

## Partnership based on Triple Helix for Tourism and Peace for Sustained Development Bromo Mountain

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### Abstract

This study examines the implementation of the Triple Helix model, which facilitates collaboration among academia, industry, and government, in advancing sustainable tourism and promoting peace at Mount Bromo, Indonesia. The swift expansion of tourism in this region has generated economic advantages while underscoring the necessity for strategic, sustainable governance to reconcile development with environmental and social equilibrium. The study investigates governance challenges and the roles of various stakeholders in tourism development, highlighting the necessity for integrated management practices to enhance local community engagement, innovation, and economic advancement. This study employs descriptive qualitative methods to achieve three primary objectives: enhancing partnerships for tourism governance, creating tourism clusters, and promoting innovation in tourism management. Research indicates that although the Triple Helix model effectively aligns stakeholder initiatives, enhanced integration, especially in education and community involvement, is necessary to realize the model's potential fully. This research enhances the tourism governance literature by illustrating how the Triple Helix model can facilitate sustainable tourism, stimulate economic development, and cultivate peaceful, inclusive societies.

### Keywords

Innovation Tourism, Sustainable Tourism, Triple Helix Model, Tourism and Peace.



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## INTRODUCTION

The exponential expansion of the tourism industry yields numerous advantages for the nation and the local populace in the targeted region and holds immense potential for the future (Rahman et.al, 2024). This scenario can be understood as the tourism industry transferring economic activity from the local community to the government. Tourism has catalyzed crucial economic activities in a destination region, paving the way for a promising future. (Beltramo et al., 2021). This tourism sector facilitates generating substantial employment opportunities, encompassing various fields such as the hospitality industry, tourist travel, and the production of regional souvenirs. The development of the sustainable tourism sector is necessary to enhance the quality of tourism services and increase both the number of visitors and foreign exchange earnings (Streimekiene et.al., 2021). The tourism industry can potentially transform into a significant source of regional revenue. Under Law Number 10 of 2009 concerning Tourism, the Indonesian government prioritizes the enhancement and expansion of tourism areas. The tourism industry is presently a significant driver of economic expansion in Indonesia. The exponential growth experienced by the Indonesian tourism sector necessitates implementing changes (Amar et al., 2021). In addition, tourism activities should contribute to the well-being of the surrounding environment.

The principle of implementing good tourism governance is coordination and synchronization between existing stakeholders and active participation that is synergistic, integrated, and mutually reinforcing between tourism stakeholders through the triple Helix (government, industry, academics) (Wiranata et.al., 2022). Management of tourism destinations in the Mount Bromo tourist area has several obstacles, including the need for comprehensive coordination of tourism managers, especially in developing tourism potential. This is because Mount Bromo is located in the administrative areas of Probolinggo Regency, Pasuruan Regency, Malang Regency, and Lumajang Regency. The lack of education and technical training in the tourism sector, both for human resources as managers and the community's readiness to be involved in tourism, is also one of the obstacles in uniting tourism development programs with managers of other tourist destinations. Tourist destinations are important geographical areas where tourists, tourism businesses, communities, academic institutions, and local governments interact (Liu et.al., 2020). Cooperation and coordination between all these stakeholders are the foundation for tourism development. All these stakeholders share resources at the destination and develop formal and informal networks. They depend on each other on one side but

are always in conflict on the other side. Good governance must balance various stakeholders' interests, reduce risks due to opportunism or uncertainty, and encourage destination development (Hazami, 2024). This requires remarkable synergy in the sustainable tourism development sector. The synergy model is linked to the Triple Helix theory, which was proposed by Leydersdorff et al. (2017). This theory emphasizes the interplay and collaboration among academia, business, and government.

The triple helix theory highlights the importance of universities in actively participating in open networks and driving innovation by collaborating with both government and industry (Bellandi et al., 2021). Although the Triple Helix Model has been widely explored in innovation and industrial settings, its potential in tourism development and governance remains underexplored. There is a lack of detailed studies addressing how universities, governments, and industries collaborate specifically within tourism destinations. This represents a shift from the past, where universities were primarily focused on creating knowledge infrastructure and tools. The Triple Helix Model posits that society comprises three primary actors: industry, academia, and government. While these actors maintain their distinct identities, they are interconnected, and each represents the perspectives and contributions of their respective disciplines (Chen et al., 2022). Tourist destinations are significant geographical regions where tourists, tourism enterprises, communities, academic institutions, and local governments interact. While previous research often highlights the roles of individual stakeholders in tourism, the explicit emphasis on harmonizing collaboration and mitigating conflicts between stakeholders using the Triple Helix framework is a unique contribution. Collaboration and synchronization among all these parties are the fundamental basis for advancing tourism. These stakeholders collaborate to utilize resources at the destination and establish diverse formal and informal networks. They exhibit interdependence on one aspect yet consistently conflict on the other element. Effective governance should strive to harmonize different stakeholders' interests while mitigating risks arising from opportunistic behavior or uncertainty and promoting the advancement of the intended goals.

Partnerships transform regional and local governance (Hjalager, 2002). Collaborations are crucial in the tourism industry, although they can pose challenges during negotiation. Various actors contribute their objectives and capabilities, along with strengths and weaknesses, when evaluating the possibilities for sustainable development (Scheyvens & Cheer, 2022). The partnership has evolved into a collective aspiration to bring relevant stakeholders together in novel configurations

to address mutual challenges and formulate policies. Partnership is a term that refers to the collaboration between individuals and organizations, such as society, businesses, and institutions, in order to achieve common goals by combining their resources and skills in a voluntary and mutually beneficial manner (Eweje et al., 2021). Partnerships are necessary for tourism planning, destination management, and development of the tourism industry, as these activities involve the integration of diverse perspectives, expertise, and experiences Filimoneau and De Coeteau (2020). This descriptive qualitative research investigates the governance of tourism destinations using the Triple Helix Model. The study focuses on partnerships, clustering, and innovation systems as foundations for improving tourism management. Conducted at Mount Bromo, the research gathers and analyzes data from stakeholders to uncover social phenomena and governance challenges. The results reveal critical insights into the role of partnerships, clusters, and innovation systems in enhancing collaboration and managing conflicts among stakeholders, ultimately proposing a model for effective tourism governance.

Tourism studies now more commonly define tourist destinations as industrial clusters (Kim & Shim, 2018). The cluster perspective in the governance approach of tourism destinations plays a crucial role in promoting business-oriented interactions while emphasizing the context in which companies engage and collaborate with academics and affiliated institutions. Cluster theory demonstrates that the development of clusters plays a role in the advancement of economic growth and development (Porter, 1998). Numerous tourism enterprises have recently adopted the cluster concept to promote regional and local development, owing to the growing prevalence of cluster-based policies worldwide (Kowalski & Mackiewicz, 2021).

The examination of innovation within the tourism sector is a relatively new area of study that became more prominent during the 1980s. Given its growing influence on global economic indicators, there is a strong desire to investigate the correlation between innovation and both financial and non-financial performance (Galarza et al., 2023). The innovation system's interdependence on the interactions among private companies, knowledge institutions, and government agencies once again motivates governments to collaborate. This is highlighted by the government's condensed pivotal role in fostering innovation systems' development. Gaining insight into the dynamics and functions of different participants in innovation systems can contribute to fostering innovative processes, even in cases where these systems are not yet fully developed. This research builds on the foundational Triple Helix Model by Leydesdorff et al. (2017) and expands its application from industrial and

innovation settings to tourism governance. It highlights how academia, industry, and government can collaborate to address tourism-specific challenges, including stakeholder conflicts and sustainable development. By incorporating the innovation systems perspective (Galarza et al., 2023), the research identifies the critical role of collaborative interactions between government, industry, and academia in fostering innovative solutions for tourism development. It contributes to a growing body of literature linking innovation with economic and social performance in tourism. The study provides policymakers with a structured governance model that emphasizes coordination, stakeholder synergy, and strategic planning. This model can guide governments in developing more effective tourism policies aligned with sustainable development goals.

## **METHODS**

The type of research used is descriptive research with a qualitative approach method. This research aims to obtain a new view of an existing problem and clearly and in-depth describe the governance of tourism destinations from the role of the triple helix model to deepen the partnership, clustering, and innovation system in tourists. This research focuses on the object that serves as the primary target for studying social phenomena in a specific area, particularly Mount Bromo, with a particular emphasis on managing tourism destinations. This focus aims to uncover the data gathered by researchers and analyze it using specific theories such as Tourism Destination Governance, partnerships in Tourism, Clusters in Tourism, and Innovation Systems in Tourism. The research in this study is focused on the problem formulation that has been determined; Utilising partnerships as a foundation for the management of tourism destinations; Utilisation of clusters as a foundation for the governance of tourism destinations; Deploying an innovation system as a foundation for overseeing tourism destinations.

Key stakeholders include local government officials, tourism industry representatives, community leaders, and academic experts familiar with Mount Bromo's tourism dynamics. Interviews were conducted with open-ended questions to allow detailed responses. Interviews focused on exploring partnerships, clusters, and innovation systems in managing Mount Bromo's tourism.

## **FINDINGS AND DISCUSSION**

### **Triple helix model partnership**

Academics serve as catalysts and pioneers in spreading and implementing innovation and entrepreneurship. This will enhance the accessibility of research and development outcomes, infrastructure knowledge, public policy innovation, and other forms of support that facilitate public-private partnerships. The industry provides financial support to academia to conduct research, develop products, and bring them to the market. Academia reciprocally enhances industry by providing it with novel technology and research. The primary function of the industry is to generate employment opportunities and enhance workers' earnings, manage and rejuvenate industrial operations, elevate living standards and prosperity, and facilitate financial support for developers and entrepreneurs.

The government's role in tourism planning and policy is to coordinate and develop strategic plans, establish policies, act as an entrepreneur by stimulating tourism growth, promote tourism activities, support social tourism initiatives, and protect public interests. Development planning activities, particularly in the tourism sector, should be guided by identifying the industrial sectors to be developed and prioritizing superior destinations for the development of facilities, infrastructure, and other public amenities. The government plays a crucial role in coordinating the various stakeholders involved in tourism due to the many interests at play. Effective planning and formulation of regulatory policies necessitates all stakeholders' collaboration and active involvement to achieve mutual objectives through synergistic efforts. It is crucial to align tourism policy with other policy domains, particularly those related to infrastructure, marketing, and preserving natural resources sustainability. In addition to its role as an infrastructure provider, the government also plays an entrepreneurial role by actively promoting the country and developing essential transport and communication networks. This implies a rise in revenue, leading to economic growth through infrastructure development and creating investment prospects for expanding the tourism sector. The government can also stimulate tourism support by promoting research that is beneficial for developing the tourism industry. Social tourism is a potent tool that the government can employ to foster tourism growth in developing regions, expressly by engaging local community members to build and establish tourism initiatives in their region collaboratively. The government should establish a positive brand reputation and ensure the safety of its tourists by offering security assurances. This initiative

represents one of the measures implemented by the government to enhance tourist influx.

A high level of government involvement is needed to stimulate cluster development. Likewise the role of public policy. It is clear that the content of economic policy and the structure of the economic policy-making process are very important. Long-term commitment is also a vital factor. Clusters generally exist within a unique system of regulations, laws and conventions that govern operations and influence access to research and development, capital and other important factors. However, the role of government remains important. They set the stage for the socio-economic conditions necessary to foster the growth of competitive groups of companies. International best practice shows that early political support helps in developing groups and government stakeholders can play an important role in supporting the process, but sectoral leadership must follow. This can also be seen from where the company is the main actor, not only in the tourism sector but also in complementary industries. Instead, new forms of integrative governance are needed. This means new roles for the private and public sectors are emerging. The private sector needs to recognize the importance of being part of a competitive group of companies and getting involved in that work. The public sector needs to learn how to participate in the game rather than manage it. A governance perspective can contribute to our understanding of the prerequisites for successful government involvement in cluster development processes. Unlike research that treats tourism stakeholders as isolated entities (Chen et al., 2022), this study underscores the interdependence of stakeholders, especially in a geographically significant destination like Mount Bromo, where governance structures are vital for innovation and sustainability. This research adds a layer of practical implementation to the Triple Helix framework, demonstrating its value in addressing tourism-specific challenges such as stakeholder conflicts and resource optimization.

Tourism can be managed if research-based knowledge meets the innovative capacity of stakeholders, research bodies are able to produce knowledge that is considered relevant to their business, the government participates in supporting innovation. This is a relevant condition that deserves attention in innovation system-based tourism research. In general, however, innovation systems that meet the requirements for the above components may be difficult to fulfill when interpreting the definitions of typical innovation systems given in the literature. In addition, knowledge is not the way that is considered the main driving force in the tourism industry, but is often referred to as a low competency business. In this case, the role

and authority of the public to facilitate the initial stages of the innovation process may need to be more active and more efficient. In addition, the importance of public sector actors in innovation may also be underlined by the situation regarding knowledge institutions, especially in relation to tourist destinations. Universities and research institutions may not be able to have a direct impact on local destinations, but it is important to contribute and support governments in the creation of formal or informal institutional frameworks or arenas for knowledge management as the most critical element to function.

The involvement of stakeholders is integral to the management of tourist destinations. Stakeholders involved in destination governance fulfill their respective roles based on their specific areas of expertise. Effective tourist destination management necessitates seamless coordination and collaboration among all parties involved. Typically, stakeholders involved in the governance of tourism destinations can be categorized into three groups: academics, business entities, and government bodies. Each stakeholder is responsible for a specific portion of the work. Several diverse tourist destinations accompany Mount Bromo. It is ideal for tourist destinations in the rural areas surrounding Bromo to be managed by the local community. Community organizations in tourist villages can perform similar tasks and attend to various matters. This is attributed to the land's typology and the nature of the work performed, which can serve as a tourist attraction. In addition to the local community, the government also plays a significant role as a stakeholder in managing regional tourist destinations. The government can promote and establish itself as an entity responsible for assessing tourism activities in rural areas. The government can promote tourism by directly allocating funds or by constructing the necessary infrastructure to support tourism activities in villages or groups. Government evaluations of tourism activities may be conducted in response to issues arising at tourist attractions.

In this context, academics refer to universities near tourist destinations and individual researchers who can utilize these destinations as a platform to apply their knowledge. Scholars can offer suggestions that can enhance tourist destinations. The academics mentioned in this case are not limited to academics specifically involved in the tourism industry but can be customized to meet the requirements of the available tourist attractions. If the attractions provided are associated with the agrotourism industry, it would be beneficial to receive training that promotes innovation in agronomy and agrotourism product processing. This would enable the exploration of product diversification as a potential business opportunity. In the

triple helix model, business plays a role as a facilitator. A company is an organization that conducts commercial activities to generate value and ensure long-term viability. Business plays a role in facilitating the provision of Information Technology infrastructure.

The government functions as a regulatory body and assumes the role of a controller, with the authority to establish regulations and obligations in fostering business growth. This case encompasses various activities: planning, implementation, monitoring, control, promotion, financial allocation, licensing, programs, laws, development and knowledge, public innovation policy, support for innovation networks, and public-private partnerships. The government is crucial in coordinating various stakeholders involved in tourism development, including the Bromo area tourist destination. The Tourism Destination development program is overseen by the District Government, specifically the Department of Tourism and Culture, Industry, Cooperatives and SMEs, the Department of Trade, and the Regional Tourism Promotion Agency.

Local government plays a crucial role in enhancing the management of the Mount Bromo tourist destination. To improve this, it is necessary to establish a synergistic relationship between the programs and activities of the ministry and the institutions that support the management of tourist destinations. The presence of regional government in the Mount Bromo area demonstrates the central government's recognition of its significance, particularly in forestry. This is evident through the allocation of resources towards programs and activities that promote the growth of tourist attractions. The government also offers financial assistance to institutions supporting tourist destination development, demonstrating the central government's commitment, through the ministry, to support regional governments in developing agro-ecotourism in the Mount Bromo area.

Academics play a crucial role in advancing scientific and technological development. They contribute to improving economic outcomes and product quality by conducting research and developing methods, processes, and results. The mentioned academics refer to universities that contribute to advancing tourist destinations. Academics contribute to regional development. The Tri Dharma of Higher Education encompasses educational institutions' role in supporting regional government. One aspect of the Tri Dharma of Higher Education states that higher education involves serving the community by sharing scientific and technological research findings. Universities play a crucial role in aiding the growth of agro-ecotourism destinations by utilizing scientific advancements. This support

dramatically benefits tourist destination managers in effectively managing tourism operations. Various universities have offered community education services in marketing activities, public speaking, and managing harvests for use as tourism products. In addition, academics also support the development of tourist areas in the Mount Bromo region, including the construction of trails that can appeal to hobbyist tourists.

Business actors serve as crucial factors in shaping business development (moller et.al., 2020). The primary asset and critical selling point of the products sold is the creative ability of business actors. To compete on a global scale, it is imperative to continually enhance the creativity of business actors to cater to the diverse characteristics of tourists. The triple helix model fosters collaboration among various stakeholders, promoting tourism development by enhancing creativity, ideas, and skills. A business is an organization that conducts commercial activities to generate value and ensure long-term growth (Anshari et.al., 2022). The business serves as a facilitator in delivering Information Technology infrastructure. The transition to the digital era can enhance the development of the Mount Bromo tourist destination by increasing its effectiveness, efficiency, and productivity. The business actors play a role in the development program of the Mount Bromo tourist destination. The development of the Mount Bromo tourist destination directly affects the business world. A business is expected to exist to effectively support and facilitate the generation of increased sales of goods and services. The impact of the business sector on the economic activity cycle, particularly in society, has yet to be substantial in terms of the development of tourist destinations. The primary objective of developing tourist destinations is to enhance the region's capacity for growth through innovation. The outcomes of this advancement are expected to impact the configuration of commercial operations; however, in actuality, it has yet to perform optimally. The Mount Bromo tourist area has three access points from three cities: Malang, Lumajang, Pasuruan, and Probolinggo. As a result, each region has different policies, which can sometimes lead to conflicts between communities when serving tourists in the Mount Bromo area.

Academics play a significant role in tourism development, but there is room for improvement. There needs to be more communication between scholars and the government regarding coordinating programs, such as the community service grant program offered by the Ministry of Research and Technology. As drafters, academics have a coordinating relationship with business and the community. This is because there is limited sharing of resources, and a reasonable amount of time is required.

The resources mentioned here encompass various forms of support, such as financial aid, business knowledge, training facilities, and mentors. The relationship between academics and the government is a cooperative partnership formally established with a moderate commitment to sharing risks, resources, and rewards. These rewards are seen as opportunities for academics to contribute to program development. The relationship between academics and the media is a networking relationship, as it is established informally and does not involve sharing essential resources. The primary emphasis is on the efficient transfer of information with a minimal investment of time. Unlike formal relationships between businesses, governments, and communities, this type of relationship is characterized by cooperation. The reason for this is the significant amount of time required, as well as the adequate level of commitment in terms of sharing resources, risks, responsibilities, and rewards. Businesses contribute to the provision of training, financial support, and physical infrastructure. Rewards are a means to facilitate the entry into business processes.

Tourism is a potent means to advance peace by facilitating intercultural exchanges, cultivating mutual comprehension, and bolstering economic progress. Sustainable tourism practices ensure that local communities benefit from tourism, minimizing potential conflicts. The Triple Helix model facilitates peace-building in the tourism industry through the following means that Promoting Collaboration based on Integrating academia, industry, and government can create comprehensive and engaging tourism initiatives. Advancing education and awareness through educational initiatives can enhance understanding and appreciation for peace and cultural harmony among tourists and local communities. Implementing policies and practices guaranteeing the fair allocation of tourism benefits can reduce conflicts and foster social cohesion.

### **Implementation of Clusters as a Basis In Tourism Destination Governance**

Consolidating the agrotourism industrial cluster can result in adverse effects, such as a deterioration in environmental conditions, exacerbation of economic disparities, and undesirable socio-cultural transformations. Fruit picking tourism is a specific agrotourism focused on the Mount Bromo tourist destination area. Within the Mount Bromo tourist area, a significant amount of untapped natural potential remains that has yet to be effectively utilized for tourism purposes. Additionally, there is considerable potential for tourism development by establishing community arts and culture initiatives, such as incorporating dance performances into standard tour packages. Furthermore, there is potential for artificial tourism that involves

private parties or investors. The tourism cluster in the Mount Bromo area has yet to be effectively implemented due to insufficient education provided to tourism awareness groups. Education is necessary for developing tourist attractions and their ability to thrive in the face of growing industrial competition.

The Mount Bromo tourist area has implemented the cluster concept to organize tourism based on regional classifications. Developing tourist destinations through clusters encompasses various types of tourism, such as agrotourism, edutrip, ecotourism, and supporting clusters. The agrotourism cluster comprises activities such as orange-picking tourism and agricultural programs, supplemented by education-based initiatives designed to familiarise students with agricultural practices. The edutrip cluster offers a community culture that can serve as an appealing tourist destination. The ecotourism cluster is expected to be the primary gateway for international tourists to access the renowned Mount Bromo tourism. This ecotourism attraction possesses inherent strengths and untapped opportunities for further development. Its potential lies in the distinctive blend of cultural and natural tourism, sustainable ecological practices, community empowerment, and enhanced travel comfort.

Moreover, it offers high prospects for motivating tourists, particularly in unique ecotourism attractions. Implementing the supporting cluster is anticipated to decrease the community's unemployment rate by providing amenities to tourists visiting each destination. One way to promote tourism development is by leveraging value-added processed products from each region, such as processed food and beverages, handicrafts, and homestays. By utilising existing clusters, the governance of tourism destinations in the Mount Bromo tourist area can be enhanced.

### **Innovation**

The swift advancement of information technology and the collaborative interactions between nations have bolstered the global dedication to achieving more comprehensive trade. International agreements such as the ASEAN Economic Community, the Rio De Janeiro Convention, and the Millennium Development Goals are globally agreed upon nationally. They must be implemented at the regional level. The variation in regional conditions will undoubtedly affect how each region responds to the consequences of ratification. Regions lacking global products and internationally recognized human resource competitiveness must engage in cross-border free trade to compete (Minbaeva et.al., 2024). This presence will undoubtedly serve as one of the catalysts for issues in the region.

The Government has implemented various policies, programs, and funding sources in a coordinated and sustainable manner to achieve regional development goals in the Bromo tourism area. The evaluation results indicate that there have been advancements and achievements in different areas of development. However, several issues and obstacles still need to be resolved systematically and coordinated to ensure long-term sustainability. Tourism, a component of the industrial sector with untapped potential and opportunities, necessitates strategic and coordinated management to safeguard all sectors' collective contribution and collaboration for the more significant benefit. Similarly, it is necessary to implement a development program to enhance the quantity and quality of tourism facilities. This includes increasing the number of tourism, arts, and cultural events and optimizing marketing strategies. The critical components of the innovation system consist of the industrial system, which produces goods and services required by intermediate consumers and producers for further processing into final products.

The education and research systems also serve as hubs for generating and advancing knowledge to enhance and grow the industrial sector. Intermediary institutions play a crucial role in connecting research with the industrial sector. Lastly, the political system, including the legislature, acts as a catalyst for the effective functioning of the innovation system by managing infrastructure and establishing a favorable framework. In addition, the optimization of knowledge is not solely focused on enhancing the application of knowledge but also on establishing a foundation for developing agro-ecotourism through an innovative system. Agro-ecotourism development involves using intellectual property rights acquired through utilizing facilities and infrastructure.

## CONCLUSION

This study aims to assess the significance of the triple helix model in the context of the Mount Bromo tourist area. The research findings indicate that the government plays a crucial role in facilitating the development of the Mount Bromo tourist destination, while the industry sector also contributes to its growth. In addition, the potential of academics has yet to be fully utilized. Thus, there is a need to enhance training and development initiatives to enhance the clusters and enhance the quality of innovation in tourist destinations on Mount Bromo. The incorporation of partnerships in the governance of tourism destinations for these three stakeholders is associated with diverse programs for the development of tourism destinations. In academia, scholars who serve as drafters maintain a form of coordinating relationship with the business sector. The relationship between academics and the

government is characterized as a cooperative partnership, formal in nature, with a moderate level of commitment to sharing risks, resources, and rewards. These rewards are seen as opportunities for academics to contribute to program development.

The participation of multiple stakeholders in the development of the Mount Bromo area tourist destination program poses a risk of miscoordination. Therefore, it is crucial to establish a strong synergy among stakeholders to ensure the optimal implementation of the program. In addition to fostering tourist destinations through collaborative partnerships, another approach that can be employed is the utilization of a cluster concept. An innovation system is necessary to enhance the governance of tourism destinations in the Mount Bromo tourist area due to its abundant natural resources, such as agricultural and plantation products. Mountain tourism areas possess inherent comparative advantages that can be effectively harnessed, as per the theory of comparative and competitive advantage in regional development. When establishing tourism governance centered around a regional innovation system, prioritizing community initiative and participation is advisable. This is because the effectiveness of tourism development in Malang Regency can be enhanced if the Department of Tourism and Culture regularly engages in activities with the community and tourism stakeholders who are part of the triple helix without relying solely on opportune moments. Correct. It is imperative to prioritize establishing a harmonious and intimate relationship between the Department of Tourism and Culture and the community, as this is a crucial factor in the development of the tourism sector. The limitation of this research is Geographical focus on Mount Bromo limits generalizability. So, future can have Exploration of digital and technological innovations in the governance framework also Longitudinal studies to assess the long-term impact of governance strategies.

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