

Tourism Policy Innovation In Lampung Province Through Strengthening The Role of Hexahelix Actors (A Studi of Tourism Politics)

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Abstract – The Hexahelix actor plays an important role in tourism development policy in Lampung Province, specifically in Pesawaran Regency which is the location of this research. The Hexahelix actors referred to in this study are the Government, Business circles, Media, Universities, Non Government Organizations (NGOs) and local communities. These Hexahelix actors certainly have an important role in policy innovation for tourism development in Pesawaran Regency. In accordance with the duties, principal and function (tupoksi). This study aims to examine and analyze each role of the Hexahelix actor in the innovation of tourism development policies in Pesawaran Regency. This research method is descriptive with a qualitative approach, the data is collected through interviews, FGD and analysis of documents/regulations related to this research study. The results of this study are: that in fact tourism development policy innovation in Pesawaran Regency is still dominated by the Government's role, to be precise the Tourism Office of Pesawaran Regency as the leading tourism development policy sector; Meanwhile, the role of other Hexahelix actors has not been significant in innovation in tourism development policies.

Keywords – Policy Innovation, Tourism, Hexahelic Actors, Tourism Politics.

I. INTRODUCTION

The tourism sector in Pesawaran Regency is one of the strategic sectors and has the potential to be managed, developed and marketed, considering that the potential of tourist objects owned by Pesawaran Regency is very diverse, including tourism objects in coastal areas, lowlands to mountainous areas in several sub-districts. The tourism sector is one of the potential economic sectors owned by Pesawaran Regency to be developed as a source of income to increase Regional Original Income (PAD).

Pesawaran Regency has a fairly high level of tourist visits. The number of visits by domestic tourists was 209,019 people (13.93%) while local tourist visits reached 501,153 people (33.93%) with the number of tourist visits being 704,632 people (46.97%) from 23 priority tourist objects from 97 tourism destinations in Pesawaran Regency, while tourist visits during Christmas and New Year 2023 from 23 December 2022 to 2 January 2023 from the coastal area of Pesawaran Regency reaching 24,374 people (44.6%) were not reached from the target of 125,000 people to come to various tourist attractions in the coastal area of Pesawaran. Stankova 2014 collaborative work through government agencies and private organizations related to the planning and development of the tourism sector has the potential to trigger economic growth with a positive quality of life for destinations Shariffuddin., et all (2020). However, based on a study conducted by Kagungan (2021) tourism policies for tourism management tend to work on their own, without having a central theme that is worth selling.

UNWTO 2010, offered recommendations on the innovative policy development in tourism and defined the priority goals in this field. These recommendations are as follows: 1) economic and innovative vitality (to assure competitiveness and development of innovative products in tourist destinations); 2) employment quality (to facilitate an increase in quality and quantity of workplaces created and supported by the tourism sector); 3) local control (to encourage local communities participation); 4) innovative resources effectiveness (to develop innovative projects); 5) accessible tourism (to ensure a safe and comfortable environment for tourism) (Chkalova., et all, 2019).

Therefore synergy between stakeholders (Hexahelix actors) is the main key that can solve this problem. Therefore it is very important to conduct this research through strengthening the role of the Hexahelix actor in tourism policy innovation in the Province. Lampung to be precise in Pesawaran Regency which is the location of this research. If viewed politically tourism it is not impossible that the role of each Hexa Helix actor is not optimal, it is not impossible that it will hinder the achievement of the main agenda of tourism development in Pesawaran Regency. Second, the urgency/importance of conducting this research is related to the form of effective role acceleration in the helix concept in tourism policy innovation in Pesawaran Regency. This potential should ideally be captured as an opportunity by Pesawaran Regency by developing various policy innovations in the tourism sector. Minister of Tourism and Creative Economy of the Republic of Indonesia Sandiaga Salahuddin Uno, stated that there are 3 main pillars in the recovery of tourism and the creative economy, namely innovation, adaptation and collaboration. Innovation is the main thing and there must be fundamental changes in the current recovery of tourism and the creative economy (Anggarini, 2021). Talking about innovation, especially policy innovation, is certainly inseparable from the Helix concept which is based on the idea that innovation is an interactive result that involves various types of actors (Praswati, 2017).

In the Helix concept, the collaboration of various actors in formulating tourism policy innovations in Pesawaran Regency which aims to restore and develop tourism has a vital influence. Talking about tourism and influence, cannot be separated from the political concept of tourism. Politics and tourism cannot be avoided because they have a close correlation, where politics is not only a matter of power but also control, including in the field of tourism. Based on the research results, one form of tourism politics is contained in tourism statistics. Apart from being an important condition for policy makers in making wise decisions, tourism statistics are also political in nature, therefore policy makers must use official tourism statistics with caution (Pratt & Tolkach, 2018).

Politics, especially its actors, have a very important role in the field of tourism at the same time tourism is also a potential means of promoting and presenting political ideology (Pradeep, 2021). Goes along with it Tourism Stakeholder Theory also argues that in the tourism industry, stakeholders and other stakeholders must play an active role in the formulation of public policies, the development of relevant laws and regulations and the implementation of policies (Gabel & Scott, 2011, Hall and Jenkins 2004; Lawton, Rajwani, and Minto 2018; McKercher, 2022).

The local community concedes that there is a need to involve tourism experts when formulating tourism policies because they have wide knowledge and expertise in tourism developmental issues and policy formulations. Consultation is one area whereby the local community emphasized that they need to have voice in issues related to tourism development Thetsane (2019).

Overcoming these challenges since the Covid-19 Pandemic, the Regional Government of Pesawaran Regency has continued to make various policy innovations in the tourism sector, including the One Village One Destination program. Policy innovation itself clearly has an important role in driving economic growth and can be applied in various policies (Sururi, 2019). Including policies in the field of tourism in Pesawaran Regency.

Many studies on Policy Innovation in the Helix concept itself have been carried out and have become a source of reference in this research. Several relevant previous studies that focused on Policy Innovation and the Helix concept still focused on the conceptualization of innovation and Helix on other issues such as disaster management and regional development had not specifically examined tourism (Wasitowati, 2015; Praswati, 2017; Zakaria et al., 2019 ;Rachim et al., 2020). In addition, research that focuses on tourism politics in the context of public policy even at the level of critical analysis and the impact on regional income has not yet identified the role of each helix actor (Pradeep, 2020; Anggarini, 2021; Karmila, 2021).

However, the focus of these studies remains is in the realm of critical analysis of various concepts both Policy Innovation, Helix and Tourism Politics. While this research tries to focus on Tourism Politics through the role of each Helix actor in Policy Innovation in Pesawaran Regency.

II. RESEARCH METHODOLOGY

In conducting this research, a qualitative method was chosen with a descriptive approach. The key informants for this research are the government, business circles, media, universities, non-government organizations (NGOs) and local communities. The purposive sampling technique was chosen to determine the informants for this study. The sampling of data sources began with observation and focus group discussion (FGD) with the theme Optimizing Lampung Tourism through Collaboration and Social Media through data integration through the Kemilau Pesawaran application. Tourism of Lampung Province and Pesawaran Regency, Asita (Association of The Indonesian Tours n Travel Agencies, Universities, other NGOs/interest groups such as Generation of Indonesian Tourism Enchantment (GenPi), and @Keliling Lampung, Tourism Village Manager (Pokdarwis) and Media. Furthermore, structured interviews were carried out according to the focus of this research study. Data analysis carried out through an interactive model took place continuously until complete so that the data related to the research focus was saturated according to the research data analysis stages which consisted of data reduction, data presentation and drawing conclusions (Sugiyono, 2016) In addition, the researcher also conducted a data source triangulation technique by comparing the data obtained from the key informants using the observation and structured interview methods, then compared with the data obtained through documents relevant to this research study.

III. RESULT AND DISCUSSION

In the results and discussion section, the researcher divides it into 4 (four), namely first: tourism development policies in Lampung Province, second, innovations in tourism development policies in Pesawaran Regency, third identifying the role of the Hexahelix actor in tourism development policies in Pesawaran Regency and fourth , the efforts made by Hexahelix actors in accelerating innovation in tourism development policies in Pesawaran Regency are reviewed from a political aspect.

3.1. Main Agenda of Tourism Development Policy in Lampung Province

In the Development PlanThe Regional Long Term Development Plan (RPJPD) of Lampung Province (2005 - 2025) has the main target of the long-term development of Lampung Province for the next 20 years to realize the people of Lampung Province are advanced and prosperous, one of which is directly related to tourism is that tourism is developing rapidly and playing a significant role in the province's economy Lampung.

Meanwhile in the Master Plan for HandlingTourism in Lampung Province 2011-2031, the direction of Lampung Tourism development, is "Making Lampung a cultural area and a superior, competitive tourist destination". To achieve this vision, the mission, goals, strategies and policies in the tourism sector have been formulated as follows:Lampung Province Tourism Development Mission a) Preserving and developing regional culture and arts to fill and color regional development; b) b. Increase resourcespeople who believe, fear and master science and technology. In addition, environmental management policies in tourism development activities. The principle of sustainable development in tourism activities is expected not only to be carried out by the tourism industry which is directly related, for example hotels, restaurants, but also government agencies, community groups, and of course the tourists themselves. Because lm it is necessary to determine the following policies:

- a. Aspect environment physique nor social cultural hamsconsidered from the outset of development planning.
- b. Environmental baseline monitoring periodic.
- c. Development of environmentally friendly criteria.
- d. Development of environmental love education through tourism.
- e. Improving the quality of the environment with a tourism perspective.
- f. Institutionalization of the concept of carrying capacity and environmental costs.
- g. Custom zoning withhigh environmental risk.

3.2. Main Agenda of Tourism Development Planning in Pesawaran Regency

Regional Spatial Plan (RTRW) of Pesawaran Regency 2011 -2031 determines tourism areas in Pesawaran Regency including natural tourism, cultural tourism and artificial tourism. Furthermore, in the Pesawaran Regency

Regional Regulation number 04 of 2012 concerning the Spatial Plan for the Regency Area in the 2011-2031 year, tourism sector policies have been raised. In article 39 the designation area for tourism is as follows: (a). designated area natural tourism in the form of Cuku Upas Beach Tourism, Sekar Wana Beach, Ringgung THR, Mutun Beach, Pan Mi Kelapa Rapet. Twin Waterfalls, Ciupang Waterfall, Gunung Minggu Waterfall, Abah Uban Waterfall, Tahura Wan Abdul Rahman, Umang-umang Island. Tangkil Island, Sesorot Island, Hawang Lunik Island, Tegal Island, Mamam Island, Pahawang Island. Pancal Pancur Permai, Chundi Island. Balak Island, Lunik Resort, Mount Tanjung Waterfall, with a total area of approximately 716 (seven hundred and sixteen) hectares. (b) The designation area for cultural and scientific tourism consists of two-way tourism in Bagelen Village and the Transmigration Museum in Gedong Tataan District, and the Development of Traditional House Cultural Tourism in Way Lima District, Kedondong District, Punduh Pidada District, Padang Cermin District, Negeri District. Katon, Tegineneng District and Gedong Tataan District. (c) The designation area for artificial tourism is developed in all sub-districts.

The embodiment of designated tourism areas includes: developing and increasing the accessibility of supports for nature tourism and cultural tourism. tourism marketing development, development p.ssupport tourist. Increasing community participation in tourism potential areas; and preparation of regional tourism development plans (RIPPDA). As for the main agenda for tourism development in the Pesawaran Regency area, the Pesawaran Regency Government in 2019 has also carried out a study on tourism development in the Pesawaran Regency "One Village One Destination (OVOD), At that time it was only at the stage of idea development. political and sporadic. This means that the existing potential has not been fully seen as a unitary regional value that can be made superior (one village one destination program).

To drive the acceleration has been set 4 (four) Regent Regulations concerning Tourism Development Rural Areas, including: (a) Pesawaran Regent Regulation Number 13 of 2016 concerning Determination of Rural Areas Based on Beach Tourism, Culinary and Creative Economy in Pesawaran Regency which includes Teluk Pandan District and Mirror field. (b) Pesawaran Regent Regulation Number 17 of 2016 concerning Determination of Tapis Craft-Based Rural Areas in Pesawaran Regency which includes Negeri Katon District. (c) Pesawaran Regent Regulation Number 13 of 2016 concerning Determination of Island-Based Tourism Rural Herds and Coral Reef Ecosystems in Pesawaran Regency which includes Marga Punduh and Punduh Pidada Districts. Pesawaran Regent Regulation Number 26 of 2016 concerning Designation of Waterfall-Based Tourism Village Areas in Pesawaran District which includes Way Ratai and Padang Cermin Districts. (d) Pesawaran Regent Regulation Number 27 of 2016 concerning Designation of Village Areas Based on Hand-Based Tapis Craft Tourism in Pesawaran District, Way Ratai and Padang Cermin Districts.

Currently there are 50 Tourism Villages in the Pesawaran Regency area. Through a Strategic Study on the development of Tourism Villages, the Pesawaran Regency government through the related Regional Apparatus Organization (OPD) has formulated a strategy for developing a tourism village in Pesawaran Regency which includes: (a) Optimizing tourist village attractions through the development of structured tour and promotion packages; (b) Standardization of supporting facilities and strengthening tourism village hospitality; (c) Increasing access to tourist villages and modes of transportation that are integrated and easily accessible to tourists; (d) Institutional strengthening of tourism village managers.

There are 3 aspects carried out by the Tourism and Creative Economy Office of Pesawaran Regency in tourism development. First, developing Tourism Destination Areas in Pesawaran Regency through programs allocated with the APBD according to the main performance indicators of the Tourism and Creative Economy Office of Pesawaran Regency. Second, licensing facilities are also carried out in order to provide services referring to Government Regulation Number 5 of 2021 concerning Implementation of Risk-Based Business Licensing, Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services and Regulation of the Minister of Tourism and Creative Economy Number 4 Year 2021 about Standards for Business Activities in the Implementation of Risk-Based Business Licensing in the Tourism Sector. provide convenience for the community to carry out tourism business activities. Third, one form of tourism that is managed by the community, namely tourism villages, from a regulatory aspect, special regional regulations have been compiled regarding the empowerment of tourism villages in Pesawaran Regency. Then from the technical aspect, especially in managing its attractiveness in tourist villages, human resource training, promotion, and institutional quality improvement have been carried out by participating in competitions.

Based on this study, the development of a tourist village in Pesawaran Regency requires the active role of various parties in the success of the strategy and implementing the program indications that have been prepared. The recommendations from the

study include that the regional government of Pesawaran Regency can improve synergy and coordination between regional apparatuses in supporting the implementation of various tourism village development programs. In addition, networking between local governments needs to be done with universities and private parties or investors, especially in meeting the needs of amenities and providing new tourist objects.

Furthermore, in order to further optimize the arrangement of the potential of the area as stated above, it is necessary to have further policies. This relates to efforts to fulfill the desires and needs of tourists/visitors. In order to provide tourists with satisfaction and a quality travel experience, policies are needed to complement the value of tourist attractions with amenities; accessibility in the form of new investment so that it can become a tourist area, which is of interest to domestic and foreign tourists, through the following policies:

- a. Investment directions include:
 1. Preparation of infrastructure in the area.
 2. Improved access to the area.
 3. Preservation and revitalization of cultural and historic objects.
 4. Development of basic facilities and specific tourism facilities.
- b. Management policy directions consist of:
 1. Potential map preparation.
 2. Promotion of tourism potential.
 3. Development of traditional culture and new creations that remain grounded in traditional culture.
 4. Monitoring the development of tourism activities.

3.3. Tourism Policy Innovation in Pesawaran Regency

Pesawaran Regency has attractive tourism potential, so if an integrated development plan is carried out it will clearly be able to accelerate tourism development. The Pesawaran Regency Government has tried to give priority in the form of leading tourism management and development. One of the efforts made is to study the development of integrated rural tourism and study the development of tourist villages which have been carried out in 2022. These efforts have not been said to have a major impact on tourism development in Pesawaran Regency if they are not followed up through various tourism policy innovations in the Regency.

In line with the acceleration of tourism development in Pesawaran Regency, Key Performance Indicators (IKU) were determined in the tourism sector, the Tourism Office included the percentage of service levels for tourist destinations, increased certified tourism human resources, increased tourism promotion, physical and financial realization of the one village one destination program. To be able to realize the Key Performance Indicators (IKU) certainly requires a solution to be able to overcome the problems faced in the tourism sector. The problems currently faced by the tourism sector include the not yet optimal development of tourist villages (including access to tourist villages which is still not optimal. To be able to overcome these problems in the tourism sector is in line with the results of previous research that innovation is the main thing and there must be fundamental changes in the current recovery of tourism and the creative economy (Anggarini, 2021). Regency offer

hasdevelop several models of tourism policy innovation. If analyzed using the concept of policy innovation, there are several categories including Implementation of new management practices and organizational structures, upgrading and retention of skilled personnel, new breakthroughs regarding how to secure financial resources, to new ways of managing interfaces with government and others. External institutions can also be interpreted as a form of innovation (Mehta and Joshi in Sururi, 2019).

Robertson (2011) mentioned that the locally oriented tourism development approach is primarily interested in long-term tourism sustainability. To enhance related programs, the government must formulate an appropriate institutional design to facilitate collaboration as the primary regulatory institution. Tourism policy innovation in Pesawaran District focuses on the new category of management practices tourist like developing travel package applications, accommodation even though improvements

are still needed in the journey. In addition, the innovation category develops individual skills by holding various education and training to improve the quality of tourism human resources (HR) which is also being carried out with the target of certification. Another category of innovation that is being carried out is increasing financial resources through various central government assistance and assistance programs for the tourism sector. Other categories of tourism policy innovation through collaboration between the government and other external agencies are still limited to the planning and policy evaluation stages through FGDs.

Based on data obtained from the head of the tourism marketing sector, the Pesawaran District Government always tries to involve stakeholders in discussing policy innovation studies, for example starting from village officials, sub-district officials, communities, with universities, associations, and the DPRD. However, it is still limited in terms of policy planning, while in its implementation the related agencies play a more dominant role, or it can be said that not many parties are involved in the implementation of the policy. Yet according to him the main factor in supporting tourism policy innovation is the participation of the community and stakeholders. In Pesawaran Regency, a creative economic group has been formed through community empowerment with the theme Luminous Pesawaran. According to a member of the Pesawaran Regency DPRD, it is different, that the factor that can support this tourism policy innovation is courage in managing the tourism potential that is owned. While the factors that can hinder tourism policy innovation in Pesawaran Regency are related to coordination and communication and the lack of budget. In addition, factors that can hinder tourism policy innovation apart from budget constraints are the role or participation, especially of entrepreneurs, to encourage local government policies in Pesawaran Regency.

Furthermore, factors that can support innovation in tourism policy in Pesawaran Regency must have personal sacrifice in the context of their professional role. According to him, not highlighting personal interests which could have a negative impact on tourism activities in Pesawaran Regency. Ideally all actors support tourism development in Pesawaran Regency. In other words, the main supporting factor is maximizing the existing Pentahelix elements. The problem related to the above is that there are still tourist objects that offer the same experiences or attractions offered at several tourist objects, so there is no specific uniqueness for each. The main agenda for tourism development planning in Pesawaran Regency has actually been contained in the vision and mission of the Regional Leadership, namely to achieve economic independence by driving people's industries, tourism and creative industries based on local resources, which are further elaborated in the 5 (five) yearly Strategic Plan by the Planning Agency, Regional Development, Research And Development (Bappedalitbang) of Pesawaran Regency based on input from related Regional Apparatus Organizations (OPD). According to him, the role of the OPD is very important because it bridges what the Regional Leadership aspires to in a more realistic way. Regional Leaders need awareness that tourism must be a top priority to support PAD through innovative tourism policies in Pesawaran Regency.

In line with this, based on the results of interviews with the Head of Marketing for Tourism Destinations, tourism policy in Pesawaran Regency departs from studies that have been carried out related to tourism including studies on the development of Rural Tourism areas, Development of Tourism Villages, Special Economic Zones (KEK). The purpose of the study is that tourism in Pesawaran Regency must be developed with innovative policies. Tourism policy currently focuses on other than economic recovery, so in particular, every tourism policy must be able to restore people's economic conditions and innovation for creative economy actors.

As is well known, Pesawaran Regency is known as one of the strategic tourism center areas in Lampung Province with the tagline "Kemilau Pesawaran" indicating that it is one of the Regencies that has great potential in the tourism sector as well as a District that is preparing to innovate for creative economic actors because currently in the District In Pesawaran there are 17 creative economic sub-sectors with more than 100 creative economy actors where the craft and culinary sub-sectors are superior products, this is in line with the results of an interview excerpt with the Regional Secretary of Pesawaran Regency on May 26 2023.

In line with the policy innovation plan for the development of the creative economy in Pesawaran Regency, the Minister of Tourism and Creative Economy of the Republic of Indonesia, Sandiaga Uno, in a workshop on Indonesian Creative Regency/City Development (KaTa) at the Multipurpose Building, Pesawaran Regency, said that through this workshop, the development of the creative economy in Pesawaran Regency could be accelerated. Pesawaran Regency, encouraging the strengthening of the creative economy ecosystem in a more comprehensive manner besides being able to develop Creative Regency/City nodes based on their creative economy sub-sectors to strengthen national collaboration so as to realize economic independence by driving strategic sectors of the domestic economy. Thus the creative economy actors in Pesawaran Regency and other Regencies/Cities.

3.4. Hexa Helix Actor Mapping in Tourism Policy Innovation in Pesawaran Regency

The results of the research analysis are based on the concept of Hexa Helix as the development of the Triple Helix, Quadruple Helix and Penta Helix concepts, where these concepts are used to map the complexity of stakeholders to a particular problem or policy to be able to innovate. This is also inseparable from the problem of policy innovation in the tourism sector. In the Hexa Helix concept, it consists of 6 (six) actors, namely: (1) Government; (2) Business World (Business World); (3) Universities; Other Non Governmental Organizations (NGOs)/ Interest Groups; (5) Media (Mass Media); (6) Affected Communities (Affected Community) (Zakaria et al., 2019). Hexa Helix on actors or stakeholders interest in The tourism policy of Pesawaran Regency based on the results of this study is explained as follows:

- 1. Government.** The government is one of the actors who has a big role in innovating tourism policies in Pesawaran Regency. Both central government and local government. It can be said that the government has the main role because it is supported by adequate financing capabilities, regulations, infrastructure and human resources. In the context of policy innovation in the field of tourism, the Central Government through the Ministry of Tourism and Creative Economy of the Republic of Indonesia (Kemenparekraf RI) certainly has a vital role in accordance with its main tasks and functions in the formulation and determination of tourism and creative economy policies. In this case the Indonesian Ministry of Tourism and Creative Economy also synergizes with local governments within the framework of the Unitary State in line with its mission.
- 2. Business World.** The business world certainly has a social responsibility in improving the quality of its business environment, including through the Corporate Social Responsibility (CSR) program. In the context of tourism policy innovation in Pesawaran Regency, this form of social responsibility ideally the business world can participate by investing to support tourism infrastructure and programs to increase the capacity of tourism human resources in Pesawaran Regency. So that the business world can become an incubator in tourism development in Pesawaran Regency. The business world can cooperate with the government in distributing CSR or can directly distribute it to each sub-activity.
- 3. Higher Education (Academics).** Just like the Business World, Higher Education also has a moral responsibility through the Higher Education Tridharma in improving the quality of life of the surrounding community. Through the role of Higher Education, especially in the field of research and community service, it can help provide innovative ideas for tourism policy in Pesawaran Regency in accordance with its main competencies. In other words, universities should ideally be the drafters of various Tourism Policy Innovations in Pesawaran Regency.
- 4. Other Non-Governmental Organizations (NGOs)/ Interest Groups.** Institution self-subsistent public(NGOs) or other Interest Groups also have a role as a catalyst in innovation in Pesawaran Regency Tourism policies. Various associations or organizations that are directly related to tourism and the creative industry in Pesawaran Regency, for example Asita, Generasi Pesona Wisata Indonesia (GenPi), Restu Bhumi Adventure, the Pesawaran Tourism Driving Institute, and the Tourism Organizers and Attractions Association (APAW) which initiate activities to assist with tasks government in the field of tourism marketing.
- 5. Media (Mass Media).** The media as a promoter plays an important role in disseminating information about the potential for natural, cultural and craft tourism in Pesawaran Regency in print, electronic and digital forms. Access and dissemination of tourism information can open up opportunities for tourism in Pesawaran Regency in improving tourism marketing in Pesawaran Regency. There are print and electronic media that can promote tourism in Pesawaran Regency, including Radar Pesawaran, Saburai TV. In addition, social media accounts owned by content creators can also be used as an effective means of promotion @Keliling Lampung, @Lampung geh. So it is clear that the media has a vital role in collaborating in the formulation, implementation and evaluation of Tourism Policy Innovations in Pesawaran Regency.
- 6. Local Community.** The five previous actors are external actors in context tourism policy innovation. While external stakeholders see the community as an object that is not directly involved, in fact it is the affected community as the subject that can accelerate the implementation of innovative tourism policies in Pesawaran Regency. Especially the people around the tourist attractions/objects in Pesawaran Regency who are directly affected including the people affected by one of the main agendas of tourism policy in Pesawaran Regency, namely the people in tourist villages who are members of the Tourism Awareness Group (pokdarwis).

3.5. Tourism Politics: Analysis of the Role of the Hexa Helix Actor in Tourism Policy Innovation in Pesawaran Regency

The urgency of this research is related to the analysis of the role of each Hexa Helix actor and the effective form of role acceleration in the Hexa Helix concept to provide innovative tourism policies in Pesawaran Regency. Given that tourism politics refers to the concept of tourism stakeholder theory, it can comprehensively explain the existing conditions of tourism in Pesawaran Regency and the role and expectations of each Hexa Helix actor in Tourism Policy Innovation in Pesawaran Regency. Meanwhile, based on data obtained from key informants, both the Pesawaran Regency Government, the Business World, Universities, Non-Governmental Organizations (NGOs)/other Interest Groups, the Media and the affected communities are as follows:

1. **Government.** Based on data obtained from the Head of the tourism marketing sector that the Tourism Office has the main task and function of assisting the Regent in carrying out governmental affairs in the cultural and tourism sector. In the Tourism Office's Strategic Plan, specifically in the tourism sector given the mandate to establish a tourist village through the one village one destination (OVOD) program, one village one tourist destination. In addition, it also has the task of achieving the target of tourist visits in Pesawaran Regency, Increasing tourism human resources (HR) and designing many innovations in the tourism sector, such as making the application "Kemilau Pesawaran". as a regulator.

2. **Business world.** Based on the data obtained from the key informants, the business world is of course greatly assisted by several tourist objects in Pesawaran Regency. There are many interesting tourist objects such as in tourist villages because in addition to empowering the community, tourists buy souvenirs. The role of the business world is to collaborate with travel agencies and tourism stakeholders in other Pesawaran districts. By supporting the HR improvement program in Pesawaran Regency. In this case the business world can act as an incubator through various assistance programs to tourism business pioneers so that they can help realize tourism policy innovations in Pesawaran Regency.

3. **College.** Data obtained from academic actors in the field of tourism, the role of academics is to help improve the quality of tourist destinations through a forum or communication forum that allows academics to coexist harmoniously with other actors in realizing tourism policy innovation in Pesawaran Regency. With the existence of multidisciplinary science owned by tertiary institutions based on the results of interviews with State Higher Education Academics, the role of academics is needed to make studies so that tourism in Pesawaran Regency can be superior. Ideally, tertiary institutions can act as drafters in realizing tourism policy innovations through the Tri Dharma of Higher Education.

4. **Non-governmental organization.** Other /Interest Groups Data obtained by a member of the Pesawaran Regency Tourism Driving Agency, including Asita, that the role of NGOs is to help the government instill awareness in the community on how to maximize tourism potential in Pesawaran Regency. In line with the results of interviews with Indonesian Pesona Generation (GenpPi) activists, Restu Bhumi Adventure also plays an important role in serving tourists visiting the tourist area of Pesawaran Regency by becoming a guide and other tourist facilities in Pesawaran Regency. The ideal role of this interest group apart from being a government and community partner is also a catalyst that brings changes towards improvement in the formulation of tourism policies in Pesawaran Regency.

5. **Media.** Based on data obtained from Saburai TV Journalists and Radar Pesawaran that the role of the media in realizing tourism policy innovation in Pesawaran Regency is one of them ideally as a partner for the Tourism Office to expose interesting tourist objects in Pesawaran Regency. The role of the media is oriented towards the needs of readers or has news values related to tourism so that Pesawaran tourism will grow. It takes intense collaboration with the media to build a collective public memory related to tourism in Pesawaran Regency. Thus, ideally the role of the media in policy innovation in Pesawaran Regency is as a promoter.

6. **Public.** Based on data obtained from the Harapan Jaya tourism village community, ideally the role of the community is all elements, not only those involved in membership of the tourism awareness group (Pokdarwis), which also support the development of the tourism village. Community communication at the smallest level, namely the scope of the RT can also participate in the process of building a tourist village as one of the main tourism agendas in Pesawaran Regency. Because tourism villages have the concept of Community-based Tourism, the role of the community is very important in accelerating policy and initiating tourism policy innovation through the potential of each village. In other words, the community acts as an

accelerator in innovation in tourism development policies in Pesawaran Regency.

Through the configuration of Hexa Helix's role in Tourism Policy Innovation in Pesawaran Regency, if each actor realizes his role and forms a communication forum together as a means of articulating various innovations in tourism policies in Pesawaran Regency, it is not impossible that the main agenda of tourism development in Pesawaran Regency can be realized as an area with sustainable tourism in line with the main principles of tourism policy in Pesawaran Regency which carries the jargon "Kemilau Pesawaran"

IV. CONCLUSION

The main agenda for tourism development in Pesawaran Regency carries the theme of sustainable tourism. The concept of sustainable tourism development in which it is not only to increase regional income or increase tourism potential economically but also for environmental sustainability. In order to realize the main tourism agenda in Pesawaran Regency, various innovation strategies have been carried out including focusing on the category of innovation practices in tourism management such as (1) facilitating visitors to register and pay for tourism online and the Android-based Kemilau Pesawaran application; (2) restructuring the organization through the establishment of a Regional Public Service Agency (BLUD) where this restructuring is expected to increase flexibility in the use of finance; (3) developing individual skills by holding various education and training to improve the quality of tourism human resources which is also being carried out with the target of certification; (4) increasing financial resources through various central government assistance and assistance programs for the tourism sector.

Acceleration of tourism policy innovation in Pesawaran Regency requires the role of all Hexa Helix actors in accordance with the configuration of their respective roles where the Government is the regulator, the Business World is the Incubator, Universities are the Conceptors, Interest groups are the catalysts, the media are the promoters and the affected communities are the accelerators.

As for suggestions and recommendations based on research results, including to be able to accelerate policy innovation in Pesawaran District, it is necessary to establish a routine communication forum consisting of all Hexa helix actors with clear outputs in the form of preparing an integrated calendar of events and integrated tour packages. In addition, recommendations to regional leaders to be able to restructure the Regional Apparatus Organization (OPD) in the tourism sector so that the resources needed both physical and non-physical in tourism development in Pesawaran Regency can be more optimal.

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