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Pentahelix Model to Create Shared Value in Empowering the People of Winong Village, Gempol District, Pasuruan Regency

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ABSTRACT: This study addresses the gap in understanding how such policies influence local economies, specifically in Winong Village. The research introduces a novel application of the pentahelix model, focusing on private actors' role in fostering "Creating Shared Value" (CSV), an evolution of Corporate Social Responsibility (CSR). Unlike traditional CSR initiatives, CSV emphasizes collaborative value creation that benefits both businesses and communities. This qualitative descriptive research aims to explore and develop collaboration among pentahelix actors—government, private sector, academia, media, and society—who play pivotal roles in economic development. Through in-depth analysis of social realities, the study identifies the unique characteristics and potential of the pentahelix model in enhancing community economic empowerment. Field findings reveal that the pentahelix model, integrated with the CSV approach, effectively supports sustainable economic growth in Winong Village. These results highlight the importance of fostering public-private partnerships and innovative strategies for post-pandemic economic recovery, offering valuable insights for broader applications in similar contexts.
Keywords: pentahelix, creating share value, community empowerment

INTRODUCTION

The World Bank projects that Indonesia's economic growth will face significant pressure, estimated at only 2.1% this year due to the widespread impact of COVID-19 domestically and internationally (Syukur et al., 2021). COVID-19, a global health crisis, was first reported on December 31, 2019, as a cluster of pneumonia cases of unknown etiology in Wuhan City, Hubei Province, China, and subsequently spread globally. On January 30, 2020, the World Health Organization (WHO) declared COVID-19 a Public Health Emergency of International Concern (PHEIC) (Syukur et al., 2021). This pandemic has caused a decline in various activities, significantly affecting the socio-economic conditions of vulnerable and poor communities. In response, the central and regional governments implemented multiple policies, such as Large-Scale Social Restrictions (PSBB), to mitigate both the health and socio-economic impacts of the pandemic.

The economic repercussions of COVID-19 have not been limited to major cities; rural areas, including villages in Pasuruan Regency, have also felt the strain. Winong Village, located in an industrial area, experienced a significant decline in community livelihoods, evident in the reduced activity of traditional markets. Previously marked by high economic activity, the pandemic severely impacted the village's economy, prompting stakeholders—including local governments and surrounding companies—to explore ways to sustain community economic growth. This research focuses on Winong Village, where the local

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government, concerned with economic resilience, collaborated with other entities to address the community's economic challenges brought about by the pandemic.

To address these challenges, this study applies the pentahelix model, which integrates the efforts of five key stakeholders: academics, businesses, communities, governments, and media. This model supports the implementation of Creating Shared Value (CSV), a concept that extends beyond traditional Corporate Social Responsibility (CSR). While CSR focuses on compliance and reputation, CSV emphasizes creating social and economic value simultaneously, transforming corporate social responsibility into a strategic investment (Kitzmueller & Shimshack, 2012). Unlike CSR, which is often driven by external factors, CSV is proactive and internally motivated, aiming to position social responsibility as a profitable long-term investment (Crane et al., 2014). Through the CSV approach, this research seeks to design policies that empower the Winong Village community, ensuring sustainable economic resilience and fostering collaboration among stakeholders (Soemaryani.,2016., Rampersad, Quester, & Troshani, 2017., Aribowo & Muttaqin, 2019).

LITERATURE REVIEWS

Pentahelix Model

The pentahelix concept emerged as an evolution of two earlier models: the triple helix theory and the quadruple helix theory, which involved four actors—government, entrepreneurs, academics, and civil society Kelvin et al. (2022). . The pentahelix collaboration model builds upon the triple helix (a collaboration among government, business, and universities) and the quadruple helix (which adds the community or civil society to represent the public's perspective). The pentahelix model further incorporates media as an independent element to enhance the collaboration's effectiveness (Kismartini et al., 2022). This model fosters socioeconomic development by promoting a knowledge-based economy through innovation and entrepreneurship, achieved via profitable collaborations among academia, government, industry, NGOs, and entrepreneurs (Vani et al., 2020)). According to Septadiani et al. (2022, the pentahelix model includes five stakeholder categories: government, academia, business, community, and media. These stakeholders represent diverse regional interests, and their synergistic collaboration is expected to leverage resources and create innovative solutions (see figure 1).

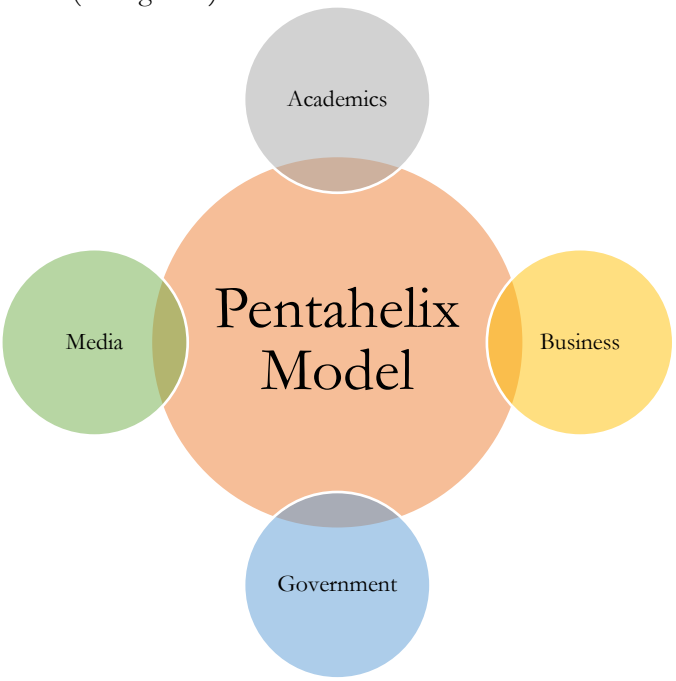

Figure 1. Pentahelix Model
Source: Porter and Kramer, 2011

The origin of the pentahelix model can be traced to the Triple Helix model proposed by Etzkowitz and Rangga (2010). This model describes a tri-lateral network where academia, companies, and governments

collaborate to transform innovative research into commercially viable products or services. The pentahelix model, as described by Soemaryani (2016), serves as a framework for fostering synergy between stakeholders to achieve common goals. Rampersad, Quester, and Troshani (in Halibas, Sibyan, and Maat) emphasize that the pentahelix model drives innovation and contributes to regional socio-economic progress. Aribowo and Muttaqin (2019) further highlight their importance in creating high-quality activities, facilities, services, and experiences that benefit communities and their surrounding environments. These outcomes are achieved through the optimized roles of business, government, community, academia, and media (BGCAM).

The pentahelix model also integrates NGOs, civil society, and entrepreneurs, emphasizing their significant contributions to achieving common growth objectives and promoting socio-economic progress (Rampersad, Quester, and Troshani in Etzkowitz and Rangga (2010). According to Von Stamm (2014), the most effective innovations result from strong collaboration and partnerships among these key actors. By bringing together these diverse elements, the pentahelix model offers a robust framework for addressing regional challenges and driving sustainable development.

Corporate Social Responsibility

Busyra (2016) defines Corporate Social Responsibility (CSR) as a company's commitment to contribute to sustainable economic development by addressing its social responsibilities while maintaining a balance between economic, social, and environmental considerations. CSR aims to ensure that businesses operate in a way that benefits not only the company but also the broader community and environment.

In Indonesia, CSR implementation is regulated by various laws and regulations, including Law Number 40 of 2007 concerning Limited Liability Companies (UUPT). Article 1, Section 3 of the UUPT defines social and environmental responsibility as a company's commitment to participate in sustainable economic development to enhance the quality of life and the environment. This responsibility benefits the company, the local community, and society at large.

Traditionally, companies have implemented CSR as part of their corporate responsibility, often through physical development programs in villages near their operations. These programs, while valuable, have often focused on infrastructure development and have typically reached a stage of completion. Busyra (2016) emphasizes that CSR is not solely about maintaining a company's reputation but also about fostering economic sustainability by engaging communities and stakeholders in business activities. This evolving understanding of CSR has led to the adoption of more mutually beneficial concepts, creating value for both companies and society.

Creating Shared Value

The participation of the business sector is essential to maintaining environmental sustainability and improving social welfare, particularly for companies in extractive industries, which have a responsibility for the natural resources they process. This role is regulated by Indonesian law, including Law Number 40 of 2007, Article 74, Paragraph 1, which mandates companies operating in or related to natural resources to implement Social and Environmental Responsibility (TJSL). To support this, the Government enacted Regulation Number 47 of 2012 concerning the Social and Environmental Responsibility of Limited Liability Companies.

As societal expectations evolve, the paradigm of social and environmental responsibility must align with the need for corporate sustainability. Companies must integrate economic interests with their social and environmental responsibilities. Creating Shared Value (CSV) is a concept that requires companies to simultaneously create economic and social value without prioritizing one over the other. Porter and Kramer (2011) distinguish CSV from Corporate Social Responsibility (CSR), which often focuses on reputation and positions stakeholders as "objects." In contrast, CSV treats communities and stakeholders as "partners," fostering mutual value creation. While CSR emphasizes responsibility, CSV centers on generating shared value by addressing social issues as integral to business strategy.

Moon et al. (2011) argue that while CSR places companies in the "Good Corporate" category, achieving greater impact requires becoming a "Smart Corporate," which balances business ethics with social benefits to sustain corporate profitability. For example, PT Semen Gresik in Rembang integrates CSV into its strategy to meet economic and social obligations, ensuring alignment with its broader corporate goals. The CSV model emphasizes reciprocal relationships between companies, communities, and the

environment, recognizing that social progress and corporate success are interconnected (Porter and Kramer, 2011).

Notable examples of successful CSV implementation include Danone-Aqua in Klaten and Badak LNG in Bontang. Danone-Aqua collaborates with local governments and communities to address water resource sustainability, contributing to regional income and creating job opportunities, while securing resources for its operations (Elfajri, 2019). Similarly, Badak LNG addresses local employment challenges by training welders to meet oil and gas industry standards, enhancing their income potential and fostering economic independence through cooperative initiatives (Sunaryo et al., 2015).

CSV extends beyond philanthropic activities, CSR, and corporate sustainability strategies, evolving into a comprehensive framework for integrating corporate strategy with social responsibility (Crane et al., 2014; Leth & Hems in Suripto, 2024). Mursitama (2012) emphasizes that CSV embeds solutions to economic, social, and environmental challenges into the core of a company's strategy, transforming CSR into a more impactful and sustainable practice. For instance, PT Unilever Indonesia partners with small farmers to improve black soybean cultivation, enhancing productivity and farmer livelihoods (Dharma et al (2018). Hutomi (2023) further highlights that adopting CSV requires a shift in mindset, viewing community engagement as a long-term investment essential to business success.

METHODS

Study Design

Sugiyono (2020) describes qualitative research as a method based on the philosophy of post positivism, used to study natural phenomena where the researcher is the key instrument. This method involves data collection through triangulation (combination of techniques), inductive/qualitative data analysis, and an emphasis on the meaning of generalizations. For this village research, a descriptive qualitative approach was adopted. The study relies on triangulation through interviews with key informants, examination of documents related to village development funded by CSR, cooperation agreements between villages and industrial companies, observation data, and the results of Focus Group Discussions (FGD) with stakeholders.

The research strategy aligns with the focus and locus of the study. The research focuses on how the Pentahelix Model can create shared value in empowering the Winong Village community in Gempol District. Winong Village was selected as the research site due to its geographic location within an industrial area, which necessitates a harmonious relationship among stakeholders. Additionally, the significant CSR funds allocated for physical infrastructure development have yet to address community empowerment comprehensively.

Eligibility criteria are predefined, unambiguous standards that guide the inclusion or exclusion of studies during systematic review. These criteria, which may be newly developed or adopted from existing reviews, help determine the scope of literature to be synthesized. In this study, the eligibility criteria cover the scope of social sciences, including public administration, business administration, and communication science. This framework emphasizes the importance of collaboration among stakeholders in community economic development through the Pentahelix Model.

The study identifies five key actors in the economic development of Winong Village: (1) the government, including the Winong Village Government; (2) academics, represented by the Scientific Research Team of Yudharta University Pasuruan; (3) businesses, including members of the Winong Village Bumdes; (4) the community, consisting of Karang Taruna and the Community Empowerment Institute; and (5) media, exemplified by radarbangsa.co.id, which plays a vital role in raising awareness, provoking action, and demonstrating stakeholder commitment.

Data analysis involves systematically organizing data to facilitate understanding and drawing conclusions. According to Sugiyono(2020), this process includes collecting, organizing, and interpreting data from interviews, field notes, and other materials. Qualitative data analysis is inductive, meaning it is derived from the data collected. Outline three concurrent activities in qualitative analysis: data reduction, data presentation, and conclusion drawing/verification.

Research ethics are grounded in honesty and integrity during data collection, analysis, and presentation. This study adheres to four ethical principles: transparency, informed consent, data minimization, and data security. Academic misconduct, including data manipulation, plagiarism, and falsification, is recognized as a serious violation and was strictly avoided throughout the research process.

RESULTS AND DISCUSSION

The concept of Creating Shared Value (CSV) has been widely adopted by large companies as a complement to Corporate Social Responsibility (CSR) and environmental initiatives. CSV differs significantly from CSR, which focuses on compliance with regulations and generosity, often aimed at improving corporate reputation. In contrast, CSV emphasizes integrity and collaboration between a company and its social environment (Kitzmueller & Shimshack, 2012). Unlike CSR, which is often reactive and externally driven, CSV requires a proactive approach, integrating economic and social responsibilities into the core strategy to shape advanced capitalism and turn social responsibility into a profitable, long-term investment (Crane et al., 2014).

The COVID-19 pandemic profoundly impacted economies worldwide, including Indonesia, where villages such as Winong Village, Gempol District, Pasuruan Regency, experienced significant economic challenges. Economic activities in the village weakened as the pandemic disrupted livelihoods, prompting stakeholders—including local companies—to take action to support the community's economy. This responsibility extends beyond the government, requiring active collaboration among various stakeholders to address the economic and social issues exacerbated by the pandemic. Companies are now expected to fulfill both social and economic responsibilities, particularly in communities where they operate.

CSV offers a framework for achieving these dual goals. It requires companies to play a dual role by creating both social and economic value simultaneously. Unlike CSR, which is often limited to charitable efforts (Porter and Kramer (2011), CSV initiatives focus on creating mutual benefits for businesses and communities. For example, PT East Java Match Factory Ltd (PT Esjamat), located in Winong Village, integrates CSV into its operations by promoting forest sustainability and collaborating with community organizations, such as Karang Taruna and the Community Empowerment Institute. These efforts aim to enhance local economic opportunities while ensuring environmental sustainability.

PT Esjamat's approach includes forming a forest care community and fostering downstream marketing strategies in collaboration with village stakeholders. These efforts align with the CSV framework, which emphasizes interdependence between a company's success and the well-being of the surrounding community. The CSV approach in this study also correlates with the Pentahelix Model, which involves collaboration among five key stakeholders: academics, business, community, government, and media. This model supports innovative solutions and socio-economic progress (Soemaryani, 2016; Rampersed, Quarter & Troshani in Etzkowitz & Rangga(2010)

In Winong Village, the Pentahelix Model has been successfully implemented to support economic development. The government plays a crucial administrative role, while academics from Yudharta University Pasuruan contribute research and development expertise. Local businesses, including members of the Bumdes, focus on leveraging economic opportunities. The community, represented by Karang Taruna and the Community Empowerment Institute, actively engages in initiatives, and the media, such as radarbangsa.co.id, amplifies awareness and mobilizes action. Together, these stakeholders demonstrate how CSV and the Pentahelix Model can synergize to address economic and social challenges while fostering sustainable development.

Table 1. Classification of Actors in the Pentahelix Model

No	Institution	Profession	Activity	Realization
1	Yudharta Pasuruan University	Researchers of Riset Keilmuan	Higher education institutions conduct research focused on the economic empowerment of rural communities.	Higher education institutions engage in research aimed at empowering rural communities economically.
2.	Radarbangsa.co.id	Journalist	Publication of information on winong village activities	Youtube channel of Yudharta

3.	Youth organization	Community	Promotion of community empowerment activities through Winong.id, encouraging active communication and collaboration with all actors.	Promotion of community empowerment activities via Winong.id, fostering active communication and collaboration among all actors.
4	Winong Village Government	Bureucracy	Collaborate with all stakeholders to enhance the rural economy, fostering active participation in improving the village community's economic conditions.	Collaborate with all stakeholders to enhance the rural economy, ensuring active participation in improving the economic well-being of the village community.
5	PT Esjamat	Businees	Collaborate with all stakeholders to improve rural economies by providing CSV programs that fulfill social and economic responsibilities to the surrounding community.	Collaborate with all stakeholders to enhance rural economies through CSV programs, fulfilling social and economic responsibilities to the surrounding community.

Source: data processed, 2024

Based on the findings presented in Table 1 of the discussion section, it is evident that Creating Shared Value (CSV), when effectively managed, can significantly enhance the economy of Winong Village. This is achieved through the company's role in marketing business units under the Winong Village BUMDES. Furthermore, the policy of improving the local economy is supported by academics conducting research aimed at developing and professionalizing community-based economic activities. Academics play a vital role by providing objective data analysis, research insights, and recommendations for advancing the economy through human resource development and strategic planning. The presence of competent human resources within the village government and related industries acts as a driving force for economic sustainability and enhances the competitiveness of the village's independence. Collaboration between local governments and the surrounding community is especially crucial for achieving economic stability.

Research by Ardiyanto et al. (2022) on the CSV cattle self-financing program implemented by PT GGL in Astomulyo Village illustrates how the CSV concept contributes to the creation of a sustainable economy. PT GGL's CSV program demonstrates that businesses can only thrive sustainably in supportive environments. By focusing on improving social and environmental quality in alignment with their business strategies, companies can ensure sustainable performance. CSV thus represents a company's effort to contribute beyond regulatory requirements, aligning with their vision, mission, values, and strategies. Integrating the CSV program with business processes enables companies to operate sustainably, enhance their image, and foster harmonious relationships with stakeholders.

Marketing experts emphasize that all forms of corporate responsibility to the community must be fulfilled. Failure to do so indicates that a company is solely profit-driven without fulfilling its obligations. The expert further highlights that corporate responsibility evolves into CSV activities, requiring companies to create both economic and social value simultaneously by addressing economic, social, and environmental challenges. PT GGL exemplifies this through its CSV-driven cattle self-financing program in Astomulyo Village, which has led to the creation of a sustainable economy.

In conclusion, the CSV strategy implemented by PT GGL through the self-financed cattle breeding program has effectively addressed economic challenges in Astomulyo Village. It has empowered the local community and fostered economic sustainability. This case demonstrates that CSV is a sustainable approach to corporate responsibility that generates economic and social benefits while aligning with the long-term goals of businesses and communities alike.

Implications

Practical implications, often referred to as managerial implications, represent the actionable insights derived from research findings in comparison to previous studies. While theoretical implications align findings with established theories, practical implications focus on how these findings can inform and improve real-world practices.

The practical implications of this study offer valuable guidance for the corporate sector in formulating and refining CSV management strategies. Additionally, they highlight the importance of enhancing collaboration among the stakeholders involved in the Pentahelix model, including government, businesses, academia, community, and media. These insights can assist corporations in aligning their social and economic objectives more effectively, fostering sustainable development.

On the other hand, the theoretical implications of this research contribute to the broader discourse on CSV. They provide a foundational reference for advancing future CSV-related studies and discussions, paving the way for the development and refinement of CSV theory. By offering both practical and theoretical contributions, this study not only bridges the gap between theory and practice but also supports the evolution of CSV as a dynamic framework for sustainable business and community development.

CONCLUSION

This study concludes that the Pentahelix Model can be effectively implemented in conjunction with the Creating Shared Value (CSV) approach to realize the economic empowerment of the people in Winong Village, Gempol District, Pasuruan Regency. The CSV approach has proven to be well-accepted by stakeholders, ensuring that businesses operating within the community can foster sustainable relationships and mutual benefits. The primary finding of this research highlights the critical role of collaboration among Pentahelix actors (Academics, Business, Community, Government, and Media) in empowering the community's economy through a targeted and impactful CSV strategy. This collaboration ensures that corporate social responsibility initiatives are more effective and aligned with community needs.

Practically, this research serves as a valuable reference for the corporate sector in developing comprehensive CSV management strategies and fostering collaboration among Pentahelix stakeholders. Theoretically, it contributes to the advancement of CSV research and provides a foundation for future discussions on its implementation, enabling the development of more robust CSV theories.

However, this study has limitations, including a limited diversity of informants, as only one representative per Pentahelix actor was involved. Future research should expand the number of sources in qualitative studies and consider incorporating quantitative methods to examine the Pentahelix Model more comprehensively. Additionally, extended research durations are necessary to provide deeper insights into CSV strategies. CSV remains a promising area for further exploration, serving as a powerful framework for aligning corporate social responsibility with community empowerment and sustainable development.

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DISCLOSURE STATEMENT

The authors declare no potential conflicts of interest with respect to the research, authorship, and publication of this study. This research was conducted independently, and all findings and interpretations are solely the responsibility of the authors. No financial support or sponsorship influenced the outcomes of this study. Additionally, the authors have adhered to ethical guidelines, ensuring transparency, consent, and integrity throughout the research process. All stakeholders involved in the study provided informed consent, and the data collection process complied with applicable ethical standards.

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