that gives birth to various fresh creations that invite attention to then become the allure of tourism. Sociologically, the existence of Indonesian people has actually become a special attraction for tourism, both with the wealth of customs, art creations in various aspects of life as well as environmental treasures and history that are relatively rich and become the pride of tourist attraction areas.

The next role is from the private sector, of course, not far from business and profit. In this collaboration carried out in tourism development, the private sector works as an intermediary between tourists and community residents. This private company then offers tour packages and also offers lodging services. The role of the private sector is very important, because so far the private sector has made more offers and also advertises about tourism. If you analyze the statement above, it is recognized that the role of the private sector in developing tourism potential in an area is very important, especially in providing investment support such as lodging, restaurants, travel services and so on. This is a very good thing, because there are still many people with limited education so that in providing offers or branding is still far different from the private sector. This private sector plays a role in the continuity of tourism. Because tourists who want to go around or stay overnight in this tourist attraction area can ask the travel tour parties. This travel tour party will then explain and offer tour packages that have previously been discussed with the community.

The role of the private sector as an investor is limited to lodging, food and beverage providers whose locations are most in the city center and quite far from tourist sites. There are also several private parties, some assistance from private parties to tour managers as a form of developing Tourism Objects and Attractions (ODTW), for example assistance in establishing huts, fiber boats, instagramable facilities and other facilities that do not provide direct benefits to private parties. Meanwhile, for local communities who get assistance from the private sector, the assistance does not affect the condition of the community, culture and environment and local communities. Basically, the local community will receive any assistance from outside parties provided that there is no outside interference in the management of tourist sites and such assistance is required to bring welfare to the community around the tourist site and does not damage the ecosystem and natural forms of the environment in the tourist site and its surroundings.

The role of the media has its own advantages in conveying messages effectively to the audience. While the purpose of the promotion itself is a specific communication task to carry out with the target audience in a period of time. Therefore, the Tourism Office of Biak Numfor Regency uses advertising media for tourism promotion media in Biak Numfor, through electronic and print media. Promotion is a very important

process in marketing a product and service. A sharp part of the marketing instrument is the message (*message*) that is communicated to potential buyers through various elements contained in the promotional program. Based on this explanation, it was explained that the Biak Numfor Regency tourism office in carrying out marketing activities to convey its communication messages by advertising in several mass media such as local television, local radio and even outdoor media such as billboards, banners and others and even through the internet network.

In any sector, good and competitive human resources will certainly greatly support the running of the business itself. Similarly, in the tourism sector, academics can provide perspectives and analysis based on data in the field about the level of development, as well as the best formula to advance tourism through various research, analysis, and human resource development. Human resources in the tourism industry serve as the driving force of industrial sustainability as well as determine the competitiveness of the tourism industry. The role of academics in the results of the analysis (Aribowo et al., 2018) revealed that human resource development policies in the tourism sector where academics are aimed at developing and improving the quality and professionalism of competency-based human resources.

Academics are the main gateway for the sustainability of tourism activities, because collaboration is needed in tourism development, such as developing tourism curricula and teaching processes, collaborating with tourism business actors, the government as regulators, the media as the "mouthpiece" of tourism news, and the public as tourism "connoisseurs". Input from other parties with different experiences in the field is very useful in establishing and compiling tourism curricula, so that tourism education graduates can immediately "listen" when working in the tourism industry. In other countries there are even tourism research centers, as evidenced also in several countries such as Hong Kong, South Korea, and Thailand the role of academics is very significant in its role in tourism development (Aribowo et al., 2018).

Pentahelix Model Collaboration and Tourism Development in Biak Numfor

Various explanations about collaboration, then collaboration in this study is a form of cooperation between *stakeholders* that are interdependent to reach collective decisions in achieving common goals where each collaborating actor has a closer relationship, and conducts intensive communication. To better understand collaboration in this study, the following will explain the dimensions and components that make up a collaboration. The components of collaboration in a collaboration are components that are the key to the success of the collaboration itself.

Based on the results of various field studies conducted by researchers, both through observation, interviews, and *Focus Group Discussion* (FGD) with various

stakeholders and informant sources involved in the discussion of this research, that the development of the tourism industry and the revitalization of local culture as a form of involvement in tourism activities cannot run between the actors involved if it is not supported by other factors.

These factors are components that complement each other, so that collaboration will be successful if it meets all components. Collaboration (Grey, 1989) involves several components, namely:

Interdependence

In the development of tourist destinations, interdependence is one of the benchmarks to see the optimal development of tourism. According to (Grey, 1989) in seeing the creation of collaboration, one of them is through the component of interdependence in the world of tourism. Therefore, in this study, researchers wrote that according to the observations of the Pentahelix Model Collaboration in the Development of Tourism Destinations in Biak Numfor is still not fully optimal in accordance with the theory of interdependence, which according to tourism stakeholders to foster a sense of dependence between actors, the need for empowerment, especially human resources, culture and *mainsets* The same (mindset) in order to understand the proportionality and weakness of each actor to take part in accordance with their respective functions in developing tourist destinations. So far, society, government, academia, community and media still do not exist too much in the Pentahelix Model Collaboration in the Development of Tourism Destinations in Biak Numfor, therefore the need to raise awareness between actors because so far our level of awareness in the world of tourism is still very low, still working alone (self-help) because according to the recognition of the Tourism Awareness Group (POKDARWIS) itself to increase interdependence on other actors still does not exist because there is no collaboration with related parties but also, the Tourism Awareness Group (POKDARWIS) also does not want their dependence on other parties their innovation and creativity not to develop.

Unifying thoughts constructively to reach solutions

The second component according to (Gray, 1989) for the creation of a collaboration is through the unification of thoughts constructively to equalize the vision & mission and get solutions in the development of tourist destinations. So far it still needs to be considered and requires a lot of ideas and innovations in an effort to develop tourist destinations, therefore the role of collaboration of various components is very important in efforts to develop tourist destinations.

But so far from the results of research observations, researchers describe the problems that are often found in building tourism collaboration in each tourist

destination in Biak Numfor, lack of awareness in collaborating in the field of tourism with other actors so that cooperation has not been optimal in uniting the mindset in tourism development itself because there is no same vision and mission, Therefore, participation from other parties certainly has a positive impact on tourism development, because the large number of participations will certainly increase the level of concern for tourism. However, do not forget the negative impacts as well, because in establishing collaboration, there is not only the capital of signatures on paper, but also there are moral burdens and responsibilities and challenges faced in the future, one of which is the consistency of other actors who are ready to work together and the challenge of uniting the mindsets of various actors because of course with participation many have different mindsets, Therefore, the solution to adapt various conflicts to be in line with what is expected.

Joint Ownership of Decisions

The third concept according to (Gray, 1989) collaboration is created based on joint decisions between actors in policy determination. So far from the observations of research conducted in Biak Numfor, it has begun to be seen with the existence of Musrenbang in tourism development by inviting figures, urban villages, tourism offices, academics, media, and the private sector as well as other circles involved in the Pentahelix Model Collaboration in the Development of the tourism industry in Biak Numfor. However, so far it is still not optimal in terms of meetings so that decision making is still not based on mutual agreement, because so far the running of tourism is only self-help and only a few components are involved, therefore the importance of increasing the friendship of vision and mission in the world of tourism as an optimization of the development of Kolabortion tourist destinations.

So far, poor communication has been the cause of less than optimal decision-making with all actors, because concern for the world of tourism still needs to be improved, therefore the importance of face-to-face meetings, in addition to facilitating communication, is one of the efforts to establish good relations between components. In addition, there must also be information disclosure and convey inputs that can be received and unacceptable, to respect each other / respect between the opinions of other actors so that communication runs smoothly and collaboration can be established properly.

Shared Responsibility

Fourth, according to (Gray, 1989) the concept of collaboration is that tourism is no longer only the responsibility of one party but a shared responsibility between various parties. From the results of observational research, the concept has been running in

accordance with field conditions. However, for the concept of responsibility, so far there is still no binding law based on cooperation (MOU). So far, only a few parties have established collaboration because of the importance of socialization as one for increasing people to participate. According to some *stakeholders* engaged in tourism, so far there has been no official cooperation, but personally it has always been a supplier for tourism development.

Tourism has an important role in growing sustainable tourism. This can be realized if the cooperation of all tourism community actors can be carried out properly, or in other terms the realization of *Collaborative Governance* in the tourism sector. *Collaborative* means working together or cooperating with others. It implies both actors and individuals, groups or organizations cooperate in some activity. (O'Flynn & Love, 2000); *collaborative governance* according to (Ansell and Gash, 2007), an arrangement that regulates one or more public institutions together with non-State actors and stakeholders directly involved in the process of collective decision making that is formal, consensus-oriented, and deliberative aimed at making or implementing public policies or managing public programs or assets.

Although this *pentahelix* model is used as the basis for implementing tourism policies in Biak Numfor. However, this model cannot run optimally if there is no synergy between the actors involved. Although the local government already has a vision and mission to build tourism potential as contained in the strategic plan, the work program of every inter-institutional actor, be it government, community, private sector, academia, and media in the *pentahelix* model is integrated in one big plan. Each institution runs with its own programs and activities as a factor causing the slow development of sustainable tourism in Biak Numfor.

With regard to the problem of revitalizing local culture in an effort to support the development of sustainable tourism industry destinations in Biak Numfor, the truth is that for the people of Biak Numfor it is not a problem. The revitalization of local culture is not only the responsibility of the government, but is the responsibility of all components of society, because the preservation of local culture is a legacy of the past inherited by the ancestors of this nation. The government, the private sector, and all levels of society must have a shared commitment and responsibility to maintain the local cultural heritage of the past as the identity and identity of the nation. Through the legacy of the past, the present society can know and relate or communicate with its past, through the historical traces left by the previous generation. Ideally, the concept of tourism development is economically feasible, environmentally sound, socially acceptable, and technologically feasible.

Similarly, the optimal revitalization of local culture and the development of

tourism destinations is also caused by, a) lack of data, concepts and evaluation of program implementation; b) limited human resources; and c) the lack of role of the government and others.

In essence, by revitalizing local culture, it can keep up with the times and still maintain the integrity of ancestral cultural traditions. On the other hand, while still revitalizing local culture as a support for the development of the tourism industry. In fact, tourism management with a *Community Based Tourism* (CBT) approach has advantages because it places local communities as subjects of tourism development, not as objects, so as to increase local potential. In Biak Numfor, too, the government gives flexibility to landowners or customary rights of areas that have tourism potential to develop them independently.

Although in Biak Numfor Papua still adheres to customs in every sphere of their lives, the culture that characterizes Biak in sight is not thick in the process of tourism, for example in the use of traditional arts, the use of language and how to dress. When compared to Bali where each community supports Balinese cultural identity, it becomes its own characteristic that is known throughout the world.

In another study, Calzada (2016: 37) defines the *pentahelix* model as shown in Figure VI.3 to encourage an economy based on innovation and entrepreneurship which explains that it basically involves *multi stakeholders*, namely *public*, *private*, *academia*, *civil society* and *social entrepreneurs*. The main role in this collaboration is *social entrepreneurs*. The role of each actor is complex but not rigid. Its nature is similar to the role of the actor on the *idea of the triplehelix* of Etzkowitz.

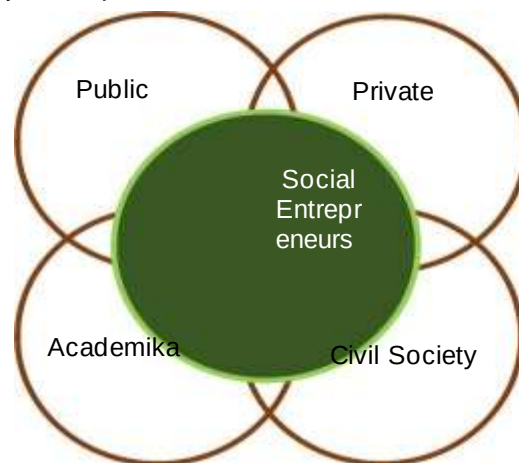


Figure 1.2. Calzada Pentahelix Model (2016)

This *pentahelix* collaboration model was later adopted by the Government of Indonesia as an effective solution in increasing the acceleration of development in the tourism sector (West Java Express, 2019). This model is a development of the *triplehelix*

collaboration model is more difficult to manage because it involves more actors and has complex relationships. due to the interdependence of various stakeholders and fragmented control over destination resources (Jamal & Getz, 1995). If the actors involved in the triplehelix collaboration are only government, public and private, then in the *pentahelix* collaboration model involves more actors, namely government, society, private sector, academia, and mass media.

In Indonesia, the *pentahelix* collaboration model was introduced through the Minister of Tourism Regulation Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. This model consists of many different and dynamic elements and features, and requires innovative management processes that make it possible to define "What", "How", "Where", and "When", with respect to natural resources. All elements involved in it, except the environment, must work *bidirectional way*, importing and exporting ideas and best practices to specific natural resource management projects (Cabrera-Flores et al., 2020: 2).

Meanwhile, local governments can carry out *collaborative governance* relationships with G2G (*Governanance to Governance*) interactions, both with the Cooperative and Small and Medium Enterprises Office, the Transportation Office, the Public Works Office, and other Regional Apparatus Organizations that are still within the scope of work of Biak Numfor Regency whose work duties can affect the development of tourism in Biak Numfor.

The tourism sector is an easy and cheap thing to do as long as the region has tourist attractions. However, it should be emphasized that every region in Indonesia and even in the world has advantages in the tourism sector. Therefore, each region is competent with each other by building the uniqueness of a tourist site in order to attract more tourists to its region. Calzada (2016) defines a *pentahelix* model to encourage an economy based on innovation and entrepreneurship which explains that it basically involves multi *stakeholders*.

This *pentahelix* collaboration model was adopted by the Government of Indonesia in the Regulation of the Minister of Tourism Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations as an effective solution in increasing the acceleration of development in the tourism sector (West Java Express, 2019). This model is a development of *the triplehelix* collaboration model involving more actors and has complex relationships and interdependencies of various stakeholders and fragmented control over destination resources (Jamal & Getz, 1995: 195).

The final conclusion of this collaboration is whether or not the collaboration model is determined by four components, namely interdependence, constructive unification of thoughts to reach solutions, *joint ownership of decisions*, and responsibility,

and the need to drive the tourism system through optimizing the roles between actors, namely the government, society, private sector, academia, and the media. The collaboration model is cyclical, where each component influences each other (as do the elements, and it is undeniable that these elements can affect cross-component elements).

By considering the assumptions above, the collaboration model of communication strategies in tourism development in Biak Numfor can be seen in the following figure:

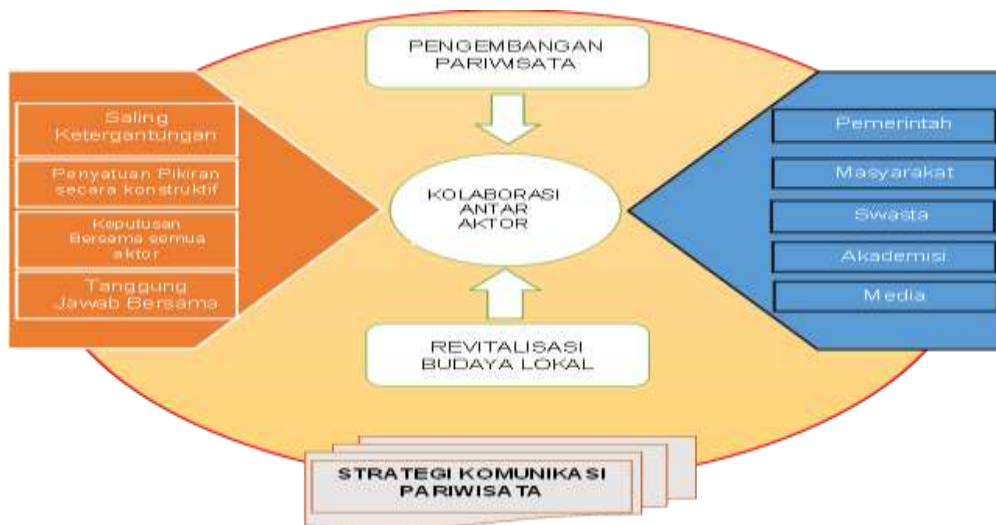


Figure 1.2. Tourism Communication Strategy Collaboration Model, Research results, 2023.

IV. Conclusion

As contained in Ministerial Regulation Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations, which is an adoption of international standards from the GSTC (*Global Sustainable Tourism Council*), which is a *pentahelix* collaboration model, that in tourism development so that the five actors can run and synergize needs to be supported by elements of interdependence, constructive unification of thoughts, make decisions with all actors, as well as shared responsibility through collaboration between actors. Because for researchers that the development of communication technology in disseminating information using mass media, including very impactful in the development of tourism destinations. The government as the *main monitoring actor* encourages community participation and empowerment and provides facilities and infrastructure. In this regard, the

establishment of an effective communication strategy collaboration model can be achieved through tourism communication strategies.

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