



Modelo de colaboración de Pentahelix en el desarrollo de la industria deportiva en la provincia de Lampung

Model Collaboration of Pentahelix in Sports Industry Development in Lampung Province

Authors

Ardian Cahyadi ¹
 Agus kristiyanto ²
 Hermawan Pamot Raharjo ¹
 Andry Akhiruyanto ¹
 Heny Setyawati ¹
 Taufiq Hidayah ¹

¹ Universitas Negeri Semarang

² Universitas Sebelas Maret

Corresponding author:

Ardian Cahyadi

andryakhiruyanto@mail.unnes.ac.id

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Abstract

Introduction: The sports business has grown to become an important sector that contributes to regional economic growth, tourism and social empowerment. However, the development of sports in Lampung Province is still an issue related to lack of infrastructure, lack of qualified human resources, weak promotion, related matters ralmimiyemi earlier sector s into lampsanya no initiative to pool funds and effort between interest in weak between the government.

Introduction: This research is aimed to formulate a Pentahelix partnership model framework for the sustainable development of sports sector with government, academic institutions, corporate entity, society and media in Lampung Province.

Methodology: Qualitative research of descriptive-exploratory design. The basis of the study was the ADDIE model. ADDIE model for this research consists of: analysis, design, development, implementation and evaluation. Data collection was conducted using qualitative approaches (in-depth interview, focus-group discussions and document analysis) from individuals in the five sectors of the Pentahelix. Methods Interactive qualitative analysis was used to visually present and reduce the data and draw findings.

Results: The finding revealed that the Pentahelix cooperation framework fostered enhanced synergy among stakeholders via integrated roles and collective accountability. Academia for regulators and enablers for Government, research and innovation; business for investment and infrastructure development; community for social support; and media for promotion sustainment to boost the awareness of the public. The concept has helped sports participation, the promotion of sports tourism, the development of infrastructure and the general economic development of the area.

Discussion: The findings corroborated advantages from prior study demonstrating that (1) a partnership with diverse stakeholders is essential to allow regional growth and creation of innovations in the sports business.

Conclusions: Pentahelix cooperation framework is an effective and sustainable strategy to promote the sports sector in the Lampung Province, via stakeholders' participations and collaborative governance.

Keywords

Pentahelix model, sports industry; collaboration; sports tourism; Lampung Province.

Resumen

Introducción: El sector deportivo se ha convertido en un sector importante que contribuye al crecimiento económico regional, el turismo y el empoderamiento social. Sin embargo, el desarrollo del deporte en la provincia de Lampung sigue enfrentando problemas relacionados con la falta de infraestructura, la escasez de recursos humanos calificados, la débil promoción y otros asuntos relacionados. Anteriormente, el sector no había tomado la iniciativa de aunar fondos ni esfuerzos entre el gobierno y otros actores del sector.

Introducción: Esta investigación tiene como objetivo formular un marco de modelo de asociación Pentahelix para el desarrollo sostenible del sector deportivo con el gobierno, las instituciones académicas, las empresas, la sociedad y los medios de comunicación en la provincia de Lampung.

Metodología: Investigación cualitativa de diseño descriptivo-exploratorio. La base del estudio fue el modelo ADDIE. El modelo ADDIE para esta investigación consta de: análisis, diseño, desarrollo, implementación y evaluación. La recopilación de datos se realizó mediante enfoques cualitativos (entrevistas en profundidad, grupos focales y análisis de documentos) con individuos de los cinco sectores de Pentahelix. **Métodos:** Se utilizó el análisis cualitativo interactivo para presentar y procesar visualmente los datos y extraer conclusiones. **Resultados:** El estudio reveló que el marco de cooperación Pentahelix fomentó una mayor sinergia entre las partes interesadas mediante la integración de roles y la responsabilidad colectiva. La academia actúa como reguladora y facilitadora para el gobierno, la investigación y la innovación; el sector empresarial, para la inversión y el desarrollo de infraestructuras; la comunidad, para el apoyo social; y los medios de comunicación, para la promoción y el mantenimiento de la concienciación pública. Este concepto ha contribuido a la participación deportiva, la promoción

del turismo deportivo, el desarrollo de infraestructuras y el desarrollo económico general de la zona.

Discusión: Los hallazgos corroboraron las ventajas de estudios previos que demuestran que (1) la

colaboración con diversas partes interesadas es esencial para el crecimiento regional y la creación de innovaciones en el sector deportivo.

Conclusiones: El marco de cooperación Pentahelix constituye una estrategia eficaz y sostenible para promover el sector deportivo en la provincia de Lampung, mediante la participación de las partes interesadas y la gobernanza colaborativa.

Palabras clave

Modelo Pentahelix; industria deportiva; colaboración; turismo deportivo; provincia de Lampung.

Introduction

The sports industry in recent decades has become a significant driver for sustainable development in almost all sectors of the world economy. It is a main driver of economic growth, social advancement and tourism in several countries (Raso and Cherubini, 2023). In industrialised countries, sport has become more than just a leisure activity. It is also an economic sector that is strategically used to generate income and create jobs. The sports business has boosted the economies of rich and developing countries when integrated with tourism, health, education and digital technology.

Almost all other industries have gone through technological advancements and this has transformed the sports industry, particularly through digital broadcasting, sports analytics, big data applications (Youssef et al., 2026) and social media promotion (Milasi et al., 2026). Such advancements have allowed sporting organisations to better engage spectators, improve athletic performance, and optimise marketing techniques. Furthermore, the sports business has become an important tool for urban redevelopment, tourism development, and community building in some countries.

Indonesia is currently creating a high-value sports industry with great economic and social benefits. The Indonesian government has developed a number of national sports institutions and initiatives (Ma'mun et al., 2022) recognising sport as a means to build national pride and stimulate economic progress. However, the development of the sports sector is still hindered by some obstacles such as poor infrastructure, lack of fund, lack of management system, and poor coordination among stakeholders (Fang et al., 2020).

Lampung Province has great potential for the growth of the sports industry, due to its natural resources, sports culture, sports tradition and community interests. The province has a number of natural areas that are suitable for sports tourism purposes, including beaches, mountains, rivers and other outdoor leisure sites. Furthermore, the COVID-19 pandemic has heightened public awareness regarding healthy lifestyles, which has spurred the rise of sportswear companies and the local sports community.

However, the development of the sports business in Lampung also has its own obstacles. The sports infrastructure is still not appropriate, the engagement of private sector in investment is still somewhat passive, and the coordination among the stakeholders has not been adequately developed. There is often no collaboration between government institutions, academics, business, communities and the media, resulting in poorly planned policies and sports development projects that are irrelevant and have little influence.

To overcome these issues the Pentahelix model provides a collaborative platform with five main stakeholders, government, academics, business, community and media. The Pentahelix model has been proven in previous studies to effectively support collaborative governance, contributing to tourist development and resilience, economic and innovation systems, and community empowerment (Azwar et al., 2025). The Pentahelix concept can be used in the sports business to boost stakeholder synergy, generate improved placement opportunities, develop sports infrastructure and increase community participation.

This project aims to build a pentahelix collaboration model in the growth of the sports industry in Lampung Province. The research particularly emphasises the roles and responsibilities of each stakeholder, investigates effective cooperation mechanisms and suggests strategic frameworks that can promote the sustainable development of the sports business in the region.

Method

Participants

The subjects of this research are representations of 5 aspects that make up the Pentahelix model to strengthen the sports sector in Lampung Province. Its members came from government platforms, academic institutes, corporate companies, athletic organisations and the media. Intentionally chose informants who had knowledge, participation and experiences with sports development plans and collaborations. This selection methodology was adopted to ensure that the information obtained was relevant and complete to show the cooperative links between the actors involved.

Procedure

Last unpublished work this study adopted a descriptive-exploratory qualitative design. The qualitative approach was selected as the aim of the research is to examine the perspectives, experiences and cooperative efforts of stakeholders in sports development within Lampung Province (Suratman et al., 2024). To organize and build the collaborative model, the ADDIE model was used, which consists of analysis, design, development, implementation and evaluation (Wibawa et al., 2021).

In the analysis phase, the researchers identified problems, possibilities and what stakeholders they needed in terms of the development of the sports industry. The design phase was dedicated to the conceptual partnership model that included Pentahelix stakeholders. The model was refined through discussions with stakeholders and expert input during the development phase. Implementation of the strategic collaboration plan in the context of the development of the sports industry. Finally, during the evaluation phase we evaluate the comments and reflections of the interested parties on the feasibility, usefulness and sustainability of the proposed model.

Instrument

The sampling was carried out using various qualitative research tools, such as interview frameworks, focus group discussion guides (FGD) and documentation forms. Semi-structured interview frameworks were used to explore stakeholder roles, perceptions of challenges, opportunities and collaborations related to the progression of the sports sector. The FGD guidelines were developed to facilitate discussions, validate the conceptual model and promote stakeholder participation (Mokuolu et al., 2023). Documentation sheets were used to collect supplementary documents that are relevant to the sports industry in Lampung Province, including government policies, development strategies, sports-related reports and news articles.

A total of 30 documents were examined to back up the qualitative conclusions. These documents included 8 institutional records, such as strategic plans from the Provincial Youth and Sports Office (Dispora), yearly reports, and official publications from various sports organizations; 7 policy documents, which comprised provincial regulations, government orders, and strategic policies focused on sports development in Lampung Province; 6 academic papers, featuring research findings, journal articles, and university publications related to the sports industry's growth and collaborative governance; and 9 supporting materials, consisting of news articles, media coverage, official statistical data, and publications linked to sports events and sports tourism in Lampung Province. The addition of these document types allowed for a thorough understanding of stakeholder functions, institutional connections, policy execution, and collaboration trends within the sports industry's development in Lampung Province.

Due to the fact that this current research focused mainly on understanding stakeholder collaboration and institutional development in the field of sport, a physical activity survey was not used. Instead, the study focused on qualitative analysis by conducting interviews, conversations and reviewing documents to understand the context of the problem. Due to the fact that this current research focused mainly on understanding stakeholder collaboration and institutional development in the field of sport, a physical activity survey was not used. Instead, the study focused on qualitative analysis by conducting interviews, conversations and reviewing documents to understand the context of the problem.

Data analysis



Through an exciting qualitative analysis through data reduction, data organization and drawing conclusions. Data reduction Data loss involved selecting and classifying key information gathered through interviews, focus group discussions (FGD) and document reviews. The information from the documentary was initially sorted based on its specific categories (such as institutional, policy, academic, and supporting materials) prior to being combined with the insights from interviews and focus group discussions to uncover common themes and teamwork patterns among the data sources. Then it was organized, simplified and displayed in a way that could be meaningful and produce common threads. Finally, conclusions were made based on recurring patterns and links found throughout the analytical process.

Triangulation procedures were used comparing information from interviews, document studies and observations to verify the accuracy and reliability of the findings. This technique makes the data more reliable and also reduces any possible bias in evaluating the conclusions of the study findings.

Results

Empirical Condition of the Sports Industry in Lampung Province

The results showed that the tourism potential in Lampung Province is great and high economic value, however the sports industry sector is not yet highly developed and well established. Interviews with public authorities, sports practitioners, academics and business actors showed several structural issues such as little investment, poor coordination across institutions and major deficiencies in the marketing of sports events.

Lampung's sports development plans have concentrated more on winning medals and increasing athletic performance than on developing a strong sports industry, government officials admitted. One informant in the Regional Office of Youth and Sports said:

"Most government programs are still operating on traditional sports competitions and athlete training, and have not yet tapped the potential of sports as an important economic industry".

This policy direction has resulted in a large gap between the increasing level of public participation in sports and the establishment of a complete industrial ecosystem. The community's interest in sporting activities has expanded significantly after the COVID-19 epidemic. However, the supporting structures, including the requisite infrastructure, finance mechanisms, and business incubation programs, are still underdeveloped and immature.

The study also revealed that many sports communities have independently organised various sports events and recreational activities. Grassroots activity is particularly strong, with football communities, athletics clubs, cycling organisations and fitness communities often holding weekly events across local areas. These activities consistently attract thousands of people. Yet these efforts are still primarily ad hoc, without institutional coordination and long-term strategic backing.

Government Perspective on Sports Industry Development

Interviews with government actors reveal that local governments are aware of how relevant the sports business is for regional economic development. However, sports policies in Lampung are scattered across institutions and have no cohesive planning system.

Many informants pointed out that financial constraints continue to be one of the major barriers to the development of the sports business. One government officer said:

"There is a large overlap between the public and private sectors and regional governments are a major source of funding for sports development budgets".

Furthermore, the execution of sports development projects is sometimes hindered by bureaucratic procedures and differing institutional interests. The results also imply that collaboration between municipal tourism offices and other economic development agencies generally charged with job creation, youth sports and regional investment has not yet been effective.

Academic Perspectives on the Pentahelix Model

The Pentahelix approach was seen by academics as a master plan that could link different fixtures of the Fragmented sports development systems remain a major issue in Lampung Province. University informants also stressed that evidence-based policies and the implementation of research findings are crucial for the advancement of the sports industry. One participating academic stated:

"In fact, universities produce a considerable number of studies on sports, but their translation into public policy and practical application in the industry is generally very limited."

The study results also showed that sports education institutions possess significant potential to improve athlete development, foster sports entrepreneurship training, and advance research in sports tourism. However, although collaboration between universities and government agencies has been increasing, such partnerships remain limited in scope and are mostly ad hoc in nature.

Academics further emphasized the importance of technological adaptation and digital innovation in promoting and managing the sports sector, particularly through data analytics, digital marketing, and the use of social media.

Business Sector Perspectives

Business actors was the main component of the sports industry in Lampung Province. The sector is developing and has a lot of market potential but is not yet fully optimised. Local businessmen involved in sports apparel, gym operations and fitness services stated that the COVID-19 outbreak has greatly raised the public's desire for sporting goods and services. One sports footwear entrepreneur said:

"The sports consciousness of the public has risen now more than ever. Most rugby and athletics communities today are proactive in buying local sports products."

Nevertheless, corporate actors referred to some basic problems, particularly regarding investment certainty and institutional support. Most of the sport-related enterprises are stand alone and not linked to wider development programmes.

Private investors also had big worries about infrastructure readiness and policy consistency. Calls were made for more government support and clearer procedures for public-private cooperation to promote sustainable investment in the sports business.

Community Participation and Social Engagement

One of the strongest driving forces in sports industry development in Lampung reviewed from participatory indicator is community participation. Sports collectives are social networks which do not exist solely as recreational units, but better support their communities in healthy living, local economy, etc.

Observation and interview findings: own sports activities, social initiatives and amateur competitions of sports communities. They will help to increase participation in sport and promote community cohesion. One community leader said:

Development of sports communities post pandemic: people need connections and fitness

However, community organisations are often resource constrained and lack the funds, infrastructure and institutional relationships." Most of the community based initiatives substantially rely on volunteer contribution and informal management mechanism.

Media and Sports Promotion

That made it obvious that media companies could be involved in elevating the prominence of the sports. Instagram, TikTok and YouTube have fast become the public platforms for community activities and sporting events.

Etal, said: Officials in the media have taken notice and athletic material has seen a resurgence on mainly soweveen the youth of today. Local sports often receives only a fraction of the airtime traditional media outlets give to other news topics, such as politics and entertainment.

The role of media organisation and sports actors could collaborate to optimise the development of sports branding in Lampung Province, also tourism based on this research.

Pentahelix Collaboration Model for Sports Industry Development in Lampung Province

Advocating the collaboration of government, education, business and media in a pentahelix model for the advancement of Lampung Province's sports industry. This Strategy describes the partners, their roles in a multi-stakeholder setting, the strategic programs of work and the anticipated outcomes of durable stakeholder partnerships

Findings suggest that every actor has complementary roles to play in bolstering the sports industry ecosystem. Government institutions are the regulators and facilitators, Academics bring research and innovation, Business also provides support for Investment & Commercialization, Communities's role is to increase participation & social involvement, Finally Media helps promote public awareness as well as sports branding.

The collaborative process found in this study covers communication and coordination, co-planning, coimplementation, and monitoring-evaluation mechanism among the stakeholders. The model aims to uplift sports infrastructure, create an atmosphere for higher participation in sports, upgrade the state as a tourism hub for sports and fit into the local economy through this collaborative process.

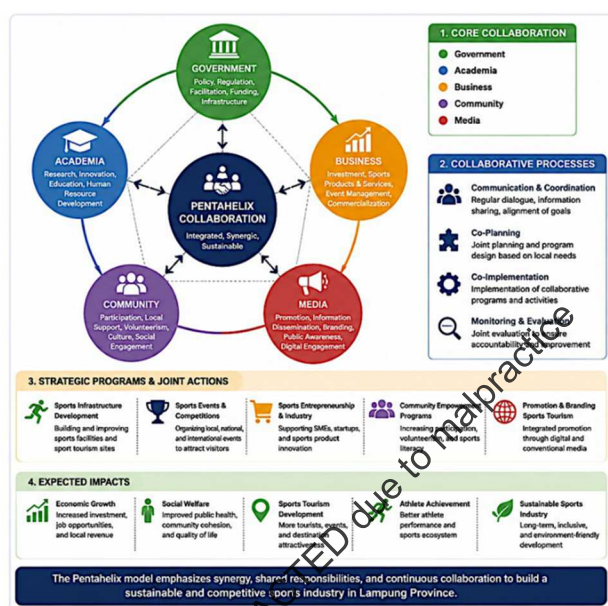


Figure 1 Presents the Pentahelix collaboration model developed from thematic analysis and validated through stakeholder discussions.

The model shows that sustainable sports industry development requires integrated collaboration among stakeholders rather than sectoral approaches. The interaction among actors builds synergies that strengthen the governance of sports, the development of sports infrastructure, the participation of the community, and economic opportunities in the Lampung Province.

Discussion

The results showed that the Pentahelix collaboration model is a long-term and integrative strategy that can be applied to the advancement of the development of the sports industry in Lampung Province. Therefore, it is important for local governments to create adequate infrastructure for communities affected by disasters. The results obtained show that the intervention has been carried out to solve the problem, not to solve the problem on its own-the only thing that needs to be achieved is to achieve the goals that have been set by the different functions of the complementary objectives and take advantage of the results obtained from synergies.

One of the important results of this study is the fragmented governance of sports industry development in Lampung Province. Aunque el gobierno ha iniciado varias iniciativas de desarrollo deportivo e infraestructuras, here are the sectors to be observed. Este hallazgo coinciding with la postura de (Keane et al., 2021), that weak coordination within stakeholders reduces the sustainability of sports and tourism development initiatives. In the case of the Lampung context, fragmented governance is causing

overlapping jurisdiction, unproportional budget allocation and poor strategic planning for sports industries.

Significance of Government The report also pointed out that the government's role remained crucial in brokering consensus among parties. Support by Governments as Regulator, Facilitator and Provider of Infrastructure and Policies This finding is in accordance with (Masdeu Yelamos et al., 2019), highlighting that only through the long-term sustainable provision of a proper legislative framework can governments help to drive sports at the domestic level. But this analysis demonstrates that government support only works if it's paired with strong engagement from the corporate sector, academics and community organisations. The policies of Lampung Province in the sports business are unsuccessful due to fragmented policies because of inadequate coordination across sectors.

Another noteworthy finding demonstrated the important role educational foundations have in driving the sports business arena. Much of this space is packed with the potential for research, innovation and trained human resource. The results, however, indicate that these new academic contributions are still not properly utilised in practice, e.g., policymaking and implementation of industry (Setiawan et al., 2026). A lot of the research in sport is only performed academically and so has not been translated into practical strategies for driving development of specific sports industries. This finding supports (Garcia-Perez et al., 2020), for whom weak transfer of knowledge between academic institutions and industries ultimately undermines innovation and strategic development, particularly in the area of sports management.

These same factors that impede scholars from engaging in decision making also undermine the quality of evidence-based decision making. It means sports policies are frequently formulated in the absence of adequate research and systematic needs assessment (Darniyus & Warsono, 2020). As a result, few sports development programs work directly with the specific needs of local communities and industry stakeholders. Consequently, fostering university-government partnerships is paramount for data-driven sports policies and sustainable strategies in the industry.

The business sector is a third crucial pillar of Pentahelix. The result indicated that business investments in the sports sector had a favorable rise in Lampung Province, especially adding up back businesses working on manufacturing clothes for sports and fitness service places or rental sport facilities as people are more concerned about healthy lifestyles as an impact of government embarks social activity limitations to curb forward COVID-19 epidemic. Such is the basis for regional sports industry commercialization potential. In line with (Zhang et al., 2018) then come to a similar conclusion that consumer behavior and digitalization, health have brought more dynamism in the sports industry.

As modest as the involvement of companies in the development of sports business is also their participation taking into account these opportunities. Private investing still thinks of sports industries as coherent high-risk sectors with no assurance of returns. This absence of physical infrastructure, policies that do not always provide investment incentives and a hesitance amongst investors challenge private participation (Syamsudin et al., 2025). This finding is consistent with the findings of (Reis & Cabral, 2017), who stated that it minimizes investment risk by reducing or removing certain types of private sector risk and advances development into sports infrastructure. Having said that, upgrading partnership block and investment incentives to establish a sustainable private sector role in the ecosystem of Lampung's sports industry appear to be imperative.

One of the best driving factors in Lampung province sports development is community participation. In such regard, sport communities have become one of the most relevant social agents addressing healthy lifestyles, raising participation levels and encouraging social cohesion. You participate only in sports activities which are conducted by a running clubs & football communities, cycling groups etc. fitness communities all by themselves without any actual academic institution behind you. The results of this research support (Misener & Schulenkorf, 2016), which claim that social development, youth involvement and the promotion of public health through community-based sports is fundamentally important.

The fact that sporting communities have begun to emerge again post-pandemic suggests too that sport is not just a pastime, but also social and cultural phenomena. These informal but community-wide social networks increase solidarity and collective identity. The data also show that most community projects continue to depend on voluntary labour and informal administration. The lack of supportive policy

frameworks and sustainable financial channels restricts the long-term sustainability of many community-based program.

However, the media organization also has an important role in forming the expression and sport tourism in Lampung Province. These results show that social media such as Instagram, TikTok, Youtube and Facebook is an effective useful channel for promoting sports events to increase the public interest in physical esteemed activities. Media coverage is essentially branding for sport making it more visible and building a spectator audience among the general public, and encouraging tourism to those locations. These findings align with Mastromartino and Naraine, who argue for the strategic role of social media in sports marketing and engagement (Mastromartino & Naraine, 2022).

However, we feel it's great that they have found a sport to cover aside from basketball for once but still, media doesn't cover sports enough (with the exception of political and entertainment news in particular) This limitation disrupts regional sport branding and broadening the reach of the audience (Richelieu, 2018). Therefore, better partnerships among those media institutions and sport stakeholders is needed to optimal promotion-effectiveness in raising public knowledge of Lampung Province related to sports industries as well as sports tourism destination.

The most important contribution of our research is to build a collaborative Pentahelix model on the development (Afandi et al., 2024). Unlike earlier studies and the connections of tourism or innovation systems, this study demonstrates a connection of sports governance, sports tourism, community participation and economic development in a collaborative setting. This emphasizes common accountability, associated plans, joint communication frameworks and stakeholder sustenance.

Discussion of Study ResultsI The results also highlight different challenges to the application of the Pentahelix (S Halibas et al., 2017). Differences in stakeholder priorities expose challenges of coordination and differences in interests. Whereas, many government institutions are more oriented to geisting public service or social objective, most businesses tend to only investigate profit-making (and its business opportunity). Academia is where innovations and research are built, while community identifies its accessibility as well as participation. The divergence in priorities often results in a breakdown of communication and stagnation in collaboration.

Also, some other challenges still exist in collaboration-oriented governance settings are bureaucratic complexity and institutional fragmentation. Most programs suffer delays owing to long-winded administrative processes or due to duplication in authority rendering organisations less agile. This reinforces those findings of (Pandey, 2023), which discovered coordination mechanisms and institutional trust in collaborative governance models.

But, as has been disclosed in the previous description, the Pentahelix model put a great opportunity for Lampung Province of developing sustainable sports industry. It enables the stakeholders to follow integrated development path in building up infrastructure development, sports tourism participation among the people and income generation of local economy. This kind of model could also help to combine even sports with the tourism, education and entrepreneurship and digital innovation.

This study contributes theoretically to the developing collaborative governance literature within sport industry studies by showing how different and contrasting local multi-actor conflict and failure influences regional sport development. The findings have real-world applicability for policymakers and stakeholders in the design of inclusive, participatory & sustainable collaborative sports industry programs.

As a whole, this Pentahelix collaboration model has an encouraging perspective as one of the integrative of Lampung Province in sport industry development strategy. The application of the model will require substantial institutional will, co-ordinated policy frameworks, continued stakeholder dialogue and long-term partnership architecture among stakeholders.

Conclusions

This result led to the conclusion that the Pentahelix partnership model is a strategic and sustainable method in the development of the sport sector in Lampung Province. It does this by creating

collaborative synergies between government, academia, commercial and non-commercial organisations (including sports) and communities to address the improvement of overall sports governance and other important issues such as infrastructure development, public participation and pervasive local GDP growth through active sport.

Results The results demonstrated a high potential of the sports sector in Lampung Province, notably in sports tourism, community-based physical exercise and entrepreneurship. The structural problems of the sector, however, continued to be essential since they entail problems of infrastructure, lack of investment, lack of institutional coordination and lack of execution in its policies based on research. These difficulties have hindered the process of the regional sports ecosystem to mature itself.

Results: The functions of each Pentahelix player in supporting the growth of the sports business are complimentary. Government institutions serve as regulators and enablers by providing policy support and creating infrastructure. You have the role of research, innovation and HRD. It encourages financing and commercialization on the corporate end, while promoting social engagement as well as sports culture in the community context. Media organizations are crucial for promotion, branding and awareness.

Pentahelix collaboration model with a communication as intended strategy with co-planning, co-implementation, and real time evaluation among stakeholders. The model provides the framework for joint development of collaborative governance mechanisms to further enhance sports tourism, sports entrepreneurship, athlete development systems and regional competitiveness.

Although the Pentahelix model offers promise, its contribution relies upon increased institutional commitment, more integrated policy frameworks for collaboration and sustainable partnership mechanisms to build greater stakeholder trust. They recommend setting up formal collaborative forums between the stakeholders to coordinate, avoid fragmentation in sectors and make programmes of the sports industry sustainable longer term.

Conceptually enhances collaborative governance and the sports industry literature on the Pentahelix framework in regional sport development contexts. Theoretically, this study contributes to literature on the role of government and sports development through a new population-based approach and innovative descriptive attribute investigating attitudes towards organized sports in Lampung Province.

Further studies to evaluate the quantitative effects of the Pentahelix model, in relation to economic growth, performance related to sports tourism purposes, public engagement, and regional development results should be performed to deepen the evidence that support collaborative governance for the sports business in a specific area.

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Authors' and translators' details:

Ardian Cahyadi	ardiancahyadi@students.unnes.ac.id	Author/Translator
Agus kristiyanto	agus_k@staff.uns.ac.id	Author
Hermawan Pamot Raharjo	hermawan_pamot@mail.unnes.ac.id	Author
Andry Akhiruyanto	andryakhiruyanto@mail.unnes.ac.id	Author
Henry Setyawati	henysetyawati@mail.unnes.ac.id	Author
Taufiq Hidayah	taufiqhidayah@mail.unnes.ac.id	Author

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