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The Quadruple Helix Strategy for Tourism Development: Case Study at Mekar Rahayu Village, Marga Asih District, Bandung Regency

ABSTRACT: *The purpose of this research is to know the potential of tourism as well as implement the Quadruple Helix strategy in developing tourism in Mekar Rahayu Village, so that it can be used as a reference for the government of Mekar Rahayu Village, Marga Asih District, Bandung Regency, West Java, Indonesia to implement policies in developing tourism in the region. This research uses qualitative descriptive approach, using secondary data and primary data. Respondents to this study consisted of local government, academics, tourism community, and tourism businesses. The results showed that academic, government, business, and community as stakeholders of Quadruple Helix strategy play an important role in developing tourism in Mekar Rahayu Village. The results of research and community service from universities in Mekar Rahayu Village have not been followed up with implementation by both the village government and stakeholders related to tourism development in the region. Bandung Regency Government policy related to tourism development in Mekar Rahayu Village is to develop the potential of religious tourism that already exists in the village and become a mainstay tourism potential. So far, awareness to develop and utilize tourist destinations in Mekar Rahayu is only owned by people who are in the location of tourist attractions, such as the community in Kampung Mahmud.*

KEY WORDS: *Development; Strategy; Tourism; Quadruple Helix.*

INTRODUCTION

Indonesia is known as the equatorial emerald, because it has an infinite wealth of nature, marine eco-systems, mountains, customary forests,

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cultures, and others is a wealth that can be used as an extraordinary tourism potential. It is not wrong if the government has a desire to make the tourism sector as a barn of state income in place of state income from other sectors, such as mining which has been the main sector. This is because the tourism sector is a labor-intensive sector that is able to encourage all aspects of community problems, ranging from economic, social, cultural, and other aspects that affect the community.

Therefore, the government provides freedom of management related to tourism potential in each region, through the Law of the Republic of Indonesia Number 9 of 2015 concerning the Second Amendment to Law Number 23 of 2014 on Local Government. The regulation provides opportunities for each region to operationalize its natural resources with the aim of achieving more maximum results, so that each local government will strive to improve the sector of the regional economy through the management of tourist attractions owned (Setneg RI, 2015).

Bandung Regency is known for its extraordinary natural beauty, so beautiful it used to be known as *Parisj van Java*, and is now known as a fashion city, because it becomes a barometer of fashion in Indonesia. This area also has a variety of potentials, one of which is the tourism sector derived from its natural heritage and interesting as a tourist destination.

One of the Districts in Bandung Regency that has diverse tourism potential and supported by its natural conditions is Marga Asih District. The tourism potential of Marga Asih District of Bandung Regency is very much from culinary tourism, fashion, natural tourism, city tourism, religious tourism, historical tourism, to cultural tourism. The potential of many tourism has begun to be intensely managed to increase the value of tourism and selling value. The diversity of tourism potential is not widely known, so there are still many people who do not know the tourist destinations owned by Marga Asih District, Bandung Regency. One of the development strategies that can be used to maximize tourism potential in Mekar Rahayu Village, Marga Asih District is to implement Quadruple Helix strategy in tourism development that has been implemented before.

Tourism development is related to various sectors, so it requires the role of stakeholders. The success of tourism development depends on how the stakeholders of the Quadruple Helix model perform according to their main duties and functions. Tourism development also depends on how the government can collaborate with various stakeholders for the realization of tourism in the future.

This research aims to know the potential of tourism as well as implement Quadruple Helix strategy in floating tourism in Mekar Rahayu Village, so that it can be used as a reference for the government of Mekar Rahayu

Village, Marga Asih District, Bandung Regency to implement policies in developing tourism in the region.

Tourism Concept. The government of Indonesia, in relation to tourism development, has issued a regulation in the form of Law No.10 of 2009 on Tourism, where in Article 2 it is stated that the implementation of tourism is based on benefits, balance, independence, participatory, and sustainability. Furthermore, article 4 stated the purpose of tourism is to increase economic growth, improve the welfare of the community, eradicate poverty, overcome unemployment, and preserve the environment, natural resources, and promote culture. The principle of tourism implementation itself must uphold religious norms and cultural values as an emanance of the concept of life in the balance of the relationship between man/woman and God Almighty, the relationship between human beings and fellow human beings, and the relationship between humans and the environment, maintaining natural and environmental sustainability, empowering local communities (Setneg RI, 2009).

Understanding Tourism. According to Muljadi (2012), the word tourism comes from two syllables, namely *pari* which means “many, many times, and in circles”; and *tourism* which means “travel”. So, tourism means travel that is done many times or around (Muljadi, 2012).

Gamal Suwanto (2004), as cited also in I Ketut Suwena & I Gusti Ngurah Widyatmaja (2017), provided the definition of tourism is a process of temporary departure from a person or more to another place outside his/her residence for a reason and not to conduct activities that make money (Suwanto, 2004; and Suwena & Widyatmaja, 2017).

Muchamad Zaenuri (2012) stated that tourism has the meaning of various activities and/or tourist trips carried out by tourists while traveling and living in an environment outside their daily environment for a while, fulfilling various needs: vacation, business, health, religion etc; as well as various facilities and services created by the government, entrepreneurs, and the community to meet the needs of travel (Zaenuri, 2012).

The WTO (World Tourism Organization) in 2003, as cited also in Muljadi (2012), defined tourism as an activities carried out by people who travel for and live outside the customs of their environment and not more than one year in a row for pleasure, business, and other purposes (WTO, 2003; and Muljadi, 2012:9).

Furthermore, I Ketut Setia Sapta & Nengah Landra (2018) mentioned that tourism is an activity where people are involved in traveling far from home (traveling) between regions or between countries, especially for business or pleasure where the person does not live or find work in the place (Sapta & Landra, 2018).

From various understandings of tourism from these experts, it can be concluded that tourism is a travel activity from one place to another, which is done by humans both individually and in groups to travel or recreation to fulfill various desires.

Tourism Potential. Each region certainly has its own characteristics that can be used as a potential to increase or develop tourism as well as Mekar Rahayu Village located in Marga Asih District, Bandung Regency, West Java, Indonesia. According to KBBI (*Kamus Besar Bahasa Indonesia* or the Great Dictionary of Indonesian Language), the definition of the word “potential” is the ability, power, strength, ability that has the possibility to be developed. While the word “tourism”, as discussed earlier, has the meaning of everything related to travel for recreation and tourism.¹

While explained in more detail by Sujali (1989) that tourism potential has the following understanding: (1) tourism potential is the ability in a region that may be utilized for development, covering nature, and human beings as well as human work itself; (2) the internal potential of tourism objects is the tourism potential owned by the object itself which includes components of the physical condition of the object, the quality of the object, and support for development; and (3) the external potential of tourism objects is tourism potential that supports the development of a tourism object consisting of accessibility, supporting facilities, and complementary facilities (Sujali, 1989).

The opinions of Samuel Saut Marihot Silitonga & I Putu Anom (2016) and S. Sukardi (2017) expressed the understanding of tourism potential, as everything owned by a tourist attraction and useful to develop the tourism industry in the area (Silitonga & Anom, 2016; and Sukardi, 2017).

While Rumaini (1992), as cited also in Sumadi & Tumiar Sidauruk (2013), suggested the potential of tourism objects is an ability and attraction owned by tourism objects that are the drivers of the presence of tourists. Generally, the attraction of tourism objects based on: the existence of resources that can cause pleasure, beautiful, clean, the existence of high accessibility to be visited; the presence of special characteristics/specifics that are rare; and the existence of supporting facilities/infrastructure to serve the tourists present (Rumaini, 1992; and Sumadi & Sidauruk, 2013).

So, it can be concluded that the understanding of “tourism potential” is the ability or power to develop everything related to travel or other tourism activities in this case the development of object products and tourist attractions. Tourism potential is everything that is found in an area that can be developed into a tourist attraction. Tourism potential in this

¹See, for example, “Arti Kata ‘Potensi’ Menurut KBBI”. Available online at: <https://www.kbbi.co.id/arti-kata/potensi> [accessed in Bandung, West Java, Indonesia: October 2, 2019].

research is divided into 3 parts, namely:

Firstly, Natural Potential is the state of geography, types of flora and fauna, and landscapes of an area. The advantages and uniqueness of nature if developed by paying attention to the surrounding environment will certainly attract tourists to visit the object.

Secondly, Cultural Potential is the potential that grows and develops in the community of copyright, taste, and human endeavor, such as customs, livelihoods, arts, historical relics, and so on.

Thirdly, Human Potential, or Human Beings, also has the potential that can be used as a tourist attraction, through the staging of dances/performances and the staging of cultural arts of a region.

Tourism potential in Bandung Regency itself is classified into three parts, namely: natural tourism, cultural tourism, and artificial tourism. For nature tourism, Bandung Regency has Ciwidey White Crater and Situ Patenggang, which are well known to the public. Cultural tourism in Bandung Regency, there is Kampung Adat Mahmud in Mekar Rahayu Village, Marga Asih District, Bandung Regency (research area location).

In this village becomes the beginning of the history of the spread of Islam in the city of Bandung and its surroundings, while for tourists who are interested in learning the indigenous culture of the people of West Java, can visit Cikondang Traditional Village that still preserves ancestral cultural heritage. Artificial tourism in Bandung Regency there is Bukit Jamur Ciwidey located at the foot of Mounts Tilu and Patuha. There, tourists can enjoy the green view of spruce shaped like a giant mushroom.

Tourism Development. Development is basically a thing, an effort or a way to develop something that has existed for the better. In the science of development administration is often known as developing. Development is one of the managerial behaviors, usually including coaching that is used as a means to improve one's skills and facilitate adjustment to his/her work and progress. This development process is based on efforts to develop an awareness, willingness, expertise, and skills, so that the goals that have been determined can be achieved effectively and efficiently.

Tourism development is a dynamic and sustainable process towards a better order by making adjustments and corrections based on the results of monitoring and evaluation, and feedback from the implementation of the previous plan, which is the basis of the policy that must be developed.

In the development of tourism, there are factors that can determine the success of tourism development, as stated by Oka A. Yoeti (1997), namely: (1) the availability of objects and tourist attractions; (2) accessibility facilities are facilities and infrastructure, so as to allow tourists to visit an area or tourist area; and (3) availability of amenities facilities that are

tourism facilities that can provide services to the community (Yoeti, 1997).

It should be noted here that tourism development must be based on conditions and carrying capacity with the aim of creating mutually beneficial long-term interactions between achieving tourism development goals, improving the welfare of local communities, and sustainable environmental support in the future (Fandeli, 1995).

Bandung Regency Government is, in its development stage, trying to make tourism as one of the ways to increase the PAD (*Pendapatan Asli Daerah* or Local Native Income). However, it is expected to expand business opportunities and provide new jobs to reduce unemployment. Tourism can improve the standard of living of people living in these tourist destinations through economic benefits, by developing facilities that support and provide recreational facilities, tourists, and local residents benefit from each other. The development of tourist areas should show the level of culture, history, and economy of tourist destinations.

Quadruple Helix. Quadruple Helix is the development of Triple Helix concept by integrating the role of academics, entrepreneurs, government, and society (civil society) into creativity and knowledge activities (Oscar, Monterino & Thomson, 2010). While O. Afonso, S. Monteiro & M. Thomson (2012) stated that Quadruple Helix concept is the development of Triple Helix by integrating civil society (Afonso, Monteiro & Thomson, 2012).

According to R.M. Yawson (2009), Triple Helix was then developed again with one element added, civil society or community, which became Quadruple Helix, to accommodate the perspective of society. The Quadruple Helix concept was developed by maintaining the interaction of the Triple Helix model, a science network between universities, industry, and government, as well as involving civil society as a whole in the system (Yawson, 2009).

E.G. Carayannis & D.F.J. Campbell (2009) stated the importance of government policies and practices, universities and industries, and communities interact intelligently, effectively, and efficiently. In Quadruple Helix, each institution is tasked with advancing whatever innovation and development it has (Carayannis & Campbell, 2009).

Synergy between all actors is an important record for this concept. All four helixes must work together in order to create an innovative situation. All existing actors (government, academia, business, and civil society) intelligently interact with each other effectively and efficiently (Carayannis & Campbell, 2009; and Rahayu, 2013).

METHOD

This research uses qualitative descriptive approach, using secondary data, and primary data. Secondary data in the form of documents, reports,

and newspaper articles are collected to find input and clarify the situation of research objects and subjects. Furthermore, a series of interviews were conducted to reveal the relationship between actors (academics, governments, business people, and the community), how they interact, as well as their respective roles in developing tourism in Mekar Rahayu Village.

Respondents to this study consisted of local government, academics, tourism community, and tourism businesses. Each respondent represents four main groups in the Quadruple Helix concept, namely government, academia, businesses, and communities. All respondents were selected based on several criteria used to obtain information related to their respective roles and contributions. Interview questions in this study sought to reveal the involvement of actors in developing tourism, the role of each actor in developing tourism, as well as how relationships between actors whether the relationships formed reflect complementary relationships as in accordance with the concept of quadruple helix or instead produce interdependent relationships. The determination of informants to be interviewed is done through purposive sampling techniques, which are further developed through snowball sampling techniques.

The analysis method used in this research focuses on exploring the role, contribution of actors in developing tourism in Bandung Regency, West Java, Indonesia, especially in Mekar Rahayu Village, Marga Asih Sub-District.

RESULT AND DISCUSSION

Mekar Rahayu Village is one of four other villages in Marga Asih District, Bandung Regency, West Java, Indonesia. The four villages are Cigondewah Hilir Village, Marga Asih Village, Lagadar Village, and Nanjung Village. Mekar Rahayu Village has a population of 61,974 people, consisting of 214 RT (*Rukun Tetangga* or Neighboring Administration) and 17,872 households, with an area of about \pm 299,644 ha and directly adjacent to Rahayu Village in the North, South Margahayu Village in the East, Pameantasan Village/Citarum River in the South, and Cigondewah Hilir Village/Nanjung Village in the West. Generally, the majority of Mekar Rahayu villagers have livelihoods as workers and private employees, but the unemployment rate in this village is relatively high at 22.44%.²

Tourist destinations in Mekar Rahayu Village and its surroundings are actually very diverse from culinary tours, fashion, natural tourism, city tourism, religious tourism, historical tourism, to cultural tourism. There

²See also, for example, "Mekar Rahayu Village Official Website". Available online at: www.mekar.rahayu.village.com, on July 30, 2020 [accessed in Bandung, West Java, Indonesia: October 28, 2020].

are at least 49 tourist spots around Mekar Rahayu Village that can be enjoyed, especially for those who like to travel.³

In the development of tourism in accordance with the concept of Quadruple Helix in Mekar Rahayu Village as follows:

Firstly, ***the Role of Academics***. Higher Education is an organization that has the ability to provide theoretical encouragement to various problems in every joint of life, because this organization is a place where the pledged disciplines are studied and developed through scientific researches according to their fields. Related to tourism development in Mekar Rahayu Village itself has been done by the government of Mekar Rahayu Village by cooperating with several HEIs (Higher Education Institutions) in Bandung Regency.

One of the universities that often cooperate with the government of Mekar Rahayu Village include UNU (Nurtanio University) of Bandung, UPI (Indonesian University of Education) in Bandung, UIN SGD (State Islamic University Sunan Gunung Djati) of Bandung, and others. UNU of Bandung often conducts the *Tri Dharma* (Three Obligations: Education, Research, and Community Service)'s activities of Higher Education through the implementation of research and community service with locus in Mekar Rahayu Village. The results of the implementation of community service include those who have the same discussion as the discussion conducted in this research, namely about tourism development in the village of Mekar Rahayu, Marga Asih District, Bandung Regency.

The results showed that with the implementation of community service, there are similarities in tourism development, namely about increasing community participation and optimizing the role of businesses around tourist attractions in the Village of Mekar Rahayu, Marga Asih District.

Secondly, ***the Role of Government***. Bandung Regency government policy in developing tourism refers to Bandung District Regulation No.4 of 2019 concerning the Master Plan of Regional Tourism Development, Year 2018-2025, mentioned that tourism development in Bandung Regency is divided into 4 aspects of tourism development, namely: Tourism Destination Aspects, Tourism Industry Aspects, Tourism Marketing Aspects, and Institutional Aspects of Tourism. Article 12(1) Strategy for the Development of Natural Tourism Destinations, Culture, and Man-Made products typical and special as Regency Tourism Destinations as referred to in Article 11 paragraph (1) letter a, includes: establishing nature-based tourism attractions, culture, and man-made products as the flagship of the District Region in encouraging the increase of tourist visits to Tourism Destinations.

³*Ibidem* with footnote 2; and www.topvisit.net [accessed in Bandung, West Java, Indonesia: October 28, 2020].

As the implementation of the development of nature-based tourist attractions has been determined 12 points proposed as priority locations for the development of nature-based tourist attractions, some locations are plantation areas. PTPN (*Perusahaan Terbatas Perkebunan Nusantara* or Indonesian Archipelago Plantation Limited Company) VIII, where the MoU (Memorandum of Understanding) has been signed by the Bandung Regency Government with PTPN VIII. The location is a priority scale of the development of nature-based tourist attractions in the land of PTPN VIII, which has a beauty that is second to none, including Kawah Rengganis, Situ Nyonya, Situ Patenggang, Glamping, and Tirta Camelia.

Indicators of tourism success of an area can be measured by the increasing number of tourists. This can be one of the triggers for economic development of the area. The cooperation process with PTPN VIII has reflected the movement of *Sabilulungan* (Work Together) between the local government and the company. The plantation sector has a significant contribution to the success of tourism as well as the economy of Bandung Regency. Therefore, the Bandung Regency Government continues to innovate in exploring and utilizing all the potentials. Not only plantations, Bandung Regency is an area rich in tourism potential, ranging from natural beauty, cultural arts to various culinary that are characteristic of Bandung Regency.

The Bandung Regency Government policy related to tourism development in Mekar Rahayu Village is to develop the potential of religious tourism that already exists in the village and become the mainstay tourism potential in accordance with Article 18 of Bandung District Regulation No.4 of 2019, the superior tourist attraction includes Number 5 on Mahmud Village, and supporting tourist attractions include Number 4 on Makom Mahmud (Pemkab Bandung, 2019).

The development is carried out by optimizing the participation of the community in exploring the potential available in Mekar Rahayu Village and its surroundings through providing counseling and guidance on tourism to the community and improving the skills/abilities of the community by cooperating with businesses to provide training as well as being an adoptive father for them in developing tourism businesses.

The Role of Business. Every activity in the world definitely needs material, although there is a saying that not all activities are measured by material/money. In fact, money is one of the vital components needed to succeed a goal. Therefore, the role of business people is very necessary in succeeding an activity, including developing the world of tourism in Mekar Rahayu Village. Businesses have the ability to create innovation and are rich in creativity, they will be able to develop businesses in the

tourism sector, and of course include having enough capital to make it happen.

The results showed that there are many opportunities and fields that can be optimized in the tourism sector in Mekar Rahayu Village, including the field of religious tourism with Mahmud Site being its mainstay, the culinary field considering Bandung is very rich with its distinctive food variants, the field of fashion is very supported by the existence of Cigondewah as the largest fabric center in the city of Bandung. The field of traditional art tourism and the field of natural tourism, because Bandung is undeniably famous as a city that has a very beautiful natural state.

The Role of the Community. The community is a group of people who are in the same geographic area and take advantage of the local natural resources that are around it. Generally, in developed countries or developing, tourism is managed by private sector who have large business capital coming from outside the region and even abroad. So that local people who are in a tourism destination area cannot be directly involved in tourism activities. As a result of the local community not being involved in tourism activities often raises the opinion that the local community is not a stakeholder of tourism, and is a marginalized group of business opportunities in the field of tourism.

Basically, the local people have knowledge of the natural phenomena and cultures that exist around it. But, they do not have the financial ability and qualified expertise to manage it or engage directly in tourism activities based on nature and culture. So far, the potentials owned by local communities are utilized by protected area managers and tourism entrepreneurs to be included in maintaining natural sustainability and biodiversity in the area.

Thus, the local community must be actively involved in the development of tourism. Furthermore, tourism is also expected to provide opportunities and access to local communities to develop tourism supporting businesses, such as handicraft shops, *Cindramata* (Souvenir) shops, food stalls, and others, so that the local community gets more economic benefits and directly from tourists who are used to improve their welfare and standard of living.

The level of community involvement in tourism is very different and this depends on the type of potential, experience, knowledge, and expertise that the individual or local community has. Local community involvement in tourism development can be done by: (1) Rent out the land to tourism operators to be developed as tourism objects and attractions and participate in monitoring the impacts caused in connection with the development of tourism; (2) Work as a permanent or part-time employee in the tourism operator company; (3) Provide services to tourism operators, such as

food service, transportation, accommodation, and guiding; (4) Establish a joint venture with private parties, where the local community provides its location and services while the private sector handles product marketing and company management issues; and (5) Develop tourism independently by prioritizing the development of community-based tourism.

Such roles have not been optimally performed by the Mekar Rahayu community as stakeholders in developing tourism. So far, awareness to develop and utilize tourist destinations in Mekar Rahayu is only owned by people, who are in tourist attractions such as the community in *Kampung* (Village) of Mahmud.

CONCLUSION

Universities are organizations that are expected to be able to contribute thought to a region through its research and dedication. Especially for Mekar Rahayu Village in Marga Asih Sub-District, Bandung Regency, West Java, Indonesia, the results of research and community service in the region have not been followed up with implementation by both the village government and stakeholders related to tourism development in the region. Thus, there is no significant change related to promotion, innovation, and creativity in order to increase the number of tourists to the region.

Bandung Regency Government policy related to tourism development in Mekar Rahayu Village is to develop the potential of religious tourism that already exists in the village and become the mainstay tourism potential, according to the explanation of Article 18 of Bandung District Regulation No.4 of 2019, the flagship tourist attraction namely Kampung Mahmud and the supporting tourist attraction namely Makom Mahmud.

Business people and capital owners in Mekar Rahayu Village and its surroundings are still not maximal in utilizing the tourism potential in Marga Asih Sub-District, whereas at least 49 tourist spots in the area can still be maximized by investing more capital and promoting effectively and creating innovations by utilizing the wealth of resources in the region.

The role of the surrounding community as a group that has knowledge and know about the potential of existing natural resources is still not maximal. Whereas as stakeholders should with their knowledge and experience can make the existing potential into their fields to increase their income and welfare, they are still shackled by the reason of the incapable business capital. So far, awareness to develop and utilize tourist destinations in Mekar Rahayu is only owned by people who are in the location of tourist attractions such as the community in Kampung Mahmud.

Suggestions, related to the research results, are as following here. Firstly, to increase the role of academics in order to increase tourism development in

the Mekar Rahayu Village of Marga Asih Sub-District, Bandung Regency, West Java, Indonesia, should be education institutions or universities nearby or around Marga Asih Sub-District do a lot of research and community service in the region, so there will be a lot of input for the local government to make breakthroughs to develop the potential of the region.

Secondly, to explore tourism potential in Mekar Rahayu Village area that has not been explored, the local government can collaborate with academics to conduct research or community service related to the diversity of potentials and implementation strategies to float and promote tourism potential in the Mekar Rahayu Village area of Marga Asih District, Bandung Regency, West Java, Indonesia.

Thirdly, to collaborate with businesses and capital owners to be involved in the tourism business in Mekar Rahayu Village, Marga Asih Sub-District, it can be done by introducing spots and potential areas that can promise profits both in the short and long term. This is because businesses will usually be interested when an activity can bring benefits to him or her. If they are sure, business people will not hesitate to do promotions and make innovation breakthroughs to attract tourists, because it is supported by capital that has not been owned by the community or local government.

Fourthly, the level of community participation in tourism varies greatly depending on the type of potential, experience, knowledge, and expertise possessed by the individual or local community. Local community involvement in tourism development can be done by: renting out the land to tourism operators to be developed as tourism objects and attractions and participate in monitoring the impacts caused in connection with the development of tourism; working as a permanent or part-time employee in the tourism operator company; providing services to tourism operators, such as food service, transportation, accommodation and guiding; establishing a joint venture with private parties, where the local community provides its location and services, while the private sector handles product marketing and company management issues; and developing tourism independently by prioritizing the development of community-based tourism.⁴

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⁴*Statement:* We confirm that this article has not been published elsewhere and is not under consideration in whole or in part by another journals. This article is also not product of plagiarism. So, we have no conflicts of interest to declare it.

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The Site of Religious Tourism at Mekar Rahayu Village in Marga Asih Sub-District, Bandung Regency, West Java, Indonesia

(Source: <https://www.google.com/search?q=Mekar+Rahayu+Village>, 10/11/2020)

Universities are organizations that are expected to be able to contribute thought to a region through its research and dedication. Especially for Mekar Rahayu Village in Marga Asih Sub-District, Bandung Regency, West Java, Indonesia, the results of research and community service in the region have not been followed up with implementation by both the village government and stakeholders related to tourism development in the region.