ENGAGEMENT COMMUNICATION PROCESSES OF PENTAHELIX MODEL STAKEHOLDER WITHIN MAJESTIC BANYUWANGI TOURISM PROJECT MANAGEMENT

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Abstract

This research examines the engagement communication strategies of various Pentahelix model actors in the management of tourism destinations in the Majestic Banyuwangi program. A qualitative research method was employed, with interviews serving as the data collection technique. The study indicates that the five Pentahelix actors, consisting of the government, businesses, academics, communities, and the media, play crucial roles in building engagement communication strategies. The government regulates and facilitates, businesses act as adept negotiators, academics shape understanding of issues, communities serve as decision-making centers, and the media act as information disseminators. Engagement communication strategies based on the Pentahelix model can enhance community participation and strengthen inter-actor relationships. Cross-sector collaboration and community participation bolster the development of cultural tourism. With effective promotion and holistic communication strategies, Majestic Banyuwangi has the potential to become a globally competitive tourist destination, particularly in cultural tourism.

A. INTRODUCTION

Banyuwangi is known as one of the prominent tourist destinations in Indonesia due to the local government's efforts in creating extraordinary natural opportunities and promoting tourist destinations. The definition of tourist destinations has been regulated in various Indonesian tourism-related regulations and government documents, such as Minister of Tourism Regulation No. 5 of 2019 regarding the Implementation of Sustainable Tourism Destinations.

According to Minister of Tourism Regulation No. 6, Article 1, 5 of 2019, a destination is an area that has the potential for tourist destinations, tourism-supporting infrastructure, and adequate facilities and infrastructure to support tourism activities (Minister of Tourism Regulation, 2019). Furthermore, Article 6, Paragraph 2 of Minister of Tourism Regulation No. 6, 5 of 2019 also mentions that tourist destinations can be natural, cultural, historical, religious, or a combination thereof that combines various types of tourist destinations (Minister of Tourism Regulation, 2019).

Urban tourist destinations play a crucial role in enhancing the economy and tourism appeal of a city. Successful urban tourist destinations can provide significant economic and social benefits to the local community (Aydin & Emeksiz, 2018; Zhao & Guo, 2022). In some cases, urban tourist destinations can even become the primary source of income for the city. The book "Destination Marketing for Convention and Visitor Bureaus" also elaborates on the importance of cities becoming tourist destinations. According to the book, successful urban tourist destinations can enhance the city's image and increase its attractiveness to visitors. Successful urban tourist destinations can also increase the number of tourist visits and their expenditures while in the city (Gartrell, 2008).

Majestic Banyuwangi is a tourism project initiated by the Banyuwangi Regency Government to develop the tourism potential in the area. This project aims to showcase the natural and cultural tourism potential of Banyuwangi Regency, making it a more renowned and sought-after tourist destination (Christine & Setyanto, 2021; Darmawan, 2020). Majestic Banyuwangi project involves several tourist destinations in Banyuwangi Regency, such as Plengkung

Beach, Sukamade Beach, Ijen Crater, and several cultural tourist destinations like Osing Village and Penglipuran Village. The goal of this project is to introduce and promote the diverse tourism potential of Banyuwangi, thereby attracting the attention of tourists from various countries (Hidayat, Dimyati, & Wulandari, 2015).

In order to support the success of the city branding initiative of Majestic Banyuwangi, the Banyuwangi Government involves and collaborates with various stakeholders such as the local community, tourism entrepreneurs, and local government, which are also key to the success of the city branding process. Collaboration in supporting Majestic Banyuwangi represents a manifestation of the pentahelix approach in the development of city branding (Putra, Kanom, & Hilal, 2022). The Pentahelix concept entails collaboration among five primary elements in urban development, namely government, business, academia, community, and media. The benefits of Pentahelix in City Branding include enhancing the effectiveness of city branding, optimizing resources, and creating broader support (Vani, Priscilia, & Adianto, 2020; Poudel, Nyaupane, & Budruk, 2016).

Studies on Pentahelix in city branding have been examined both internationally, such as the study by Poudel, Nyaupane, & Budruk (2016), which indicates that residents and tourists perceive positive and negative impacts differently across protected areas. This suggests that the form of tourism development influences sustainability outcomes in protected areas. Additionally, a study by Calzada (2020) explains the unique composition of multistakeholder preferences in business/social models and the constant presence of the fifth helix as a mediator, concluding that there is a willingness among stakeholders to increasingly experiment with diverse additional democratic arrangements.

Therefore, a model is needed to synergize the actors involved in the pentahelix, namely media, community, academia, businesses, and government. Hence, Stakeholder Engagement and Engagement Communication emerge as one of the models to support synergy and directed communication processes among each actor. Engagement communication is necessary because with this model, this research can be examined more deeply by observing how communication

processes among pentahelix models synergize with each other to support collaborative creation and good communication engagement processes among pentahelix actors (Chamidah, Guntoro, & Sulastri, 2020; Yasir, Firzal & Sulistyani, 2021).

Engagement communication itself expands upon the theory of stakeholder engagement, where engagement communication operates within the realm of communication, with engagement being the process by which meaning is created, or co-created, through communication (Johnston & Taylor 2018). As a socially oriented process, the journey of engagement is theoretically as important as the outcomes of engagement (Escobar, 2011). The transition of engagement attributes from individual to societal levels is not well understood, as social influences have the potential to alter engagement attributes through social interactions.

Based on the phenomenon of the Banyuwangi Government's city branding initiative "Majestic Banyuwangi" and the evolving research on the role of pentahelix stakeholders in city branding and tourism destinations, this study builds upon existing research by identifying how the Banyuwangi Government engages in stakeholder communication with the pentahelix (businesses, academia, community, and media) in city branding "Majestic Banyuwangi" to support the existing tourism sector, increase tourist visits, and generate positive impacts on the local economy. Engagement communication is a novelty offered in this research, focusing on the efforts of the Banyuwangi Government in communicating to create engagement with the five elements of the pentahelix in city branding "Majestic Banyuwangi.".

B. METHODS

This research applies qualitative research method as it aims to obtain various phenomena that occur naturally. According to Patton (in Sarosa, 2012, p.7), qualitative research attempts to understand phenomena within their natural settings and contexts (not in a laboratory), where researchers do not seek to manipulate the observed phenomena. Meanwhile, according to Sukmadinata (2011, p.60), qualitative research emphasizes the depth of data (quality), allowing researchers to

delve deeper into the studied object. The focus of this research is to analyze, discuss, and deeply explore how the engagement communication process within the pentahelix model supports Majestic Banyuwangi, a licensed UNESCO Global Geopark (UGG). Engagement communication encompasses dialogue, interaction, and advocacy within this context.

To support this research, the researcher employed the data collection technique of in-depth interviews. The in-depth interview technique was chosen with the expectation that the researcher would obtain detailed and comprehensive information regarding the communication processes involving dialogue, interaction, and advocacy between the Banyuwangi government and the pentahelix stakeholders in the Engagement Communication process of City Branding Majestic Banyuwangi. The informants involved in the interviews for this study are as follows: (Mr. Iswanto from the Banyuwang Tourism Office, Mr. Fikri from Generasi Pesona Indonesia (GENPI), Mr. Yudhi Anjar Prakoso as the Online Media Coordinator for Majestic Banyuwangi, Mr. Zainal from Perhimpunan Hotel dan Restoran Indonesia (PHRI) Banyuwangi Branch, Mr. Zainal dari Politeknik Negeri Banyuwangi).

C. RESULTS AND DISCUSSION

The engagement communication strategy is based on three main elements: dialogue, interaction, and advocacy, to achieve synergy among the pentahelix actors. After understanding the role of each actor within the pentahelix, this research will also discuss how the engagement communication dimension of each actor, viewed through three key factors according to Johnston and Taylor (2018): dialogue, interaction, and advocacy.

1.   **The Role of Government as A Pentahelix Stakeholder in Building Engagement Communication within The Majestic Banyuwangi Project Management**

The findings of this research indicate that the government plays a crucial role in formulating policies and regulations related to tourism communication, both from a bottom-up perspective (taking into account the needs of the community and stakeholders) and a top-down perspective (based on external

considerations and generally mandatory). This research is also consistent with the study conducted by Firliandoko & Muhammad (2018), which emphasizes the government's role in tourism communication management as crucial for policy and regulation formation. The government can issue guidelines and regulations related to tourism promotion, marketing, and advertising, as well as monitor communication practices involving tourism destinations. Thus, the government becomes an integral part of the engagement communication strategy to achieve tourism development goals in Banyuwangi.

The research findings indicate that the dialogic approach employed by the government is crucial for managing the Majestic Banyuwangi tourist destination. They exhibit openness and act as good listeners by attentively addressing issues, as evidenced by the statement, "we are open and listen as mediators, so when there is something wrong, they definitely come to us." They emphasize that addressing issues at tourist sites with a calm demeanor can mitigate potential conflicts. Therefore, the government should enhance communication that is friendly, open, and attentive. As a result, the government not only facilitates effective communication among stakeholders but also fosters an environment conducive for community participation in the development and management of tourist destinations.

As a good listener, the government will better understand the concerns, needs, and aspirations of the community. By listening attentively, the government can gain better insights into the issues faced by the community and formulate more relevant and effective policies. Additionally, being a good listener also demonstrates respect and attention to the views and opinions of the community, thus creating stronger bonds between the government and stakeholders.

By adopting an open, friendly, and good listener communication style, the government can build better relationships with the community, enhance their trust and legitimacy in the eyes of the public, and create a more productive and harmonious communication climate in the development and decision-making processes. This aligns with the principles of engagement communication, which emphasize the importance of inclusive and supportive interactions among the pentahelix actors (Sjögren, Kottorp, & Rämgård, 2021, Mawaddah, Prasetyo, & Hussein, 2024). Through this strategy, the government can effectively strengthen

synergy among stakeholders and create a more robust environment of cooperation in the management of tourist destinations within the Majestic Banyuwangi program.

Interaction is the second dimension of the engagement communication approach employed by the government. Various methods outlined demonstrate this dimension. The government endeavors to maintain a familial atmosphere when communicating and engaging with the community. This includes building friendly, open, and caring relationships where everyone feels heard, valued, and regarded as part of a larger group. These methods aim to enhance trust, loyalty, and community involvement.

Furthermore, the government also plays the role of the "Good Cop," which means they adopt a supportive and constructive attitude, rather than an authoritarian or repressive one. By being a supportive partner, the government can create an environment where other parties feel comfortable participating and contributing to the development of tourist destinations. Additionally, they form super teams, which are cross-functional and sectoral collaborations to achieve tourism development goals together. By embracing the motto "every department is a tourism department," the government demonstrates their commitment to involving all sectors and stakeholders in efforts to enhance the tourism industry.

The research findings indicate that the government's interactive approach effectively strengthens community engagement and participation in the development process of Majestic Banyuwangi tourist destinations. By creating a warm, inclusive, and supportive environment, the government successfully builds harmonious relationships with the community and other stakeholders. This enables the creation of strong synergy among the pentahelix actors, which in turn supports the achievement of common goals in the Majestic Banyuwangi program.

In the role of the "Good Cop," akin to police officers responsible for the safety and welfare of the community, the government must assume a similar role in engagement communication. They are responsible for ensuring that the information conveyed is accurate, transparent, and beneficial to the community. This involves combating the spread of false or harmful information and safeguarding sensitive information.

As for the Super Team concept, the government must form a strong and coordinated team to manage engagement communication. This team should consist of skilled, experienced, and committed individuals dedicated to providing the best service to the community. Collaboration between departments and effective communication will ensure that messages conveyed are consistent and coordinated at all levels of government.

The motto "Every Department is a Tourism Department" emphasizes the importance of making public services the primary attraction for tourism in a country or region. The government should treat every department or service as a potential tourist destination, maintaining cleanliness, beauty, and friendliness in the services provided to the public. This creates a positive image for the government and builds pride among the community in their living environment.

The third dimension in the government's engagement communication strategy is advocacy, demonstrated through their roles as promoters and gracious hosts. The importance of advocacy strategies in engagement communication has been highlighted in this research. The government is responsible for protecting the interests of the community as promoters. They must be able to convey information clearly and persuasively about policies, programs, or initiatives that will benefit the public. This involves the use of effective communication strategies, such as public campaigns, social media, and community meetings, to educate, inform, and encourage people to support and participate in government efforts.

Furthermore, as gracious hosts, the government endeavors to create a friendly, open, and inclusive environment for everyone. This includes providing responsive and high-quality services and welcoming newcomers with warmth and hospitality. It involves offering easy access to information, organizing open meetings and events for discussion and dialogue, and carefully listening to and respecting the views and needs of the community.

This strategy will help the government strengthen its relationship with the community, enhance trust and support for government policies and programs, and increase community participation and involvement in the decision-making process. By being both a good promoter and a gracious host, the government can create a positive and mutually beneficial communication environment for all

parties involved, including the pentahelix actors in the Majestic Banyuwangi program. This opens up opportunities for closer and more efficient collaboration in joint efforts for the development and management of Banyuwangi's tourist destinations.

2. The Role of Community as A Pentahelix Stakeholder in Building Engagement Communication within The Majestic Banyuwangi Project Managemen

In the midst of the conflict between Aswaja and Wahhabism in Aceh, Muhammadiyah was also labeled as part of Wahhabism. Buya Hamka once mentioned that the term Wahhabi has been used pejoratively in the history of the people of the archipelago (Hamka, 1982, pp. 114–137). Several studies have refuted views that equate Muhammadiyah and Wahhabism (Jaenuri et al., 2013; Trigiyatno & Al-Faruqi, 2023). Al Yasa divides three religious groups based on their orientation in understanding the Qur'an and Sunnah: (1) salafiyah, understanding Islamic teachings by following the understanding of salaf al-shalih; (2) mazhabiyah, understanding Islamic teachings by following the results of understanding that have been codified in certain schools; (3) tajdidiyah, understanding Islamic teachings by developing tajdid or renewal in order to make Islamic teachings more in line with today's needs.

Furthermore, the discussion in this subsection highlights the role of the community—within the engagement communication strategy across three dimensions. The interview results indicate that the approach employed by the community for communication is open and friendly. The community utilizes friendly language to converse. This method aims to create a communicative environment that is friendly and open, where everyone can feel heard and valued. Therefore, the community's dialogic approach demonstrates efforts to build strong and harmonious relationships with all parties involved in the Majestic Banyuwangi program.

The research findings also indicate that the community establishes a crucial foundation for engagement communication between themselves and other stakeholders within the pentahelix by implementing an open dialogic strategy. This method involves the community's commitment to being proactive in

listening to and accepting criticisms, questions, and issues faced by the public. By opening effective channels of communication, the community creates an environment conducive to ongoing and meaningful discussions with the public. Thus, the community's open engagement communication strategy serves as a solid foundation for building positive and productive relationships within the pentahelix, as it facilitates the exchange of ideas, concepts, and information between the community and other stakeholders in joint efforts to manage the Majestic Banyuwangi tourist destination.

The use of friendly language implies that the use of friendly or amiable language is crucial in fostering a good relationship between the government and the community. This involves using words that are easily understood, informal, and avoiding technical terms that may confuse. By employing familiar and easily digestible language, the community can build trust, strengthen rapport, and enhance community involvement in engagement communication processes.

The use of friendly language is key to creating a warm and understanding relationship between the community and the pentahelix actors. Friendly language makes community messages more easily understood and absorbed by other pentahelix actors, thus reducing communication gaps between the community and the pentahelix actors, especially the government. This strengthens social bonds and fosters community involvement in the decision-making process. Therefore, through open dialogue strategies and the use of friendly language, the community can strengthen engagement communication with other pentahelix actors, build sustainable relationships, and enhance the effectiveness of policies and programs offered to pentahelix actors, especially the government.

The second dimension of the community strategy is interaction, where the community engages in various forms of interaction, such as collaboration, and serves as the starting point for digitalization transformation. In the context of E-Governance, the community not only becomes the recipient of policies but also acts as a conduit and crucial partner of the government in steering the change towards digitalization. The concept of E-Governance emphasizes interaction where the community collectively plays a role in the process. In the pentahelix model, the community can provide input, listen to the desires of the public, and collaborate with other stakeholders through this interaction (Purnamasari et al.,

2022, Febrianti, et al., 2023). This underscores the importance of the community's role in driving innovation and progress while ensuring inclusive and sustainable participation from all parties involved in managing the Majestic Banyuwangi tourist destination.

The research findings also highlight that it is noteworthy that the community plays an extraordinary role in facilitating the transformation towards digitalization, especially in terms of E-Governance. In this regard, the community acts as an intermediary and strategic partner of the government in the implementation of laws and digital transformation. The government and the community interact with each other not only to share information but also to ensure that the aspirations, needs, and contributions of all parties involved in the pentahelix model are heard and considered.

The community not only receives policies but also participates in change by addressing the opportunities and challenges of E-Governance. In their role as strategic partners of the government, the community contributes significantly to the implementation of the pentahelix model, which encompasses government, business, academia, community, and media. In this regard, the community not only becomes the subject of policies but also an actor in shaping more inclusive and sustainable policies.

The pentahelix model becomes more dynamic and responsive to the needs of the community through effective interaction between the government and the community. The community not only oversees policies but also becomes a proactive partner in identifying issues, proposing innovations, and assisting in policy implementation. Therefore, to achieve common goals in managing the Majestic Banyuwangi tourism destination, engagement communication strategies among the pentahelix actors, particularly through the strong role of the community, are crucial.

Furthermore, as a crucial component of the pentahelix model in managing the Majestic Banyuwangi tourism destination, the community plays a strategic role in developing advocacy strategies through a mediation and familial approach. Through the mediation approach, the community serves as a liaison between various parties with differing interests, enabling constructive discussions and

seeking fair solutions for all involved parties. Meanwhile, the familial approach emphasizes the importance of familial ties in the decision-making process.

Furthermore, the community can advocate for the interests of the local population, advance environmental sustainability, and enhance collective well-being by integrating mediation and familial approaches in their advocacy efforts. This underscores the importance of engagement communication strategies among the pentahelix actors in achieving shared goals in managing the Majestic Banyuwangi tourism destination, by reinforcing the role of the community as a significant and inclusive agent of change.

In the context of this research, mediation is also a crucial aspect of the community's advocacy strategy. The community can strengthen coordination among pentahelix actors, build trust, and achieve sustainable solutions through mediation. Mediation also serves as a vital link in addressing differences of opinion and facilitating fair decision-making processes.

Familiality, on the other hand, enhances social bonds and solidarity among community members and creates an environment conducive to effective collaboration. The sense of familiality enables the community to unite and work together towards common goals, fostering significant and sustainable change (Flint, 2012). Therefore, mediation and familiality are two crucial elements in the community's advocacy strategy, promoting the formation of harmonious relationships and productive cooperation within the pentahelix model of destination management in Majestic Banyuwangi.

3. The Role of Media as A Pentahelix Stakeholder in Building Engagement Communication within The Majestic Banyuwangi Project Management

After discussing the community, the third actor we will address concerning the three dimensions of engagement communication strategy is the media. Based on the results of the interviews conducted, the dialog strategy employed by the media can be outlined as follows: the media adopts an informative dialog style while adhering to basic journalistic principles.

Additionally, there is an increasing awareness of the importance of content that can become viral or "viralable" in capturing the attention of other pentahelix actors. However, according to the interview with Mr. Anjar, their focus is on how to effectively convey news and media to the public.

The findings of this study indicate that the role of the media is crucial for engagement communication strategies due to their function as information disseminators capable of influencing public perception. The media can ensure that the news they convey is not only accurate but also easily comprehensible to the audience by employing an informative discussion style while adhering to journalistic ethics (Carlson, 2017). Moreover, internet-distributed content can serve as an effective tool to capture public attention and garner support from other stakeholders. This suggests that the media holds significant potential to act as a primary driver in enhancing public awareness and participation in the Majestic Banyuwangi program.

The research findings indicate that a key challenge for the media is how they can fulfill their role as credible and trustworthy providers of information for the public. The media play a crucial role in disseminating quality and impactful information due to awareness of this responsibility. The media significantly contribute to achieving the goals of the Majestic Banyuwangi tourism destination.

In this context, the media must employ dialogic strategies to foster effective collaboration among the public, media, and other stakeholders. Through this approach, the media seeks to cultivate mutually beneficial relationships with their audience by providing relevant and valuable information to the public and facilitating interactions between the public and other pentahelix actors. Thus, the media not only disseminate information but also aid in fostering cooperation and the development of sustainable tourism destinations.

The second dimension undertaken by the media involves interaction, which encompasses various activities such as meetings, discussions, and the utilization of media pipelines. Media employ a range of techniques to construct this interaction strategy to communicate and engage with the audience and other pentahelix actors. One of the most crucial strategies in this process is gathering,

which refers to the collection of information, data, or individuals during an event or meeting.

In the context of media, gathering refers to the process of collecting news or information from various sources to be then processed and presented to the public. This enables the media to obtain the latest news, keep up with the latest developments on an issue, or gain insights from various perspectives. Through gathering, the media can ensure that the information conveyed to the public is accurate, up-to-date, and relevant to the needs of the community.

Meanwhile, the interpretation of brainstorming is a collaborative process in which a group of people freely generates ideas, concepts, or solutions related to a problem or project. In the context of media, brainstorming is used to generate creative ideas in creating content that is engaging and relevant to the audience. The editorial or production team of the media can conduct brainstorming sessions to plan events, articles, or programs that will be presented to the public.

On the other hand, Media pipeline refers to the series of processes involved in the production and distribution of media content from inception to completion. This includes gathering news or information, content processing and editing, as well as distribution through various media channels such as television, radio, print, and digital. Media utilizes the media pipeline to ensure that the generated content can be delivered to the public efficiently and effectively according to the needs and preferences of the audience (Hunt, & Gruszczynski, 2021).

Therefore, the interaction strategies employed by the media in engagement communication are crucial for delivering relevant and high-quality information to the public and facilitating dialogue and idea exchange among various stakeholders. Media can serve as active agents of change through the use of meetings, brainstorming sessions, and the media pipeline. Meetings enable media to gather the latest information from diverse sources, while brainstorming fosters creative discussions and innovative ideas to create engaging and informative content. The media pipeline also facilitates the dissemination of content across various media platforms, enhancing the reach and impact of

messages. Media can play a vital role in raising public awareness and assisting all stakeholders involved in destination management to collaborate effectively through well-planned interaction strategies.

In the interviews, it was found that the media only functioned as a platform when building advocacy strategies. However, this does not diminish the importance of the media's role in upholding journalistic ethics and advocating for the interests of the public. The media bears a significant responsibility to report on issues or conflicts while maintaining principles of neutrality and presumption of innocence, in accordance with prevailing journalistic ethics. In this context, Mr. Anjar also emphasized that the media drives public attention, meaning they can be considered representatives for all parties seeking public attention. The media plays a crucial role as an objective information disseminator and catalyst for awareness and change within society, making it a powerful force in connecting all parties involved in the pentahelix management of destination tourism.

As a pentahelix actor, the media plays a crucial role in building interaction strategies within engagement communication. The media holds the power to disseminate information, facilitate dialogue, and influence public opinion. In this context, the media acts as a bridge between various stakeholders involved, such as the government, businesses, academia, the community, and the media itself. Utilizing diverse platforms ranging from television and radio to social media and websites, the media creates opportunities for interaction among stakeholders and promotes inclusive and open dialogue.

The media can ensure that the voices of all parties are heard and considered in the decision-making process through fair and comprehensive coverage. Additionally, the media serves as a watchdog and guardian of truth, enabling them to expose unfair policies or inequalities in destination management. Thus, the media becomes the frontline in ensuring accountability and transparency in destination management and ensuring that the interests of the community remain the top priority.

However, when viewed from the dimension of advocacy, the role of the media may appear more as a platform rather than an active advocate. In the

interview, it was mentioned that the media primarily functions as a conduit between events or conflicts and the wider public. However, it is important to note that the media must still adhere to principles of journalistic ethics, such as neutrality and presumption of innocence, in reporting news or evolving issues.

The media continues to play a crucial role in shaping public opinion and safeguarding the interests of society by providing accurate and balanced coverage. They can influence decision-making processes and ensure transparent destination management by delivering reliable and objective information. Moreover, as part of the pentahelix, the media can also act as active representatives of society by conveying the needs and aspirations of the public to the government and other involved parties. Thus, the media remains vital in upholding democracy and accountability in destination management, even though their advocacy tasks may primarily focus on information dissemination.

4. The Role of Media as A Pentahelix Stakeholder in Building Engagement Communication within The Majestic Banyuwangi Project Management

After discussing the media, the fourth actor we will address regarding the three dimensions of engagement communication strategy is the business sector, with a specific focus on the Perhimpunan Hotel dan Restoran Indonesia (PHRI) or Indonesian Hotel and Restaurant Association. In the interview findings, the dialog strategy employed by businesses, particularly PHRI, emphasizes open, proactive communication styles, and serving as active communicators with ethical principles in line with the OSS or risk-based business approach.

Businesses, especially in the tourism sector as represented by PHRI, utilize an open and responsive communication approach to meet the needs and desires of their partners and customers. They can address challenges arising in destination management and respond to changing market needs more swiftly by engaging in active communication. Furthermore, PHRI can build trust with customers and other stakeholders in the pentahelix by conducting ethical and risk-based communication. This will establish PHRI as a reliable partner in the development of the Majestic Banyuwangi program.

Meanwhile, in the realm of business, they play the role of active communicators in engaging in dialogue with stakeholders. They not only convey information but also listen attentively, understand the needs and interests of other stakeholders, and respond appropriately. By being active communicators, businesses can build mutually beneficial relationships, resolve issues promptly, and create a strong understanding with stakeholders (Waddell, 2017).

In the context of the Majestic Banyuwangi program, PHRI, as one of the representatives of businesses in the tourism industry, plays a crucial role in managing relationships with the government, the community, and other stakeholders. They not only act as service providers but also as partners in the efforts to develop and promote tourist destinations. By implementing open, proactive, and ethical communication strategies, PHRI can enhance the image of the tourism industry, optimize services to tourists, and contribute to the overall success of the Majestic Banyuwangi program.

The second dimension, interaction, in the business strategy dimension involves various interactions, such as Coffee Morning sessions and a psychological approach known as humanity harmonization. In building interaction strategies within engagement communication, this was conveyed by Mr. Zainal, indicating that every month a Coffee Morning is held, inviting various stakeholders, with a specific focus on relevant SKPD (Local Government Work Units) and related departments, and sometimes inviting media and local communities to discuss topics aligned with the interests of the businesses. These meetings are typically held in rotation at hotels and guest houses that are members of PHRI itself.

Businesses, as one of the actors in the pentahelix model, play a crucial role in building interaction strategies within engagement communication using specific approaches such as Coffee Morning sessions and psychological approaches like humanity harmonization. Coffee Morning is a commonly used strategy by businesses to foster interaction and communication with relevant parties such as SKPD, related departments, media, and local communities. These events are typically held periodically, for example, monthly, and aim to create a relaxed and

informal atmosphere where stakeholders can meet, discuss, and share information. In the context of businesses, Coffee Morning serves as an effective platform for building strong relationships, expanding networks, and discussing topics relevant to common interests.

Meanwhile, in terms of psychological approach like humanity harmonization, the emphasis is on the importance of building harmonious relationships and valuing the human aspect in interactions between businesses and other relevant stakeholders. With this approach, businesses strive to create a friendly and inclusive environment where every individual feels valued and heard. This can strengthen the emotional and social bonds between businesses and other stakeholders, promoting sustainable cooperation in achieving common goals.

Mr. Zainal conveyed that every month, a coffee morning is held, inviting various stakeholders, especially relevant government agencies (SKPD), as well as occasionally media and local communities. The purpose of these events is to discuss topics aligned with business interests, such as discussions on the development of the hospitality industry, regulatory issues, or potential collaborations in local tourism development.

Through the coffee morning approach and harmonization of humanity, businesses forge strong and mutually beneficial relationships with stakeholders. They create a relaxed and inclusive environment where ideas can flow freely, and solutions can be sought collaboratively. This strengthens collaboration between businesses and other stakeholders in achieving common goals that benefit all parties. Thus, the interaction strategies employed by businesses through coffee mornings and the harmonization of humanity approach contribute to strengthening communication engagement within the pentahelix model.

In this research, the role of negotiator can be considered as a dimension of advocacy in the business strategy. This can be seen through the role of PHRI as the spearhead for businesses, especially in the accommodation sector in Banyuwangi, which helps them communicate more effectively and engage with other parties related to this issue. As part of the pentahelix model, businesses are crucial in building advocacy strategies for communication engagement.

Negotiators can defend and uphold their interests in various communication situations and contexts.

PHRI functions as the representative of accommodation businesses in the destination within the Majestic Banyuwangi program. They represent the industry and the community to the government, the public, and other stakeholders. PHRI can ensure that the policies and regulations implemented support the growth and development of the tourism businesses in Banyuwangi and create an environment conducive to investment and the development of sustainable tourism infrastructure through careful and effective negotiation strategies. Therefore, to ensure the success of the Majestic Banyuwangi program, PHRI and other businesses act as active representatives in enhancing communication connections among the pentahelix elements.

The findings of this research indicate that businessmen possess strong negotiation skills. They can identify what is important to them as well as to others in communication. This ability enables them to reach mutually beneficial solutions and agreements that meet the needs of all parties involved (Salacuse, 2015). Skilled negotiators also understand the context and issues of communication. They can accurately read situations, anticipate obstacles or disagreements, and adjust their communication style accordingly. To achieve sustainable agreements, businessmen foster open discussions, listen attentively, and encourage cooperation and innovation (Moallemi, et al., 2020). Stakeholders build trust and good relationships through strong leadership and an open-minded attitude.

As part of the pentahelix model, businessmen as strong negotiators play a crucial role in developing strategies to support communication engagement. Businessmen possess the ability to negotiate effectively, allowing them to communicate and advocate for their interests in interactions with other stakeholders, such as government, society, and media. By acting as negotiators, they can serve as mediators, facilitators, and advisors, actively shaping policies, influencing public opinion, and advocating for the interests of their industry or business sector. Therefore, within the pentahelix model, businessmen acting as

negotiators have significant potential to enhance advocacy strategies in communication engagement. They have the capacity to be effective change agents in achieving common goals and supporting the common interests of all stakeholders.

5.   **The Role of Academia as A Pentahelix Stakeholder in Building Engagement Communication within The Majestic Banyuwangi Project Management**

Academics or academia represent another stakeholder within the pentahelix framework whose role is examined in this study, including through the three dimensions present in engagement communication strategy. Based on the interview findings, it is revealed that academics employ a formative approach to dialog. Within the dimension of dialog, the approach adopted by academics emphasizes the aspects of formation, development, and evaluation in the communication process. As a key element within the pentahelix model, the role of academics holds significant importance in constructing dialog strategies within engagement communication.

The research findings indicate that academics utilize a formative approach to enhance the knowledge and understanding of relevant issues among the public. To broaden insights and improve public understanding of specific topics, they engage in research, curriculum development, and training. Academics play a crucial role in providing in-depth insights into various aspects of tourism, ranging from culture and the environment to destination management and tourism marketing, within the context of the tourism destination management program of Majestic Banyuwangi. Through conducting in-depth research, academics can provide stakeholders with relevant data and analysis to make better decisions in tourism destination management.

In the pentahelix model, academics act as agents focusing on the development, refinement, and evaluation of dialogue strategies to build engagement communication. Academics may employ a formative approach not only to convey information but also to endeavor to positively influence the thoughts, attitudes, and behaviors of the public. By utilizing the formative approach, they can create space for open and inclusive discussions where various

perspectives can be considered and constructively discussed (Thompson, et al., 2017). The formative approach also facilitates the exchange of ideas and knowledge among various stakeholders. Academics, as a component of the pentahelix, play a crucial role in developing discussion strategies based on the creation, development, and evaluation of communication relationships.

The findings of this research highlight the crucial role of academics as researchers and credible knowledge providers in the context of the Majestic Banyuwangi program. Academics can offer current and relevant insights into various aspects of tourism, including issues, opportunities, and recent trends, through in-depth research and evaluation. Local governments, the tourism industry, and other stakeholders can utilize this data to make evidence-based decisions with positive impacts. Academics can also assist local tourism managers in enhancing their capabilities and skills through teaching and training activities. This would enable them to better manage tourist destinations sustainably.

In the second dimension, namely the interaction dimension, interview findings suggest that Mr. Kanom, involved as an academic stakeholder, prioritizes the use of skills, attitudes, and knowledge as key strategic elements, although no specific strategy was elaborated upon. This approach can foster good relationships with other stakeholders due to effective communication skills, a positive attitude, and deep knowledge of the tourism issues in Banyuwangi. By combining these components, academics can facilitate productive discussions, enhance cooperation, and improve coordination among the pentahelix actors in the Majestic Banyuwangi program.

The research findings underscore that skills, attitudes, and knowledge are key components of its interaction strategy in fostering effective engagement communication. Individuals must possess the ability to communicate, negotiate, and facilitate effective discussions, as well as have a deep understanding of relevant contexts and issues. To build sustainable relationships within the pentahelix model, integrating these three aspects enables the development of a holistic approach to communicating with other stakeholders. This method

emphasizes non-technical aspects, indicating that a balanced combination is crucial for achieving successful engagement communication processes.

Attitude is also crucial in interaction strategy. The attitude referred to encompasses being open-minded, responsive, and empathetic towards the needs and perspectives of others. By having an inclusive and proactive attitude, an academician can create an environment conducive to discussion and mutual understanding, which in turn helps to build stronger and more sustainable engagement communication.

Furthermore, in-depth knowledge of relevant issues is crucial for interaction strategy. This knowledge encompasses a deep understanding of specific topics and their contexts. An academician who possesses a profound understanding of these issues will be better equipped to participate in crucial discussions and make significant contributions to the decision-making process. Therefore, a solid foundation for effective and meaningful interaction strategy in communication interaction consists of the integration of skills, attitudes, and knowledge. This method demonstrates that non-technical elements are essential for building harmonious relationships within the pentahelix model.

In the last dimension, namely the advocacy dimension, the approach adopted by academics is referred to as "guerrilla heroes." Academics sometimes do not prioritize advocacy aspects. Instead, they are more interested in the aspects of discussion and interaction. This is due to the crucial role of academics as providers of solutions and the vanguard in research and education. In other words, academics have become heroes in addressing issues in various fields and providing solutions. They are leaders in creating new knowledge, problem-solving, and expanding insights through education and research.

Furthermore, the role of academics as "guerrilla heroes" remains crucial in advancing positive change and influencing policies and practices across various sectors, with a focus on the dimensions of dialogue and interaction. Consequently, academics can be more effective in sharing knowledge, advocating for intellectual values, and making meaningful contributions to society and the world.

D. CONCLUSION

This research highlights the engagement communication within the Pentahelix model in the management of the Majestic Banyuwangi tourism program, involving five main actors: government, community, media, businesses, and academics. Each actor has distinct roles and communication approaches, but they are interrelated to build productive and harmonious relationships. The synergy among these five actors is inseparable as it is essential for building sustainable destination management for Banyuwangi. The Pentahelix model examined in this research employs a holistic and pragmatic approach to devise effective and sustainable engagement communication strategies. This can strengthen relationships among all parties involved in destination management within the Majestic Banyuwangi Program. Thus, this model helps create an inclusive and mutually beneficial communication environment where various perspectives and ideas can be discussed to enhance overall tourism development and promotion.

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