

Collaborative Governance in Creative Economy Development: Role and Influence of Stakeholders in Parepare City

Muhadjir Suni¹, Muh Taufik², Andika Isma³

^{1,2} Politeknik Pariwisata Makassar, ³Universitas Negeri Makassar
sunitaufik@poltekparmakassar.ac.id

Article History

accepted 24/7/2024

approved 14/8/2024

published 30/8/2024

Abstract

Creative economy development in Parepare City faces challenges in collaborative governance between various stakeholders. This research aims to explore the initial conditions of collaborative governance, map the roles and responsibilities of stakeholders, and identify challenges and progress in the creative economy sector in the city. This research used a qualitative approach with interview and observation methods. Data was collected from 15 informants, including government, entrepreneurs, community, and academics, during the period from 23 June to 5 July 2024. The research locations covered various points in Parepare City related to the creative economy and tourism. The study found that while the government has shown commitment through training and technical guidance, challenges in coordination and policy uncertainty still hinder progress. Positive growth of MSMEs and collaborative efforts between various stakeholders show potential, but better synergy is needed to improve the effectiveness of development strategies. To improve collaborative governance and foster creative economy growth, Parepare City needs to improve coordination between stakeholders and develop more targeted policies. Harmonious collaboration and continuous support will strengthen the creative economy ecosystem in Parepare.

Keywords: Collaborative Governance, Creative Economy, Parepare

Abstrak

Pengembangan ekonomi kreatif di Kota Parepare menghadapi tantangan dalam tata kelola kolaboratif antara berbagai pemangku kepentingan. Penelitian ini bertujuan mengeksplorasi kondisi awal tata kelola kolaboratif, memetakan peran dan tanggung jawab pemangku kepentingan, serta mengidentifikasi tantangan dan kemajuan dalam sektor ekonomi kreatif di kota ini. Penelitian ini menggunakan pendekatan kualitatif dengan metode wawancara dan observasi. Data dikumpulkan dari 15 informan, termasuk pemerintah, pengusaha, komunitas, dan akademisi, selama periode dari 23 Juni hingga 5 Juli 2024. Lokasi penelitian meliputi berbagai titik di Kota Parepare yang terkait dengan ekonomi kreatif dan pariwisata. Studi ini menemukan bahwa meskipun pemerintah telah menunjukkan komitmen melalui pelatihan dan bimbingan teknis, tantangan dalam koordinasi dan ketidakpastian kebijakan masih menghambat kemajuan. Pertumbuhan UMKM yang positif dan upaya kolaboratif antara berbagai pemangku kepentingan menunjukkan potensi, namun sinergi yang lebih baik diperlukan untuk meningkatkan efektivitas strategi pengembangan. Untuk meningkatkan tata kelola kolaboratif dan mendorong pertumbuhan ekonomi kreatif, Kota Parepare perlu memperbaiki koordinasi antar pemangku kepentingan dan menyusun kebijakan yang lebih terarah. Kolaborasi yang harmonis dan dukungan berkelanjutan akan memperkuat ekosistem ekonomi kreatif di Parepare.

Kata kunci: Collaborative Governance, Ekonomi Kreatif, Parepare



INTRODUCTION

In the past decade, much research has focused on Collaborative Governance, particularly its application in public sector management and economic development. Collaborative Governance is defined as a framework involving collective action among diverse stakeholders to manage public resources effectively (Amsler & O'Leary, 2017; Emerson et al., 2012; Taufik et al., 2023). This model emphasizes shared norms and rules to regulate behaviors and enhance coordination, which has been shown to improve the management of complex issues such as sustainable tourism and local economic development (Bryson et al., 2006). Despite its growing recognition, there remains a need to examine its practical application in emerging cities, particularly those with burgeoning creative economies like Parepare.

It remains unclear why Collaborative Governance models have not been thoroughly investigated in cities like Parepare, despite their potential to drive significant economic and tourism development. Previous studies have indicated that while Collaborative Governance frameworks are effective in various contexts, their adaptation to local settings and specific economic sectors, such as the creative economy in Parepare, is still underexplored (Bichler & Lösch, 2019; Mandell & Keast, 2007). This research aims to fill this gap by analyzing the initial conditions of Collaborative Governance in Parepare's creative economy and mapping the roles and responsibilities of stakeholders involved. By addressing these aspects, the study will provide a comprehensive understanding of how collaborative frameworks can be optimized for local economic growth and sustainable tourism.

The purpose of this study is to identify and describe the starting conditions of Collaborative Governance in Parepare's creative economy and to inventory and detail the roles and responsibilities of key stakeholders involved. The principal findings will illuminate the current state of collaborative efforts, the challenges faced, and opportunities for enhancement. This study will be structured into two main parts: first, analyzing the foundational elements of Collaborative Governance in Parepare, and second, examining the interactions among various stakeholders to formulate actionable recommendations for improving collaborative practices and fostering economic development in the region (Keyim, 2016).

Furthermore, the research will explore the alignment between local economic strategies and Collaborative Governance principles, emphasizing how these frameworks influence the effectiveness of economic policies and tourism initiatives. By providing insights into the specific dynamics of Parepare's creative economy, this study aims to contribute to the broader discourse on governance and economic development, offering practical implications for similar contexts (Nunkoo et al., 2012). For instance, understanding how Parepare's local governance can integrate creative economy principles with tourism development could offer valuable lessons for other emerging cities.

Additionally, the research will address the challenges and barriers identified in previous studies, such as the integration of local resources and stakeholder engagement in decision-making processes. For example, past research has highlighted issues like ineffective stakeholder coordination and insufficient integration of local resources as significant barriers to successful Collaborative Governance (Roxas et al., 2020). By evaluating current practices and suggesting improvements, the study aims to enhance the efficiency and impact of Collaborative Governance in Parepare, thus contributing to more effective local governance and economic development.

Moreover, the study will examine how existing policies and stakeholder interactions in Parepare align with best practices in Collaborative Governance. This includes evaluating the effectiveness of current mechanisms and identifying gaps that hinder collaborative efforts. According to recent data, Parepare faces challenges such as limited stakeholder engagement and inadequate regulatory frameworks (BPS Parepare, 2023). The findings from this research

will offer a roadmap for refining governance structures and enhancing stakeholder cooperation, which will be essential for supporting the sustainable development of the creative economy and tourism sectors in Parepare and similar cities.

METHODOLOGY

The data used for this study were collected through a qualitative research approach (Lexy J. Moleong, 2019), specifically employing a case study methodology to investigate the implementation of the Creative Economy program in Parepare. The research utilized semi-structured interviews with a total of nine key informants from various sectors: the Department of Sports, Youth, and Tourism; two hotels; two restaurants; an academic expert; a fashion business owner; an association representative; and a souvenir/handicraft producer. This selection of informants was designed to provide a comprehensive understanding of the collaborative governance mechanisms in Parepare's creative economy.

Table 1. List of Informants and Roles

Research Informants	Role	Informant's Initials	Time
Parepare youth sports and tourism Board	Tourism Event Facilitator	A 1	23-24 June 2024
Hotel 1	GM Hotel	B 1	
Hotel 2	HRD Hotel	B2	
Restaurant	Restaurant Owner	C 1	
Academics	Lecturer	D 1	2-5 July 2024
Fashion	Clothing Store Owner	E 1	
Association	Management of BPC PHRI Parepare City	F 1	
Restaurants	GM of Lago'ta and Resto	C 2	
Souvenirs/Crafts	Wickerwork Maker	G 1	

Data collection and analysis spanned six months, from February to August 2024. During this period, a combination of observational techniques and documentation was used to capture the existing conditions and activities related to the creative economy. The analysis followed the qualitative data analysis model outlined (Miles, 2014), which includes data reduction, data display, and conclusion drawing/verification. To ensure the reliability and validity of the findings, triangulation methods were employed, including source triangulation, technique triangulation, and time triangulation, thereby reinforcing the credibility of the data collected.

RESULT AND DISCUSSION

Result

Existing condition of Tourism and Creative Economy

The tourism and creative economy sectors in Kota Parepare experienced significant growth and diversification from 2022 to 2023. A detailed examination of tourism attractions

reveals an increase in the number of sites from 33 to 41, highlighting a positive trend in the city's efforts to enhance its tourism infrastructure. Notably, the year 2023 saw the addition of new attractions, particularly in the categories of man-made attractions and culinary experiences, while there was a slight reduction in cultural and natural heritage sites. This expansion reflects a strategic effort to offer a wider variety of experiences to visitors, aligning with evolving market trends and visitor preferences.

In parallel, the economic landscape for creative businesses in Parepare also shows notable development. The data indicates an increase in the number and diversity of creative enterprises, including new ventures in fashion, culinary arts, and media. In 2023, Parepare saw the emergence of new businesses such as Adinda Cake & Bakery and Amarylis Hijab, alongside established players in traditional sectors like crafts and design. This growth signifies a burgeoning creative economy that is increasingly influential within the local market and beyond.

The evolution of the creative economy in Parepare underscores the city's potential to become a significant player in the regional creative sector. The introduction of new businesses and the diversification of existing ones reflect a dynamic and expanding industry. However, despite these advancements, challenges such as the need for formal business licenses and structured support mechanisms persist. Addressing these issues will be crucial for sustaining growth and ensuring that creative enterprises can fully capitalize on the opportunities available.

Overall, the data for 2022 and 2023 indicates a vibrant and evolving landscape for both tourism and creative industries in Kota Parepare. The city's efforts to broaden its tourism offerings and support creative businesses are commendable and suggest a promising trajectory for future development. Continued investment in infrastructure, supportive policies, and strategic planning will be essential to build on these successes and to fully realize Parepare's potential as a key player in the regional economy.

Starting condition of Collaborative Governance of Parepare City Creative Economy

Parepare city has made notable strides in developing its collaborative governance of the creative economy between 2022 and 2023. The analysis reveals a significant commitment from various sectors, including government, tourism, and academia, each playing a pivotal role in shaping the local creative economy. Informant insights highlight that while there is a growing momentum towards integrating local creative resources and boosting tourism, there are still substantial challenges to address, particularly concerning coordination, policy consistency, and technology adoption.

From the government perspective, as shared by A1, there has been considerable effort to harness local potential and enhance the creative sector through initiatives like technical guidance and training programs. However, A1 also points out the persistent issue of systematic coordination and policy uncertainty, which hampers effective collaboration. Despite these challenges, the positive economic indicators, such as the growth in the number of SMEs and a robust increase in the city's economic growth rate, underscore the impact of governmental support on the local economy. This suggests that while foundational support is in place, there is a pressing need for more targeted and consistent policy interventions to further strengthen the creative economy.

In the tourism sector, B1 and C1's contributions reflect a critical need for improved coordination and technological solutions to enhance operational efficiency. The Festival UMKM and advancements in reservation technologies are steps in the right direction, but persistent issues with slow reservation processes and the need for better system integration highlight areas requiring attention. These findings suggest that a more systematic approach to technology implementation and stakeholder collaboration is essential to maximize the sector's growth potential and improve service quality.

Academia, as discussed by D1, plays a crucial role in driving innovation and providing valuable research to support the creative economy. The integration of academic institutions into local development strategies can significantly enhance the sector's growth by aligning research with practical needs. However, the study indicates that there remains a gap in effectively integrating academic insights with practical applications in the creative economy and tourism. Strengthening collaboration between academic institutions, government, and industry is vital for creating more inclusive and sustainable development strategies.

Overall, the discussion reveals that Kota Parepare is on a promising path towards developing a robust collaborative governance framework for its creative economy. Nonetheless, for the city to fully realize its potential, enhanced coordination, consistent policy support, and the integration of technological and academic resources are necessary. Addressing these areas will not only bolster the local creative economy but also ensure its growth contributes positively to the broader socio-economic development of the region.

Mapping the roles and responsibilities of stakeholders in collaborative governance of Parepare's creative economy

Table 2 Mapping the Roles and Responsibilities of Stakeholders in Parepare

Stakeholder	Theme	Role	Responsibility	Quote
Government (A1)	Planning and Oversight	Facilitate participatory planning and monitoring. Promote tourism as a human activity. Develop destination-based indicators. Influence tourism's social representation.	Empower communities. Develop destination-based indicators. Monitor tourism's social representation.	"The role of the government in facilitating planning and monitoring is crucial for community empowerment and sustainable tourism promotion." (, A1)
Entrepreneurs (B1, B2, C1, C2, E1, G1)	Management and Marketing	Train and promote responsible advertising and marketing. Promote sustainable destination image and respect for culture. Manage service quality and use technology.	Set guest expectations. Reconceive business processes for sustainable value creation. Improve operational efficiency.	"At Pare Beach, we strive to align our programs with government policies, though we often face challenges in systematic coordination." (B1)
Community (E1, G1)	Participation and Local Control	Create appealing visual representations of the destination. Engage in destination development.	Maintain control over destination development and address external influences from NGOs, government, and tourism marketers.	"The local community loses control over destination development due to external social representation influences supported by

				external actors.” (F1)
Tourists	Demand and Conservation	Determine needed services and products. Engage in conservation efforts. Stimulate local livelihood opportunities.	Advocate for specific policies and participate in conservation. Show preferences for sustainable destinations.	“Tourists can demand certain policies, lobby, and raise awareness about issues and appropriate solutions.” (D1)
Academics (D1)	Research and Development	Act as conceptualizers and researchers. Assist in identifying potential and development.	Emphasize the importance of collaboration with other sectors to advance the creative economy.	“Academics play a key role as conceptualizers and researchers, helping in potential identification and development.” (D1)
Associations (F1)	Organization and Support	Organize events and training for the tourism sector. Support tourism development through collaboration	Provide consistent support from the government and organize activities for the tourism sector	“Our association plays a vital role in organizing events and training for the tourism industry.” (F1)

Source: Data Analysis, 2024

The stakeholders involved in the creative economy and tourism sector in Parepare each play distinct yet complementary roles. The government (A1) facilitates planning and monitoring, promotes tourism, and develops indicators for destination-based performance while striving to empower communities and enhance the sustainability of tourism. Entrepreneurs (B1, B2, C1, C2, E1, G1) focus on managing and marketing, ensuring responsible advertising, promoting a sustainable image, and improving service quality through technology. They face challenges in coordination but are essential in aligning with government policies and creating sustainable value.

Community members (E1, G1) work on creating appealing visual representations and engaging in destination development while maintaining control over local developments despite external influences. Tourists contribute by defining service needs, participating in conservation, and influencing policy through their preferences for sustainable destinations. Academics (D1) assist in identifying potential and development through research and emphasize the need for sector collaboration. Associations (F1) organize events and provide training, supporting the tourism sector through collaboration and government engagement. Together, these stakeholders aim to strengthen Parepare's creative economy and tourism sector, though challenges in coordination and policy consistency remain.

Discussion

This study reveals that the development of the creative economy in Parepare involves coordinated and complementary contributions from various stakeholders. Mapping the roles and responsibilities of each actor within this collaborative governance framework is crucial for

ensuring the success and sustainability of the tourism and creative sectors. Despite notable progress, challenges related to coordination and policy persist. As (Akron et al., 2020) note, systematic coordination and policy uncertainty continue to hinder effective collaboration between government and private sectors.

The initial conditions of Parepare's collaborative governance in the creative economy highlight several key aspects. The Parepare City Government has demonstrated commitment through technical guidance and training for entrepreneurs and creative communities, such as regular Technical Guidance (BIMTEK). However, challenges such as systematic coordination issues and policy uncertainty limit the effectiveness of these efforts (Akron et al., 2020). The growth of SMEs and the local economy, evidenced by 17,000 SMEs and a 5.6% economic growth rate, underscores the positive impact of the creative economy but also indicates the need for targeted support to ensure sustainable development (Ribeiro-Soriano, 2017).

Synergy between government, academia, associations, and the private sector is anticipated to strengthen the creative economy ecosystem. Research indicates that such collaboration can enhance the effectiveness of economic development strategies by integrating diverse perspectives and expertise (Dias et al., 2022; Lewandowska et al., 2021). Government focuses on strategic planning and monitoring, while entrepreneurs prioritize responsible operational management and marketing. Community involvement in creating and maintaining the visual image of destinations is crucial, despite challenges from external influences (Jamal & Getz, 1995) Tourist preferences drive demand and conservation efforts, and academic contributions support the identification and development of creative economy potentials (Zolfani et al., 2015).

The study also highlights limitations in applying the Collaborative Governance model. Issues such as limited informant backgrounds and the challenge of capturing all nuances of leadership and institutional design can affect the accuracy of initial conditions and collaborative processes (Ansell & Gash, 2008). For instance, an incomplete representation of stakeholders or insufficiently detailed observations can constrain understanding of stakeholder dynamics and collaborative effectiveness. Additionally, limitations in identifying key stakeholders and analyzing power versus interest dynamics can impact the accuracy of stakeholder mapping (Clarkson, 1995; Crosby, 1991). These limitations should be considered when evaluating the study's results and in future research efforts.

CONCLUSION

This study on Collaborative Governance in the Creative Economy in Parepare highlights two critical areas of focus. First, the initial conditions reveal an asymmetry among stakeholders, with varying levels of power and influence affecting the dynamics of collaboration. These differences create a complex environment where some parties wield greater influence, impacting how collaboration is initiated and how stakeholders interact within the collaborative framework. Second, the mapping of roles and responsibilities shows significant variations among stakeholders. Key stakeholders play a decisive role in governance success, while secondary stakeholders offer support with limited influence. This analysis underscores that stakeholder power and interest levels significantly shape collaborative processes, with those possessing more power often dominating decision-making, while those with greater interest engage more deeply.

Overall, the findings underscore the importance of understanding initial conditions and mapping roles and responsibilities to grasp the dynamics of collaborative governance in Parepare's creative economy. Recognizing asymmetrical relationships and role differences among stakeholders can aid in designing more effective and inclusive collaboration strategies. To strengthen collaborative governance, the government should enhance managerial capacity through collaborative management training and establish clear inclusive protocols. Improving

communication via regular forums and digital technologies is crucial for effective coordination. Tourism entrepreneurs need to engage actively in collaborative forums, invest in human resource development, and work on destination branding. Community involvement in tourism planning, building partnerships, and raising collaboration awareness is essential. Additionally, academics should focus on applied research, develop relevant curricula, and partner with industry and government to apply research findings in practice. These steps will support sustainable creative economy development and enhance Parepare's tourism appeal.

LITERATURE

- Akron, S., Demir, E., Díez-Esteban, J. M., & García-Gómez, C. D. (2020). Economic policy uncertainty and corporate investment: Evidence from the U.S. hospitality industry. *Tourism Management*, 77. <https://doi.org/10.1016/j.tourman.2019.104019>
- Amsler, L. B., & O'Leary, R. (2017). Collaborative public management and systems thinking. *International Journal of Public Sector Management*, 30(6–7). <https://doi.org/10.1108/IJPSM-07-2017-0187>
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4). <https://doi.org/10.1093/jopart/mum032>
- Bichler, B. F., & Lösch, M. (2019). Collaborative governance in tourism: Empirical insights into a community-oriented destination. *Sustainability (Switzerland)*, 11(23). <https://doi.org/10.3390/su11236673>
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2006). The design and implementation of cross-sector collaborations: Propositions from the literature. In *Public Administration Review* (Vol. 66, Issue SUPPL. 1). <https://doi.org/10.1111/j.1540-6210.2006.00665.x>
- Clarkson, M. E. (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. *Academy of Management Review*, 20(1). <https://doi.org/10.5465/amr.1995.9503271994>
- Crosby, B. (1991). Stakeholder Analysis : A Vital Tool for Strategic Managers. *U.S Agency for International Development*, 2.
- Dias, Á., Patuleia, M., Silva, R., Estêvão, J., & González-Rodríguez, M. R. (2022). Post-pandemic recovery strategies: revitalizing lifestyle entrepreneurship. *Journal of Policy Research in Tourism, Leisure and Events*, 14(2). <https://doi.org/10.1080/19407963.2021.1892124>
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1). <https://doi.org/10.1093/jopart/mur011>
- Jamal, T. B., & Getz, D. (1995). Collaboration theory and community tourism planning. *Annals of Tourism Research*, 22(1). [https://doi.org/10.1016/0160-7383\(94\)00067-3](https://doi.org/10.1016/0160-7383(94)00067-3)
- Keyim, P. (2016). Tourism and rural development in western China: A case from Turpan. *Community Development Journal*, 51(4). <https://doi.org/10.1093/cdj/bsv046>
- Lewandowska, A., Stopa, M., & Ingot-Brzęk, E. (2021). Innovativeness and entrepreneurship: Socioeconomic remarks on regional development in peripheral regions. *Economics and Sociology*, 14(2). <https://doi.org/10.14254/2071-789X.2021/14-2/12>
- Lexy J. Moleong, Dr. M. A. (2019). Metodologi Penelitian Kualitatif (Edisi Revisi). *PT. Remaja Rosda Karya*. <https://doi.org/10.1016/j.carbpol.2013.02.055>

- Mandell, M., & Keast, R. (2007). Evaluating Network Arrangements: Toward Revised Performance Measures. *Public Performance & Management Review*, 30(4). <https://doi.org/10.2753/pmr1530-9576300406>
- Miles, M. B. and A. M. H. (2014). *Qualitative Data Analysis, A Methods Sourcebook, Edition 3*. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press. *Qualitative Data Analysis, A Methods Sourcebook, Edition 3. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.*
- Nunkoo, R., Ramkissoon, H., & Gursoy, D. (2012). Public trust in tourism institutions. *Annals of Tourism Research*, 39(3). <https://doi.org/10.1016/j.annals.2012.04.004>
- Ribeiro-Soriano, D. (2017). Small business and entrepreneurship: their role in economic and social development. In *Entrepreneurship and Regional Development* (Vol. 29, Issues 1–2). <https://doi.org/10.1080/08985626.2016.1255438>
- Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping stakeholders' roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management*, 45, 387–398. <https://doi.org/10.1016/j.jhtm.2020.09.005>
- Taufik, M., Akmal Ibrahim, M., Ahmad, B., Suni, M., & Nur, M. (2023). Collaborative Government in Tourism Sector Development. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v8i17.14148>
- Zolfani, S. H., Sedaghat, M., Maknoon, R., & Zavadskas, E. K. (2015). Sustainable tourism: A comprehensive literature review on frameworks and applications. *Economic Research-Ekonomiska Istrazivanja*, 28(1). <https://doi.org/10.1080/1331677X.2014.995895>