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PENTAHHELIX MODEL TO CREATE SHARED VALUE INEMPOWERING THE PEOPLE OF WINONG VILLAGE, GEMPOL DISTRICT, PASURUAN REGENCY

ABSTRACT

The Covid-19 pandemic has changed the existence of the economy at all levels, including Indonesia, as evidenced by budget diversions in the context of handling it, including the impact also felt by Winong Village. This situational is the basis for village stakeholders, one of which is the company around Winong Village, to drain the thought of maintaining the community's economy. Various ways of improvement are carried out, one of which is by empowering existing communities. Empowerment starts from redesigning the CSR that the company has been given. CSR, which was originally intended for physical activities, must be reviewed and even changed to pay more attention to non-physical activities in order to create a common value (creating share value) that can be felt by sharing stakeholders including companies.

The general purpose of this study is to determine the application of the pentahelix model to create shared value in empowering the community of Winong Village, Gempol District, Pasuruan Regency. The specific purpose of this study is to develop learning designs outside the classroom (Merdeka Belajar Curriculum Merdeka) especially the activities of building villages / Thematic KKN by collaborating with various stakeholders who are able to improve, especially the community in the village which has been underestimated.

A qualitative type of research in order to obtain valid and reliable information, about the application of the model. Basically, the qualitative descriptive format aims to describe, summarize various conditions, various situations, or various phenomena of social reality that exist, then seek to draw reality to the surface as a characteristic, character, trait, model, sign, or description of a certain condition, or phenomenon. The research location is in

Winong Village, Gempol District, Pasuruan Regency. Data analysis using Nvivo.

The results of research in the field show that the Pentahelix Model can be effectively implemented in the field in relation to the Creating Shared Value approach in realizing the economic empowerment of the people of Winong Village, Gempol District, Pasuruan Regency. The existence of the Company in the future operating in the midst of the community can continue because the CSV approach turns out to be acceptable to all stakeholders of Winong Village, Gempol District, Pasuruan Regency

Keywords: Pentahelix, Creating Share Value, Community Empowerment

1. INTRODUCTION

The COVID-19 pandemic has not only had an impact on public health, but also affected the economic conditions, education, and social life of the Indonesian people. This pandemic has caused several governments to establish policies for the Implementation of Community Activity Restrictions (PPKM) in Java and Bali which have implications for restrictions on community activities, including economic activities, educational activities, and other social activities.

The decline in these various activities has an impact on the socio-economic conditions of the community, especially the vulnerable and poor. Therefore, the government, both at the central and regional levels, issued various policies to overcome the spread of COVID-19 as well as policy policies that are in the nature of overcoming the social and economic impacts of this pandemic.

The existence of the pandemic caused by Covid-19 has changed the existence of the economy at all levels, including Indonesia, as evidenced by the diversion of budgets in the context of handling it, including the impact also felt by the Village. The villages are affected mainly in the economic and development fields which have been relying heavily on assistance from the center.

Like villages in Indonesia, Winong Village is also one of the villages affected by this pandemic, the community's economic activities are automatically affected as well. As a result, the economy of the people of Winong Village has become weak. This situational is the basis for village stakeholders, one of which is the company around Winong Village, to drain the thought of maintaining the community's economy.

This condition is certainly not only the responsibility of the Government but all parties must also play an active role in solving the economic problems of the community after the Covid-19 Pandemic, one of the parties that directly intersects with the community is the existence of companies whose existence does have social responsibility (social value). The development of an era that requires companies not only to fulfill social responsibility but also to fulfill economic responsibility (economic value) to the community around the Company.

Along with the rapid development of the world and its impact on the economy which has implications for companies to realize social and environmental responsibility for the sustainability of the company's existence in the future. Creating Share Value (CSV) is a concept that requires companies to play a dual role, namely by realizing social responsibility (social value) and economic responsibility (economic value) simultaneously by not excluding one of them.

The concept of Creating Shared Value has been widely applied by large companies. Creating Shared Value is a complement to the concept of corporate social responsibility and the environment

/ CSR. CSV differs in many ways from CSR, where if it focuses more on compliance with relevant regulations, and generosity that has the main goal of improving the reputation of the corporation, then this new paradigm calls for overall integrity between the company and its social environment.(Kitzmueller & Shimshak, 2012).

In responding to his social responsibility these two concepts have different motivations. If csv implementation is driven by internal factors and the company must be proactive. It is different from the CSR perspective, which is of the view that a responsive company is a company driven by external factors. The main objective of the CSV concept is to shape advanced capitalism and make social responsibility not a burden but to make it a profitable long-term investment for the company. It has been clearly seen that corporate social responsibility today, is no longer considered a burden that reduces corporate profits, but has transformed into a promising investment in the future (Crane *et al.*, 2014).

In an effort to realize the economic resilience of the community, the Winong Village Government collaborates with academics of Yudharta Pasuruan University and all stakeholders who are members of the Pentahelix model, which combines 5 actors within the framework of cooperation. According to (Soemaryani, 2016) The pentahelix model is a reference in the development of synergy between agencies to achieve goals. According to (Rampersad, Quester and Troshani, 2010) the role of pentahelix collaboration has the purpose of innovation and contributes to the socio-economic progress of the region. Furthermore (Aribowo, 2019) said that in creating orchestration and ensuring the quality of activities, facilities, services, creating experiences and the value of tourism benefits in order to provide benefits and benefits to the community and the surrounding environment, it is necessary to encourage the tourism system through optimization of the role of business

(business), government (government), community (community), academic (academics), and media (media publications) or BGCAM.

Winong Village, Gempol District, Pasuruan Regency, strives to synchronize community economic development cooperation with various parties including the karang taruna community, community empowerment institutions and other organizations so that the role of the community in developing the post-pandemic economy becomes easier and more effective. What Pentahelix means according to Arif Yahya is the collaboration of 5 (Five Elements) elements of the subject or village stakeholders, namely: Academician, Business, Community, Government and Media (Media Publications). Commonly abbreviated as ABCGM.

By not denying the assistance from the Central Government, the Winong Village Government squirmed with several elements of the village to communicate and design to stay focused on the economy of the village community. One of them is by collaborating with universities to redesign the allocation of CSR funds in activities or programs that bring economic benefit value to the people of Winong Village. Based on the community problems above, this Village Research scheme research was proposed to design Village policies with a CSV (Creating Shared Value) approach for community empowerment in Winong Village, Gempol District, Pasuruan Regency.

2. LITERATURE REVIEW

This research focuses on the implementation of the Creating Shared Value approach in an effort to empower the community's economy through the Pentahelix Model collaboration.

2.1 Pentahelix Model

Pentahelix is a socioeconomic development model that encourages a knowledge-based economy to pursue innovation and entrepreneurship through profitable collaborations and partnerships between academia, government, industry, NGOs and entrepreneurs (Tonkovic, Veckie and Veckie, 2015:385). The Pentahelix model originated in the Triple Helix at (Etzkowitz and Leydesdorff, 2000) where a tri-lateral network of academics, companies, and governments joined forces to take advantage of innovative research projects developed within educational institutions and make the projects commercially viable products or services (Etzkowitz and Leydesdorff, 2000:4).

According to (Soemaryani, 2016) The pentahelix model is a reference in the development of synergy between agencies to achieve goals. According to (Rampersad, Quester, & Troshani, in Halibas, Sibyan, and Maat, 2017) the role of pentahelix collaboration has the aim of innovation and contributes to the socio-economic progress of the region. Furthermore (Aribowo, 2019) it is necessary to promise that in creating orchestration and ensuring the quality of activities, facilities, services, creating experiences and the value of tourism benefits in order to provide benefits and benefits to the community and the surrounding environment, it is necessary to encourage the system tourism through optimizing the role of business, government, community, academics, and media or BGCAM.

Dalam model Pentahelix ditambahkan LSM, masyarakat, dan wirausahawan. Ketiga aktor

tersebut, memiliki peran penting dalam mempromosikan tujuan bersama untuk pertumbuhan (Rampersad, Quester, and Troshani, 2010: 38) dan berkontribusi pada kemajuan sosial-ekonomi kawasan. Inovasi terbaik dicapai ketika para key-actor memiliki kolaborasi dan kemitraan yang kuat (Von Stamm, 2014: 9).



Figure 1 Pentahelix model

2.2 Corporate Social Responsibility

(Azheri, 2012) states that Corporate Social Responsibility (CSR) or corporate social responsibility is the commitment of a company or the business world to contribute to sustainable economic development by paying attention to corporate social responsibility and focusing on the balance between attention to economic, social and environmental aspects.

The implementation of CSR in Indonesia has been regulated in several laws and regulations and one of them is Law Number 40 of 2007 concerning Limited Liability Companies (UUPT). According to Article 1 number 3 of the UUPT that social and environmental responsibility is the company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the company, the local community, and the community in general.

So far, the implementation of corporate social responsibility (CSR) by the Company is used as a corporate responsibility in the form of a physical development program in the villages around the company, this is determined to happen to every company, the existence of CSR with physical development programs has been going on for a long time and it is possible that at this stage it has been completed.

Busyra (2012: 216) stated that the Company realizes that CSR is not only about maintaining the company's reputation, but also creating economic sustainability by involving the community or stakeholders in its business activities. The concept of CSR began to be modified with a more profitable concept, both for the company and society.

2.3 Creating Shared Value

The participation of the business world is needed in order to maintain environmental

sustainability and improve social welfare, for companies, especially in the extractive field, have a responsibility to resources processed from nature. The government has regulated this role through Law Number 40 of 2007 article 74 paragraph (1), which states that companies that carry out their business activities in the field and / or related to natural resources are obliged to carry out Social and Environmental Responsibility (TJSL). Then to implement the above provisions, the Government Regulation of the Republic of Indonesia Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies was established.

Along with the times, the paradigm of the realization of social and environmental responsibility must also have implications for the sustainability of the company in the future, so it is necessary for companies to combine economic interests and carry out their social and environmental responsibilities. Creating shared value (CSV) is a concept that requires companies to play a dual role, namely creating economic value and social value together (shared), without either being prioritized or ruled out.

(Porter and Kramer, 2006) assert that CSV implementation is different from CSR which generally focuses on reputation. The CSV concept places communities including stakeholders (suppliers) as partners, fellow "subjects". Meanwhile, the concept of CSR tends to place stakeholders as "objects". According to (Porter and Kramer, 2006), CSV is not the same as CSR even though both have the same foundation, namely doing well by doing good. The main difference between the two is that CSR talks about responsibility, whereas CSV is already on creating value. Then according to Moon et al. (2011), companies that implement Corporate Social Responsibility (CSR) are included in the "Good Corporate" category, but to achieve better results the company must become a "Smart Corporate", namely by practicing business ethics to increase social benefits, while

maintaining the benefits of the company. Therefore, in order to realize PT. Semen Gresik Rembang Factory becomes a "Smart Corporation", so it is necessary to develop a strategy that can accommodate the obligation to carry out social and environmental responsibilities and is related to economic interests in accordance with the company's strategy through the Creating Shared Value (CSV) planning.

The CSV concept prioritizes the existence of a reciprocal relationship (interdependence) between the company and the surrounding community and the environment. According to (Porter and Kramer, 2017), CSV is a new paradigm that calls for a comprehensive integration between the company and its social environment. With the awareness that the social progress of society is the social progress of the company, and vice versa, the company should have the awareness to have the same priority between the progress of the company and the progress of its social environment.

Several companies that have successfully run the CSV concept, one of which is Danone-Aqua in Klaten. The company forms an interdependent relationship with local governments and communities due to the limited resources of the three actors which makes each actor have an interest to be achieved. The presence of Danone-Aqua helps the government in increasing regional income, while the community around the factory is helped by the absorption of labor and income through the Aqua levy. Danone itself has the main interest, namely obtaining water resources for the sustainability of the company. Through the implementation of the CSV concept that focuses on the environment, especially the protection of water resources, Danone Aqua received a social license to operate from the community around the factory, because the community already believes in the positive benefits brought by Danone (Elfajri, 2019).

Furthermore, according to Sunaryo et al. (2015), the CSV approach by Badak LNG not only succeeded in overcoming social problems in the form of difficulty for Bontang

welders to find jobs, but at the same time also solved the company's problems in the form of guaranteeing the availability of welders who met oil and gas standards. In terms of welders, there is an increase in the quality of welding results (output) obtained from the ownership of oil and gas worker certificates which has significantly increased the bargaining power of welders in Bontang city, so that they can get an increase in monthly income (outcome). Then the capacity building program of Bontang City welders carried out by Badak LNG has developed the welder's awareness of the potential they have (impact), this is marked by their need and desire to establish a Welder Cooperative as part of an effort to increase the capacity of the Bontang Welder Association (IWB) from an institutional perspective.

Fitrianti (2017) revealed that the CSV concept is based on the idea of an interdependent relationship between business and social welfare. CSV emphasizes the opportunity to build a competitive advantage by including social issues as the main consideration in designing a company's strategy. Creating Shared Value has the potential to be a model that is quite ideal for increasing the creation of shared value in business relationships within society. The Creating Shared Value model through the strategy of fostering independent smallholders has proven to make a positive contribution in improving the competitiveness of the palm oil industry value chain.

CSV is an evolution of a new strategy in the concept of business development that complements philanthropic, CSR and corporate sustainability strategies (Leth and Hems 2013:8). The CSV concept was first introduced by (Porter and Kramer, 2017:78) which provides an explanation of the development of an in-depth relationship between corporate strategy and social responsibility (CSR). The basic idea is to expand the relationship between the company and society in helping to create new opportunities for increasing competitive advantage and corporate sustainability (Crane *et al.*, 2014:130).

(Nayenggita, Raharjo and Resnawaty, 2019) mentioned CSV (Creating Shared Value) is a concept that requires companies to play a dual role in creating economic value (economic value) and social value (social value) together (shared), without either being prioritized or ruled out. Providing solutions to economic, social, and environmental problems is not a side job, but must be inherent in the heart of the company's strategy. CSV is not the same as CSR although both have the same foundation, namely doing well by doing good. The main difference between the two is that CSR talks about responsibility, whereas CSV already treads on creating value. CSV is a transformation or development of CSR.

3. METHODOLOGY

3.1 Types of Reseach

(Sugiyono, 2019:18) qualitative research method is a research method based on the philosophy of postpositivism, used to examine the condition of natural objects, (as opposed to experimentation) where the researcher is a key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive / qualitative, and the results of qualitative research emphasize the meaning of generalizations.

In the context of this village research research uses descriptive qualitative, because naturally researchers need triangulation between interviews with key informants, deepening documents related to village development sourced from CSR funds, cooperation documents between villages and industrial companies and other documents that are considered important, in addition to observation data and the results of Focus Group Discussions (FGD) with all stakeholders

3.2 Research Focus

The focus of research in this village research is how the Pentahelix Model to create Creating Shared Value in empowering the Winong Village Community, Gempol District

3.3 Research Locus

The location chosen by the researcher for this village research is Winong Village, Gempol District, Pasuruan Regency, the selection of this location is based on the geography of Winong Village in the middle of the industry, so it requires a harmonious relationship between stakeholders. Another reason is that the large amount of CSR funds which are then only used for the construction of village physical facilities, have not led to community

empowerment.

3.4 Data Analysis

The analysis in this study used Nvivo Analysis. Nvivo is a new software used in qualitative research. From its long journey, in 2018 Nvivo transformed as a credible application developed by QSR International in processing qualitative data which has the main function of coding data effectively and efficiently. That way, the habit of writing descriptively in qualitative research will get objective results.

4. RESULT AND DISCUSSION

The concept of CSV has been widely applied by large companies. Creating Shared Value is a complement to the concept of corporate social responsibility and the environment / CSR. CSV differs in many ways from CSR, where if IT focuses more on compliance with relevant regulations, and generosity that has the main goal of improving the reputation of the corporation, then this new paradigm calls for overall integrity between the company and its social environment. (Kitzmueller& Shimshak, 2012).

In responding to his social responsibility these two concepts have different motivations. If csv implementation is driven by internal factors and the company must be proactive. It is different from the CSR perspective, which is of the view that a responsive company is a company driven by external factors. The main objective of the CSV concept is to shape advanced capitalism and make social responsibility not a burden but to make it a profitable long-term investment for the company. It has been clearly seen that corporate social responsibility today, is no longer considered a burden that reduces corporate profits, but has transformed into a promising investment in the future (Crane et al., 2014).

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automatically affected as well. As a result, the economy of the people of Winong Village has become weak. This situational is the basis for village stakeholders, one of which is the company around Winng Village, to drain the thought of maintaining the community's economy.

This condition is certainly not only the responsibility of the Government but all parties must also play an active role in solving the economic problems of the community after the Covid-19 Pandemic, one of the parties that directly intersects with the community is the existence of companies whose existence does have social responsibility (social value). The development of the era that requires companies not only to fulfill social responsibility but also to fulfill economic responsibility (economic value) to the community around the Company Along with the rapid development of the world and its impact on the economy which has implications for companies to realize social and environmental responsibility for the sustainability of the company's existence in the future. Creating Share Value (CSV) is a concept that requires companies to play a dual role, namely by realizing social responsibility (social value) and economic responsibility (economic value) simultaneously by not excluding one of them.

In facing challenges in the future, companies are required to be able to combine the fulfillment of social and environmental responsibilities which have implications for the sustainability of the company. Furthermore, companies must be actively involved in the achievement of sustainable development goals. The Corporate Social Responsibility (CSR) program has been carried out by the company effectively and efficiently, however, according to Porter and Kramer (2011), CSR activities are more charitable or cash assistance (charity). In the short term, charity is very effective because the company can

carry out its activities without any interference from the community. There are two important aspects to porter and Kramer's shared value creation strategy. First, initiatives must be able to create value for the company by increasing competitiveness. Secondly, the initiative must create value for society by advancing social conditions in the society in which the company operates.

According to Moon et al. (2011), companies that implement Corporate Social Responsibility (CSR) are included in the "Good Corporate" category, but to achieve better results the company must become a "Smart Corporate" namely by practicing business ethics to increase social benefits, while maintaining the benefits of the company. Therefore, in order to realize the Company to become a "Smart Corporation", it is necessary to develop a strategy that can accommodate the obligation to carry out social and environmental responsibilities and is related to economic interests in accordance with the company's strategy through the Planning of Creating Shared Value (CSV). One of the companies located in Winong Village, Gempol District, Pasuruan Regency, is PT. PT East Java Match Factory Ltd or better known as PT Esjamat The location of the factory is located in Winong Village, Gempol Pasuruan. Standing on a land area of 61,280 m², supported by machines with the latest technology in the manufacture of matches PT Esjamat is able to produce 1,500,000 bales of matches annually, which in addition to meeting domestic needs, the match products produced are also exported to various countries in Africa, South America, Europe, SouthAsia.

Along with the onslaught of environmental campaigns, PT Esjamat is committed to being responsible for protecting and conserving forests. This is considered very important for the management of PT Esjamat, related to the main raw material for matches is wood. PT

Esjamat ensures that only legal wood raw materials can enter the production process, namely pine and albasia wood supplied by PT Perhutani, PT Perkebunan, and Folk Timber.

In addition to selective selection of the main raw materials of wood, other supporting raw materials such as chemicals, plastics and boxes are strictly inspected and supervised. The entire process is in line with the implementation of the ISO 9001.2000-based management system, which audits the system will be carried out periodically.

In this study, the researcher became PT. Esjamat as an object of research, because it does have a program that has been engaged in forest sustainability. In the context of this research, PT Esjamat developed a program that has been only within the framework of CSR towards CSV. Namely by forming a forest care community in collaboration with The Winong Village Cadet Reef and the Community Empowerment Institute (LPM) to continue to increase concern for the sustainability of the forest and efforts to improve the economy of the winong village community by realizing downstream marketing of PT. Esjamat.

The framework built in the implementation of CSV is how the social responsibility and economic responsibility of PT Esjamat can have an impact on improving the economy of the community around the company, therefore in this context it requires the involvement of many actors to realize the improvement of the economic quality of the community.

The CSV approach in the context of this study is also correlated with the Pentahelix Model, where the involvement of Village stakeholders and the role of academics in this case researchers also play a role in realizing the goals as referred to. According to (Soemaryani, 2016) The pentahelix model is a reference in the development of synergy between agencies

to achieve goals. According to (Rampersad, Quester, & Troshani, in Halibas, Sibyan, and Maat, 2017) the role of pentahelix collaboration has the aim of innovation and contributes to the socio-economic progress of the region Furthermore (Aribowo, 2019) it is necessary to promise that in creating orchestration and ensuring the quality of activities, facilities, services, creating experiences and the value of tourism benefits in order to provide benefits and benefits to the community and the surrounding environment, it is necessary to encourage the system tourism through optimizing the role of business, government, community, academics, and media or BGCAM.

Winong Village, Gempol District, Pasuruan Regency, strives to synchronize community economic development cooperation with various parties including the karang taruna community, community empowerment institutions and other organizations so that the role of the community in developing the post-pandemic economy becomes easier and more effective. What Pentahelix means according to Arif Yahya is the collaboration of 5 (Five Elements) elements of the subject or village stakeholders, namely: Academician (Academician), Business (Business), Community (Community), Government (Government) and Media (Media Publications). Commonly abbreviated as ABCGM.

The economic development of the Winong Village community from the results of the research has applied the Pentahelix Model, which involves elements: Academics, Business, Government (Government), Community (Community) and Mass Media. The speakers or informants interviewed in this study as many as 5 people were representatives of the Pentahelix model consisting of business people, government, community, academics and the media.

The Government (Government) is generally a bureaucracy seen as the most responsible administrative agent in the implementation of policies in both developed and developing countries (NSB). Mass Media (Media), is an important link between the state and society, the combination of passive reporters and active analysts has its own place in the public policy process to provide space for the government and society to understand social problems as well as to solve these social problems.

Community (Community) is another actor who plays a role in the implementation is a group or community. In its implementation, many are carried out by the bureaucracy, so many groups exist in society to influence various implementation regulations such as guidelines or regulations. the existence of the implementation of certain programs creates opportunities for group actions intended for them to make a profit.

Meanwhile, academics (Research Organizations), are other institutions that are often involved in policy implementation. Many programs are designed to implement political policy policies labeled as pro-community development. Business (entrepreneur) should be used to develop business in achieving business goals such as: profit, people, planet, sustainability and grow on an impact from micro, small, medium, to large scale. It should be time for entrepreneurs to take advantage of the concepts produced by academics through seminars and discussions.

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Based on the results of the study, it can be seen that the actors involved in the economic development of the people of Winong Village consist of 5 (five) namely: First is the government (Government) including: Winong Village Government. The second is academics who are members of the Scientific Research Research Team of Yudharta University PAsuruan. The three businesses include business actors who are members of the

Winong Village Bumdes. The four communities consist of Karang Taruna and the Community Empowerment Institute. Fifth is the media because the role of the mass media is very important in generating attention, provoking action, weakening opposition, showing the power of commitment and support, namely radarbangsa.co.id

Table 1: Classification of Actors in the Pentahelix Model

No	Agency Name	Profession	Activities	Realization
1	Univeris tas Yudharta Pasuruan	Researchers of Riset Keilmuan	Institutions of Higher Education	Research related to the economic empowerment of ruralcommunities
2.	Radarbangsa.co .id	journalist	Publication of informationon winon village activities	
3.	Karang Taruna	Community	Promotion of community empowerment activities through web winong.id and independent	According to the role and expected to be able to communicate and play an active role with all actors

No	Agency Name	Profession	Activities	Realization
4	Winong Village Government	Bureaucracy	Cooperate with all parties in the Framework of Improving the economy of rural communities	In accordance with its role, it communicates all parties to play an active role in improving the economy of the village community
5	PT Esjamat	Businesses	Cooperate with all parties in the Framework of improving the economy of rural communities	Providing CSV programs as a social and economic responsibility to the surrounding community

Source: Processed Researcher

Based on the results of the research from table 4.1 in the discussion section, it is explained that CSV, when managed properly, can improve the economy of the people of Winong Village, namely by playing the role of company marketing through business units that are members of winong village BUMDES. And with the policy of Improving the economy of the community is directed by academics when conducting research aimed at developing and improving the quality and professionalism of the local-based community economy.

Academics can play a role in providing views and analysis based on the objectivity of data in the field regarding the level of development and also the right formula to advance the economy through various research, analysis, and human resource development. The existence of human resources in the Village government industry plays a role as a driving force for economic

sustainability, as well as determining the competitiveness of the quality of village independence. Especially the need for collaboration between local governments and surrounding communities in achieving community economic stability.

5. CONCLUSIONS

Based on the results of the discussion above, it can be concluded that the Pentahelix Model can be effectively implemented in the field in relation to the Creating Shared Value approach in realizing the economic empowerment of the people of Winong Village, Gempol District, Pasuruan Regency. The existence of the Company in the future operating in the midst of the community can continue because the CSV approach turns out to be acceptable to all stakeholders of Winong Village, Gempol District, Pasuruan Regency. This study has limitations, including limited numbers of informant variations, where representatives of the Pentahelix model are only represented by one informant. It is hoped that in future research, more sources are needed for qualitative research, and quantitative research can also be used in order to research the pentahelix model in the development of tourism in Indonesia through mass respondents.

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