



Social Entrepreneurship Model For Village Tourism Business With A Triple Helix Collaborative Approach

Sudarmiati^{1*}, Raisa Fitri², Iva Khoiril Mala³

Universitas Negeri Malang

Corresponding Author: Sudarmiati: sudarmiati.fe@um.ac.id

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ABSTRACT

The objectives of this study are: (1) to describe the problems faced by Sumberpasir Village in community empowerment; (2) to develop a social entrepreneurship model through a triple helix approach; and (3) to identify supporting and inhibiting factors. This research is basic research focused on developing a social entrepreneurship model through a collaborative triple helix approach. The research location is Sumberpasir Tourism Village, Pakis District, Malang Regency. The subjects of this study were all stakeholders in Sumberpasir Tourism Village. The results show that (1) the main problem is limited human resource capabilities; (2) a social entrepreneurship model through a triple helix approach is recommended; and (3) the opportunities to improve the performance of Sumberpasir Tourism Village through digital media.

INTRODUCTION

Social Entrepreneurship is a model of community empowerment that involves key elements within the community as primary resources. In the context of tourist villages, these key elements are non-governmental organizations such as Tourism Awareness Groups (Pokdarwis) and Village-Owned Enterprises (BUMDES). Through the triple helix approach, it is hoped that an independent tourism village can be created by optimizing all resources, including natural resources, human resources, and those of non-governmental organizations.

Sumber Pasir Village is a village in Pakis District, Malang Regency, that has the potential to become a tourism village. Its natural potential includes the Cempaka Reservoir, the Sumber Lebak Swimming Pool, and the village park. The Cempaka Reservoir is a natural spring bathing area with crystal clear water free from environmental pollution. The Sumber Lebak is an artificial swimming pool designed for children and adults, adjacent to the Sumber Pasir Village Park. Preliminary studies indicate that the condition of these natural potentials is poorly maintained, resulting in low tourist attraction. The Tourism Awareness Group (Pokdarwis) is not yet functioning properly. There has been no promotion, either through a website or social media, promoting this tourism village. The community's potential has not been utilized to produce souvenirs typical of Sumber Pasir village.

Based on these issues, the objectives of this study are: (1) to describe the potential and challenges faced by Sumberpasir village in empowering the community towards an independent tourism village. (2) to develop a social entrepreneurship model through a triple helix approach towards an independent tourism village. (3) to analyze opportunities and challenges to encourage innovation in the Sumberpasir village community.

THEORETICAL REVIEW

Social Entrepreneurship

Social entrepreneurship is a business focused on solving social problems through a business approach. Research by Steiner et al. (2019) states that social entrepreneurship is a business with a social purpose, utilizing commerce to meet community needs, such as poverty or service gaps. Rural social enterprises align with traditional rural life, leveraging social capital and collective work. Social entrepreneurship challenges in rural Scotland include sparse population, limited infrastructure, human resource shortages, and sustainability factors. Deborah et al. (2021) state that social entrepreneurship drives innovation and growth in sustainable tourism in Canada. This study emphasizes the need for government involvement to encourage innovation and sustainability in the industry. Peng et al. (2016) state that integrated social entrepreneurship built through Service Experience Engineering (SEE) can improve rural tourism performance in Taiwan.

Wang et al. (2013) state that rural tourism in China has grown rapidly in the past three years. Rural tourism is an emerging and effective catalyst for industrial restructuring, agricultural development, and rural improvement. Barraket et al. (2017) stated that social entrepreneurship in the form of cooperatives is growing rapidly in rural areas in Australia. This demonstrates the

potential for civil society to play an active role in the Australian economy. Liu et al. (2020) stated that the central government plays a guiding role in guiding rural tourism in the desired direction, while local governments provide services to manage tourism practices and coordinate with rural businesses. Synergistic interactions between the central and local governments in China have stimulated the rapid development of rural tourism.

Triple Helix Approach

The Triple Helix innovation model has attracted significant attention in both developing and developed countries as an integral policymaking tool for enhancing innovation and promoting economic development. Etzkowitz & Leydesdorff (2000) stated that the triple helix approach is a collaborative approach involving three elements: government, industry, and universities to improve performance. In the context of social entrepreneurship, the triple helix approach can consist of elements from local government, community, and universities to improve performance. Jiménez et al. (2021) stated that the triple helix innovation model has proven effective in developing entrepreneurship-based higher education institutions.

White (2015) stated that the Triple Helix model advocates strengthening collaborative relationships between academia, industry, and government to enhance innovation. Ranga et al. (2013) stated that the Triple Helix model can generate new combinations of knowledge and resources that can advance innovation theory and practice at the regional level. Yoda et al. (2020) stated that the collaborations that drive the development of university-industry-government relationships, as well as the scope of collaboration, change in response to regulatory reforms. Industry-government collaborations fostered the development of university-industry-government relationships before deregulation, while university-industry collaborations did so after deregulation. Elisabete et al. (2019) stated that the application of the Triple Helix model differs from a macro and micro perspective. In the context of macro businesses, the Triple Helix model can encourage technological innovation. Meanwhile, in the context of micro and small businesses in rural areas, the application of the Triple Helix model stimulates innovation according to their business capacity.

Tourism Village

A tourism village is a rural area with potential tourist attractions based on nature, culture, and local community activities, developed in a planned manner to support the tourism sector. The purpose of establishing a tourism village is to improve the welfare of local communities, preserve culture and the environment, and encourage community participation in sustainable tourism management. Martín (2020) and Sudarmiati et al. (2023) state that the characteristics of communities in tourism villages typically integrate local community life, customs, traditions, arts and culture, and environmental potential as the main attraction. Some of the main characteristics of tourism villages are: (1) Local

Wisdom: Possessing a unique wealth of culture, traditions, and customs. (2) Natural Beauty: A pristine natural environment and ecotourism potential. (3) Community Participation: Local communities are actively involved in tourism management and services. (4) Featured Products: Offering crafts, culinary delights, or agricultural products typical of the village. (5) Sustainability: Maintaining a balance between tourism development and environmental sustainability.

Tourist villages in Indonesia can be categorized into four categories: (1) pioneering tourist villages, (2) developing tourist villages, (3) advanced tourist villages, and (4) independent tourist villages (Ministry of Tourism and Creative Economy Regulation No. 11 of 2022). Characteristics of pioneering tourist villages include: They still have potential to be developed into tourist destinations, limited infrastructure development, and few or no tourists from the surrounding community. Public awareness of tourism potential has yet to develop. Government assistance is still needed. Village funds are utilized for tourism village development.

Characteristics of developing tourist villages include: They are becoming well-known to local and outside communities. They have developed tourism infrastructure and facilities. Job opportunities and economic activity have been created. Characteristics of advanced tourist villages include: The community is already aware of tourism potential and its development. They are well-known to the wider community, including international tourists. Tourism infrastructure is adequate. The community is able to manage tourism businesses through the Tourism Community Group (Pokdarwis). The village is able to utilize village funds for tourism village development. The tourism village management system has impacted the community's economy and local revenue (PADes).

Meanwhile, the characteristics of an independent tourist village are that it is well-known to the wider community, even to international tourists. Infrastructure and facilities comply with international standards, at least ASEAN standards. Tourism village management is carried out collaboratively across sectors, and the Penta Helix is well-functioning. Villages are able to utilize digitalization for independent promotion. Village funds are a crucial component for developing innovation.

The development of tourism villages in Indonesia is governed by several regulations, including Law No. 10 of 2009 concerning Tourism, Ministerial Regulation No. 28 of 2014 concerning Guidelines for Tourism Village Development, and Regional Regulations. Tourism villages fall within the scope of community-based tourism. The guidelines for tourism village development regulate procedures for identifying, developing, and managing tourism villages, including the standards for facilities and services that must be met.

Regional Regulations, meanwhile, regulate local policies related to tourism village development.

The Role of BUMDES and Pokdarwis

BUMDes (Village-Owned Enterprises) are village economic institutions that function to manage and optimize village economic potential, including the tourism sector. The roles of BUMDES include (1) Provision of Infrastructure and Facilities. Developing tourism facilities such as access roads, parking areas, restaurants, public restrooms, or tourist information centers. Managing accommodations such as homestays and camping grounds that are professionally managed. (2) Financial Management of Tourism Villages. Managing revenue from the tourism sector to be reinvested in village development programs. Implementing a transparent profit-sharing system for the benefit of village communities. (3) Development of Superior Products. Encouraging the development of local products such as crafts, culinary delights, or agricultural products that can be sold as tourist souvenirs. Assisting in the packaging and marketing of local products to increase competitiveness in the market. (4) Provision of Employment. Creating employment opportunities for village communities through tourism-based businesses, such as tourist equipment rentals, guide services, or souvenir production. Empowering communities in the operational management of tourism villages. (5) Collaborating with Investors and the Government (Source: Government Regulation No. 11 of 2021).

In carrying out their duties, tourist villages often form Pokdarwis (Tourism Awareness Groups), communities consisting of local residents who voluntarily play an active role in developing and promoting tourism in their villages. The following are the roles of Pokdarwis in improving the performance of tourist villages: (1) Community Capacity Development. Providing education to the community about tourism awareness, such as the importance of hospitality, cleanliness, and environmental preservation. (2) Marketing and Promotion. Developing and implementing promotional strategies for tourist villages through social media, brochures, and collaboration with travel agents. Creating local events or festivals to attract tourists. (3) Cultural and Environmental Preservation. Initiating programs to preserve local culture, such as traditional arts, traditional ceremonies, and traditional crafts. Managing environmental cleanliness and sustainability, for example through reforestation programs or waste management. (4) Collaboration with Stakeholders. Establishing collaborations with local governments, tourism communities, and the private sector to support the development of tourist villages.

METHODOLOGY

This type of research is basic research focused on the development of social entrepreneurship through a triple helix approach. The research location was in the Sumberpasir tourist village, Pakis sub-district, Malang Regency. The subjects of this study were all stakeholders in the Sumberpasir tourist village, including community organizations such as the Family Welfare Movement (PKK), Karang Taruna (Youth Organization), Tourism Awareness Group (Pokdarwis), village-owned enterprise (BUMDES) administrators, and the Malang Regency Tourism Office. Data collection used interviews, observation, and documentation. The steps for developing the social entrepreneurship model produced in this study used the Four-D model (Thiagarajan, 1974), which consists of four stages: define, design, develop, and dissemination.

The define stage aims to analyze needs. In this study, the need in question is for the Sumberpasir tourist village to improve its performance to become an independent tourist village. The design stage aims to develop the social entrepreneurship model through a triple helix approach involving government, community, and university stakeholders. The develop stage tests the model's feasibility through expert validation and field trials. Finally, the dissemination stage disseminates ideas through publications or training to a wider group. The following are the stages of the Four-D Model used in this study.

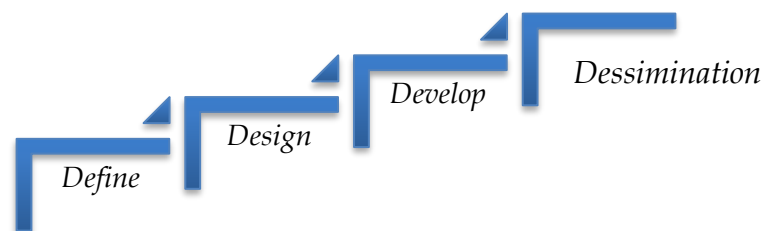


Figure 1. Four-D Model Stages

RESULTS

The research results show that (1) the problems faced by the Sumberpasir tourist village in improving its performance include the lack of village regulations that serve as guidelines for tourism village management, the suboptimal function of Pokdarwis and BUMDES, and the lack of public outreach regarding the role and function of tourism villages as a medium for improving community welfare. (2) The social entrepreneurship model formed through a triple helix approach involves elements of the local government (Malang Regency Tourism Office), the community (community leaders, PKK, Karang Taruna, Pokdarwis and BUMDES Sumberpasir village), and universities (Malang State University). (3) Analysis of opportunities and constraints faced by Sumberpasir village to improve tourism village performance. Opportunities to increase tourist visits through online promotions through social media, Google Maps, and websites.

Creating souvenir products typical of Sumberpasir village. Identified constraints include the lack of a development plan to become an independent tourism village by either BUMDES or Pokdarwis.

The following is a social entrepreneurship model for the Sumberpasir tourist village using a triple helix collaboration approach.

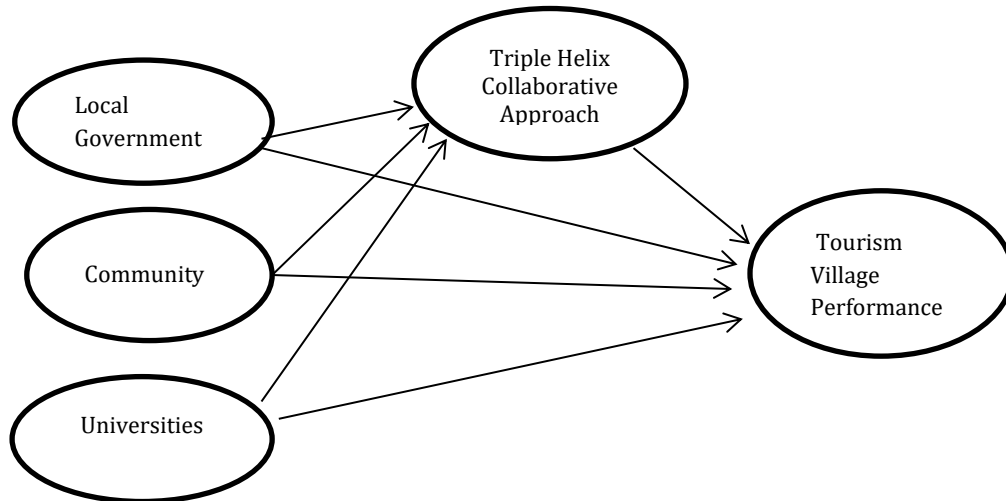


Figure 1. Social Entrepreneurship Model

With a Triple Helix Collaborative Approach Figure 1 above shows that improving the performance of the Sumberpasir tourist village towards an independent tourism village requires the involvement of the Sumberpasir village community, local government, and universities. These community members can include community leaders and non-governmental organizations such as the Karang Taruna (Youth Organization), the Family Welfare Empowerment Program (PKK), the Tourism Awareness Group (Pokdarwis), and the Village-Owned Enterprises (BUMDES). The government representative, in this case, is the Malang Regency Tourism Office. The university representative is represented by Malang State University (UM). The development process for this social entrepreneurship model has undergone validation testing with experts and a Focus Group Discussion (FGD) process involving all three parties: the community, local government, and universities. The collaboration between these three parties has resulted in a work program that will be implemented in stages to improve the performance of the Sumberpasir tourist village.

Table 1. Work Program with the Triple Helix Collaboration Model

No	Triple Helix Elements	Components	Work Program
1.	Sumberpasir village community	Family Welfare Movement (PKK)	Created souvenirs typical of Sumber Pasir village. Together with the Tourism Awareness Group (Pokdarwis), Youth Organization (Karang Taruna), and Village-Owned Enterprises (BUMDES), established a gallery and souvenir center for Sumberpasir village.
		Youth Organization	Promote the Sumberpasir tourist village through social media. Collaborate with the Tourism Awareness Group (Pokdarwis) and Village-Owned Enterprises (BUMDES), implement the tourist village work program.
		Pokdarwis	Educating the community to be ready to provide excellent service to tourists. Working with the Village-Owned Enterprises (BUMDES), creating a rural tourism attraction that is a leading feature of Sumber Pasir Village.
		BUMDES	Manage the tourist village professionally in accordance with applicable regulations. Work with the Tourism Awareness Group (Pokdarwis) to create a rural tourism attraction that is a leading feature of Sumber Pasir Village.
		Community Leaders	Provide assistance and supervision to ensure the implementation of work programs.
2.	Regional Government	Malang Regency Tourism Office	Together with the Sumber Pasir village government, we are preparing Tourism Village Regulations as a legal umbrella and as a guideline for tourism village management.
3.	Higher Education	State University of Malang	Conduct training and mentoring for PKK, Karang Taruna, Pokdarwis, and BUMDES to improve the

			performance of the Sumber Pasir tourist village
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DISCUSSION

1. Potential and Issues of Sumberpasir Tourism Village

Sumberpasir Village is a village in the Pakis sub-district of Malang Regency, located approximately 11 km from the center of Malang. It covers an area of 319.70 hectares and has a population of 6,625 people, comprising 3,343 males and 3,282 females (Source: Pakis Sub-district in Figures, 2022).

Sumberpasir Village consists of four hamlets: Krajan, Ngrangin, Gagakasinan, and Botoputih. Sumberpasir Village boasts natural resources in the form of the Cempaka Reservoir, a source of clear fresh water surrounded by a beautiful village garden filled with lush flowers. In addition to the Cempaka Reservoir, Sumberpasir Village is also surrounded by expansive rice paddies with lush green rice fields, soothing to the eye. Therefore, Sumberpasir Village has been designated a tourist village, despite its fledgling status.

The challenges facing the Sumberpasir tourism village in improving its performance include the lack of village regulations to guide its operations, the suboptimal functioning of the Tourism Awareness Group (Pokdarwis) and Village-Owned Enterprises (BUMDES), and the lack of public awareness about the role and function of tourism villages as a means of improving community welfare. The village's organizational structure clearly demonstrates the clear duties and functions of each department. However, the governance of the tourism village is not yet functioning as it should. Motivating actors are still needed to motivate the community to work together to realize the tourism village's vision and mission. As Mottiar (2018) and Sudarmiatin (2017) point out, a key factor in social entrepreneurship is a strategy for mobilizing human resources. In the context of tourism villages, the role of community leaders is crucial in mobilizing human resources toward economic independence.

2. Social Entrepreneurship Model

Social entrepreneurship is entrepreneurship that focuses on solving social problems through a business approach. There are differences between social entrepreneurship and conventional entrepreneurship. Typical entrepreneurship aims to generate profit, focusing on business growth and profitability, with the benchmarks of success being profit and turnover growth (Müller, 2012). Social entrepreneurship aims to create social impact, focusing on solving social problems through a business model, and its benchmarks of success are the achieved social impact and business sustainability. Sudarmiatin et al. (2017) state that the primary factor to consider in managing a tourism village is mobilizing human resources. Therefore, the involvement of community leaders is crucial as a key to mobilizing human resources in social entrepreneurship. Wulleman & Hudon (2016) states that social entrepreneurship typologies vary and develop

dynamically, determined by the resources and ambitions of the social entrepreneur.

This research focuses on developing a social entrepreneurship model to improve community welfare through tourism village businesses. The social entrepreneurship model developed uses a triple helix approach, involving elements of the local government (Malang Regency Tourism Office), the community (community leaders, Pokdarwis, BUMDES, and universities). To achieve its objectives, the social entrepreneurship model in this study is supported by several factors, including human resources, attractive natural resources, and the involvement and participation of the Sumberpasir village community in focus group discussions (FGDs). The attendance of community leaders and representatives from non-governmental organizations (PKK), Karang Taruna, Pokdarwis, and BUMDES (Village-Owned Enterprises) reached 90% of those invited.

Many issues were discussed during the FGDs, including support for MSMEs, supporting facilities, collaboration partners, capital sources, and the role of digital promotion. Locally-developed businesses in Sumberpasir village include various cakes, tofu, tempeh, chips, and embroidery. Proposals to establish a gallery, a souvenir center, and hold events in the Cempaka Reservoir area were hot topics of discussion.

3. Opportunities and Challenges

Analysis of opportunities and challenges. Opportunities to improve the performance of the Sumberpasir tourism village are very promising, including leveraging the potential of the Cempaka Reservoir's beautiful water resources and collaborating with MSMEs to create a revenue-generating tourist destination.

Through the Family Welfare Movement (PKK), a business producing typical Sumberpasir souvenirs can be established, promoted by the Generation Z community of Youth Organization for digital promotion. The tofu, tempeh, cake, and embroidery craft industries can be empowered to support the tourism village program. The development of culinary kiosks can be planned in stages to support the Embung Cempaka water tourism. Technically, the program can be implemented using a triple helix model in collaboration with partners, namely the Malang Regency Tourism Office and universities (Elisabete, 2019).

In addition, the culinary center in the Embung Cempaka water tourism area is also designed as green tourism, distinguishing it from other water tourism destinations. As stated by Martín (2020) and Ramadani (2022), social entrepreneurship, green innovation, and sustainability can support each other to improve performance. Community literacy and competency in creating green innovations can be fostered through the Triple Helix Model (Jiménez (2021).

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results and discussion above, several conclusions can be drawn as follows.

- 1) The potential of Sumberpasir village that has market value includes the Cempaka Reservoir water source, the potential of MSMEs, and human resources. The challenges faced by Sumberpasir tourism village in improving its performance include the lack of village regulations to guide the village's operations, the suboptimal functioning of the Pokdarwis (tourism group) and BUMDES (village-owned enterprise), and the lack of public awareness about the role and function of tourism villages as a means to improve community welfare.
- 2) The social entrepreneurship model, developed through a triple helix collaborative approach, involves government (Malang Regency Tourism Office), the community (community leaders, Pokdarwis, PKK, MSMEs, and BUMDES), and higher education (Malang State University). These three elements require joint coordination to develop work programs, implement them, and conduct periodic evaluations.
- 3) Analysis of opportunities and challenges. The opportunities to improve the performance of Sumberpasir tourism village are very promising. One example is leveraging the potential of the Cempaka Reservoir water source, with all its beauty, to collaborate with MSMEs to create a revenue-generating tourist destination.

Through the Family Welfare Movement (PKK), a business producing typical Sumberpasir souvenirs can be established, promoted by the Generation Z community of Karang Taruna (Youth Organization) for digital promotion. The tofu, tempeh, cake, and embroidery craft industries can be empowered to support the tourism village program. The development of culinary stalls can be planned in stages to support the Embung Cempaka water tourism.

The recommendation from this research is that the Village-Owned Enterprise (BUMDES) as the manager of the tourism village, immediately follow up on the work plan through concrete activities. The technical implementation can be discussed further with the village head, who serves as the BUMDES advisor, along with other non-governmental organizations such as the PKK, Karang Taruna, and Pokdarwis.

FURTHER STUDY

This research used a qualitative approach. Therefore, it is recommended for future researchers to conduct similar research using a quantitative or mixed methods design. Collaborative models could include the Quadruple Helix, Quintuple Helix, or Hexa Helix.

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