



**INTEGRATED PLANNING MODEL OF CREATIVE INDUSTRY-
BASED KAMPUNG TOURISM IN JAYENGAN SURAKARTA,
INDONESIA**

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Abstract

Creative Industry-based tourism has been popular as several cities in Indonesia have also been declared as “Creative City”. In sustainability viewpoint, the integration of creative industry activities with other planning elements and efforts towards social and economic development is necessary. The inter-organizational collaboration is essential by integrating various disciplines in managing the complexity and the dynamics in tourism development. This research aims at developing an Integrated Planning Model of Creative Industry-based Tourism in Jayengan Surakarta. The study adopted a mixed-methods approach using detailed observations and interviews, as well as Focus Group Discussion (FGD) with the primary actors to understand the process. The study suggests that creative industry-based *kampung* tourism in Jayengan Surakarta, must be developed with integrated manner through interrelationships among tourism components, developing problem-solving model, promoting a conceptual system to guide the process and strengthening the inter-organizational collaboration. It is also understood that this concept might promote rural development since the potential sources of local industries and tourism are abundantly available in the rural areas.

Keywords: Creative industry, Integrated Planning Model, tourism, community, *kampung*

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INTRODUCTION

Along with the issue of mega cities in some Southeast Asian countries (McGee, 2009; Scott, 2001), the urban poverty rate is also increasing in parallel with the increase in rural-to-urban migration. A high poverty rate in Indonesia, which was in 2014, have reached 27.73 million people or 10.96% in average (BPS Nasional, 2016) has forced Indonesia to emphasize and prioritize economic development in the national planning system. In Surakarta itself, which is the study area of this paper, the poverty rate was even higher than national average, which was at 14.1% in 2009 (BPS Surakarta, 2016).

One of the development sectors, which has multiplier effects on enhancing economic development and people welfare, is tourism sector. As found in *Kampung* Jayengan Surakarta, the inhabitants are *Banjarnese*, whose ancestors came from the Banjar Area in Southern Kalimantan as early as 1746. Their ancestors were traders in jewellery, a trade which was inherited for generations up until today. They firstly built the Darussalam Mosque as a centre of Moslem religion, cultural and education activities in the area. Nowadays, the jewels craft of *Kampung* Jayengan has a great potential along with original Banjarnese traditional culinary, called Banjar Porridge (*Bubur Banjar*) event, traditional dance of Hadrah etc. However, these days, the traditional characters of Jayengan have been threatened by the urban development, as the area is located in the centre of a business district. Exploring the traditional values of the Jayengan to boost the community-based urban economy is one of the ways to eliminate urban poverty while exploring the high potential creativity of the citizens. Within the context of rural-urban connectivity, creative industry may also generate the symbiotic mutualism as the industry provides opportunities for suppliers in the rural areas and markets in the urban areas, and in the end, may create economic opportunities for both urban and rural people (Cunningham, 2002; Garnham, 2005; Ma & Zhu, 2016).

The creative industry-based tourism potentials are richly available in both urban and rural areas, particularly in rural areas (Evans, 2009; Dorry, Rosol & Thissen, 2016; Lu & Chang, 2016). In the case of the study area, the rural area reserves the perspectives of the industry along with cultural and natural based tourism potentials, for example, in the buffer areas of Surakarta City. Three ethnic groups of *Banjarnese*, *Javanese* and *Chinese* (locally known as *Jarwono*) promote creative industry in *Jayengan Kampung Permata* (JKP).

This study aims at developing Integrated Planning Model of Creative Industry-based Tourism *Kampung* in *Jayengan*, Surakarta. The study attempts to respond to questions on how the model able to integrate all components of creative industry-based tourism in the development process of Jayengan as creative industry-based tourism *Kampung*.



Figure 1 The Main Tourism attraction of Jewel Craft and supporting tourist Attractions Traditions (Photos Credit: Winny Astuti)

THEORETICAL BACKGROUND ON THE MODELS

Industrial Cluster, Creative Industry and Creative Industry-Based *Kampung* Tourism

Porter (1990) refers the industrial cluster to an agglomeration and spatial concentration of industrial activities, which has one specialization of industry. Luo & Tung (2007) assert that intense relationship among concentrated business units in the form of partnerships generates an industry with broader market opportunities as well as export market. If it is translated into urban planning theory, industries concentrated in one location is more desirable than scattered, as home-based economy must be able to generate the income while development control is loosely carried out (Lambert & Boons, 2002; Gronau, 1980). Porter (2000) argues that partnerships are formulated when each of business units in industrial cluster develops networking with other business units internally, as well as other different clusters with different function and roles. Variety of business units with different characters and roles contribute to sustainability of industrial chain as component of industrial cluster. Based on Porter (1998) and

Setiyani (2014), there are three main components of industrial cluster: *core industries*, *supporting industries*, and *related industries*.

Sihombing et al. (2016) assert that cluster approach in tourism-based *kampung* development should be based on the strengthening of the quality of relationships among associated business chains for improving the effectiveness and competency of the *kampung* as tourism destination. By this assertion, the existence of tourism-based *kampung* with creative industry as prime mover should have an interconnection with the city planning system. Information Technology (IT) will help strengthening and broadening the network of this *kampung* tourism. Meanwhile, the creative tourism refers to tourism destinations that offer tourists the opportunity to develop their own experience through active participation in learning experience (Landry, 2012).

Model for Tourism Planning and Development

According to Getz (1986) and Jafari (1987), there are several models in tourism planning, which include theoretical and process models. While the theoretical model conceptually depicts how the planning itself relates to reality, the process model is basically a subjective/prescriptive type which is based on dogma or idiosyncratic reaction as well as based on problem-solving that formulate goals, generate alternatives, evaluate the alternatives and options, and implementation. Another model is integrative model, which is a complex approach based on systems theory. At this point, these varieties of planning models are applicable to *kampung* Jayengan. In line with this, Gunn (2014) and Bello, Car and Lovelock (2016) argue that sustainable tourism planning should integrate all planning elements and efforts for social and economic development as an interactive system.

In the process models, the problem-solving approach seems suitable to the Jayengan. This problem solving model has 3 subsystems namely area development, project development and management and marketing. Baud-Bovy (1982) developed a model based on comprehensive approach for tourism development master plan. Another similar model is integrated planning model that allows planners to understand the systems and interrelationships among tourism components.

Integrated Planning Model

Sautter & Leisen (1999) stated that collaboration of stakeholders in tourism development is a primary key for sustainable development efforts in tourism development, and use transactional strategies as development instruments. However, development of mechanism and process for integration and collaboration of all various interests and elements in tourism system is still a strong challenge. It needs strong cooperation and collaboration from all stakeholders of tourism planning (Jamal & Getz, 1995; Sautter & Leisen, 1999;

Bramwell & Lane, 2000; Aas, Ladkin, & Fletcher, 2005). Collaboration in this case is more than a cooperation, which is usually working together to some end. A collaboration is beyond a cooperation, which shares the goals to be accomplished (Jamal & Getz, 1995; Reed, 1997). Therefore, collaboration for community-based tourism planning should be beyond a process of joint decision-making among autonomous key stakeholders of an inter-organizational community tourism domain to resolve planning problems of the domain and/or to manage related issues (Graci, 2013).

RESEARCH METHODS

This research applies mixed methods approach. According to Johnson, Onwuegbuzie & Turner (2007) a mixed method is the type of research in which a researcher or team of researchers combined elements of qualitative and quantitative research approach for the broad purposes of wide and deep understanding and corroboration.

An ethnographic research was carried out for more than three years as most of the researchers live in the same city and shares the same experience with *Kampung Jayengan* community. Techniques adopted include observation, interview with key persons and Focused Group Discussion (FGD). The key persons in the FGD include informal community leaders e.g. religious groups and noblemen; formal community leaders e.g. Heads of Community (*Rukun Tetangga*, RT; and *Rukun Warga*, RW), handicraft persons, tourism actors, local authorities, academics, and NGOs. They were expected to represent their interests towards better performance of creative industries in the study area. The ethnographic survey was conducted to uncover the activities of creative industry actors. This included a sum of 415 creative industry actors covering three different ethnic groups *Banjarnese* (151), *Javanese* (185), and *Chinese* (79). The surveyors gathered the information candidly without being noticed as researchers by the creative industry actors. This was to capture the plain and natural attitude of the actors.

RESULTS OF THE STUDY

Integrated Components of Planning in Creative Industry-based *Kampung* of Jayengan

Integrated Attractions

The unique characteristics of place, locality and authentic tourism attraction are the main motivation of people visiting tourism destination areas. *Kampung Jayengan* demonstrates a new opportunity on specific tourism exhibition in Surakarta, as production process of Jewel Craft becomes a unique experience chased by many domestic and international visitors. This primary tourism product

of *Kampung* Jayengan is supported by other local interests, such as local-traditional culinary; traditional dance and cultural events of *Bubur Banjar* (Banjar Porridge) held during the month of Ramadhan; *Hadrah* dance and other religious events centred in Darussalam Mosque. Thus, the month of Ramadhan is regarded as a right time to organize traditional events in the locality. By this event, we identified some tourist attractions as exhibited in Figure 2.

Integration of National and Local Policies on JKP

Tourism planning is convoluted due to the interdependency between the tourism development, socio-economic development and interdependency in the internal aspects of tourism such as tourism industry and various segment of the market (Baud-Bovy, 1982). Integration into the national policy is obvious as the planning for tourism destination development relies on the public financing for increasing regional economic development while enhancing the image of the country abroad.

Development of creative industry-based tourism in Jayengan Surakarta has a strong connection with the national policy on BEKRAF (the Agency of Creative Economy), which has been clearly spelt out in the Blue Print of Creative Economy Development of 2015-2025 (BAPPEDA Surakarta, 2015). In connection with the National Policy on Urban and Rural Development, the BAPPENAS (National Planning Development Board) supports the development of creative industry-based tourism *kampung* implemented through countrywide “One Village One Product”. At the city level, the development of creative industry-based tourism in Jayengan Surakarta was supported by City Authority through the Blue Print of Surakarta Creative Industry Development, where *Jayengan Kampung Permata* (JKP) was declared as one out of 31 industrial clusters in Surakarta. The Surakarta Tourism Board has also integrated the JKP into Destination and Investment Tourism Plan 2016-2026. Program of “City’s *Kampung* Tourism” has been formulated to strengthen the development of JKP. The revitalization of *Gatot Subroto* Corridor to increase the accessibility to the area has reinforced the exposure of the JKP at local and national level.

At the locality i.e. *Kelurahan* level, the JKP is the prime program of the annual local plan of *Kelurahan* Jayengan, in which the *Kartopuran* square served as the centre of culinary, culture and sports along with JARWONO program, which integrates *Javanese*, *Chinese* and *Banjarnese* ethnics. Integration of the Development of JKP in the development plan indicates that JKP has a high priority development policy. Figure 3 exhibits the overall policy and interconnection among different level of policy directives.

Collaboration with relevant Institutions

Gray (1999) argued that collaboration for community-based tourism planning needs joint decision making between authorities, key stakeholders and an inter-

organizational community-based tourism domains to resolve the planning problems of the domain and/or to manage issues related to the planning and development of the domain. As Gunn (2014) identified, most problems in tourism industry are due to lack of coordination and cohesion within incoherently tourism industry. Thus, all other planning aspects should integrate with tourism planning. In this case, the JKP should become an effective organizational structure, which caters the collaboration among institutions involve in tourism industry. Firstly, the universities can be involved. Secondly, the government authorities at central and local levels as the most important stakeholders, in which their roles could be played through the setup of social and economic programs implemented by various government agencies. Thirdly, other relevant Community Based Organizations (CBOs) and Non-governmental Organizations (NGOs) such as *Batik* Community and Solo Creative City Networks could also play the roles of prime stakeholders. Finally, mass media, in which its role is to expand the publicities and to use the information technology for promotion. A proposed collaborative arrangement among stakeholders is shown in Figure 4. Several processes of FGD among related institutions for the development of JKP in the forum have been carried out to share their views towards successful JKP.

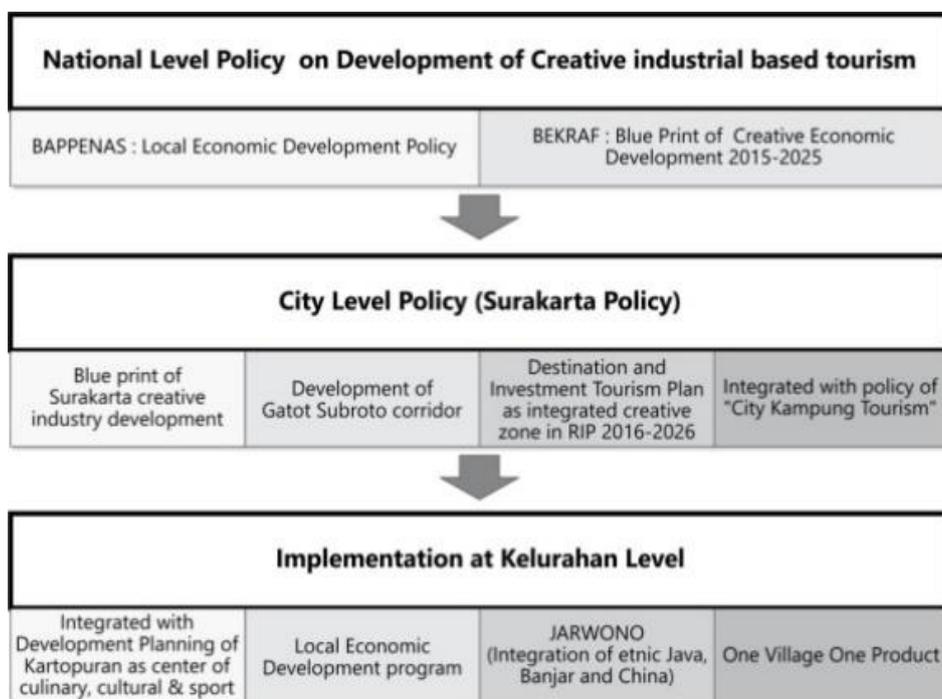


Figure 3 Integration of JKP in National and Local Policy
Source: Analysis Astuti, et al 2017

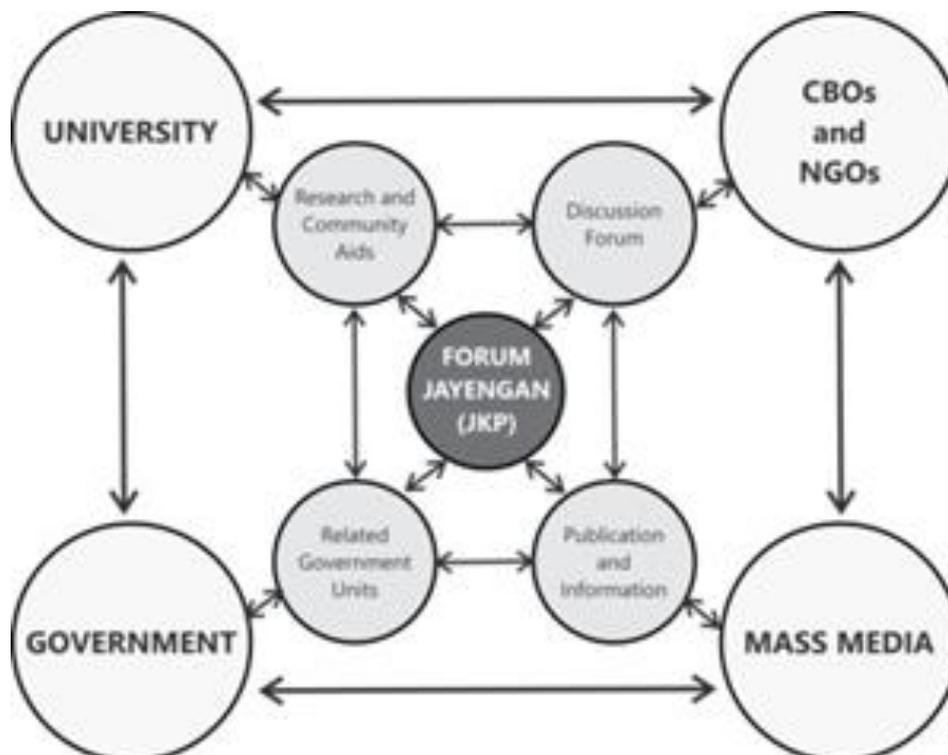


Figure 4 Collaborative Arrangement of various Institutions in JKP
 Sources: Astuti, et al 2017

Integration with Associated Economy Sectors

Development of tourism destination area usually leads to enhancing interconnected sectors such as transportation, housing quality improvement, urban economic development, industry, telecommunication and information, urban facilities etc. In the JKP, even though the prime tourist attraction is only jewel industry, but due to strong integration with supporting industries, such as diamond, gold and silver industries, the synergistic actions have happened and flourished. The authorities had also involved the other relevant industries, for example, by integrating Banjar culinary, annual events of *Hadrah* folklore, *Bubur Banjar* and other marketable products along with sufficient supporting facilities.

The revitalization of *Gatot Subroto* Corridor, in which the events took place, the development of associated services, such as hotels, travel agents, museums, and information centres have flourished. This confirms that the development of tourism destination in the study area has multiplier effects in enhancing socio-cultural and economic aspects of the city, which definitely brings more positive impacts to the citizens.

Proposed Integrated Planning Model of Creative Industry-based *Kampung* Tourism in Jayengan Surakarta (IP-CIKT Model)

The developed model is intended to achieve better planning, coordination, collaboration and development of the JKP itself, as the development of Creative Industry-based *Kampung* Tourism has multi-sectors' integration, involving several parties such as public sector, private sector, NGOs, community, academics and other relevant entities. This model called IP-CIKT, which integrates the master planning, community-based planning and collaborative planning processes among institutions.

The first step is the development of a Master Plan, which is basically a community development plan, where the process model is based on the problem solving models. It should begin from community understanding of tourism system and theory, problem identification and solution, and goal formulation. The Forum *Jayengan Kampung Permata* could become representation of the community. Second step is the creation of continuous interaction with community for verification and validation of *Kampung* characteristics during Community Forum. The process needs simultaneous integration that covers several elements, which are (1) integration of the government policies at national and local levels including *Kelurahan/Kampung* (2) integration of economic sectors and activities that affect and are affected by the development of JKP (3) integration of the program with both main and supporting industries, and (4) integration of associated socio-economic potentials to support the creative industry-based *Kampung* Tourism. The third step is the collaboration and integration with government institutions plan as well as private sector and NGO, where the community-based development plan has been formulated in the first place. This process is proposed to generate an appropriate integration of all efforts as well as the commitment of several parties in the development and strengthening inter-organizational collaboration towards the successful implementation of creative industry-based *Kampung* Tourism of Jayengan (see Figure 5). By considering the present status of JKP and all stakeholders involved, the model would reflect better performance of JKP. However, the model needs preconditions, such as city leadership, the courage of the community and collaborative spirit among stakeholders.

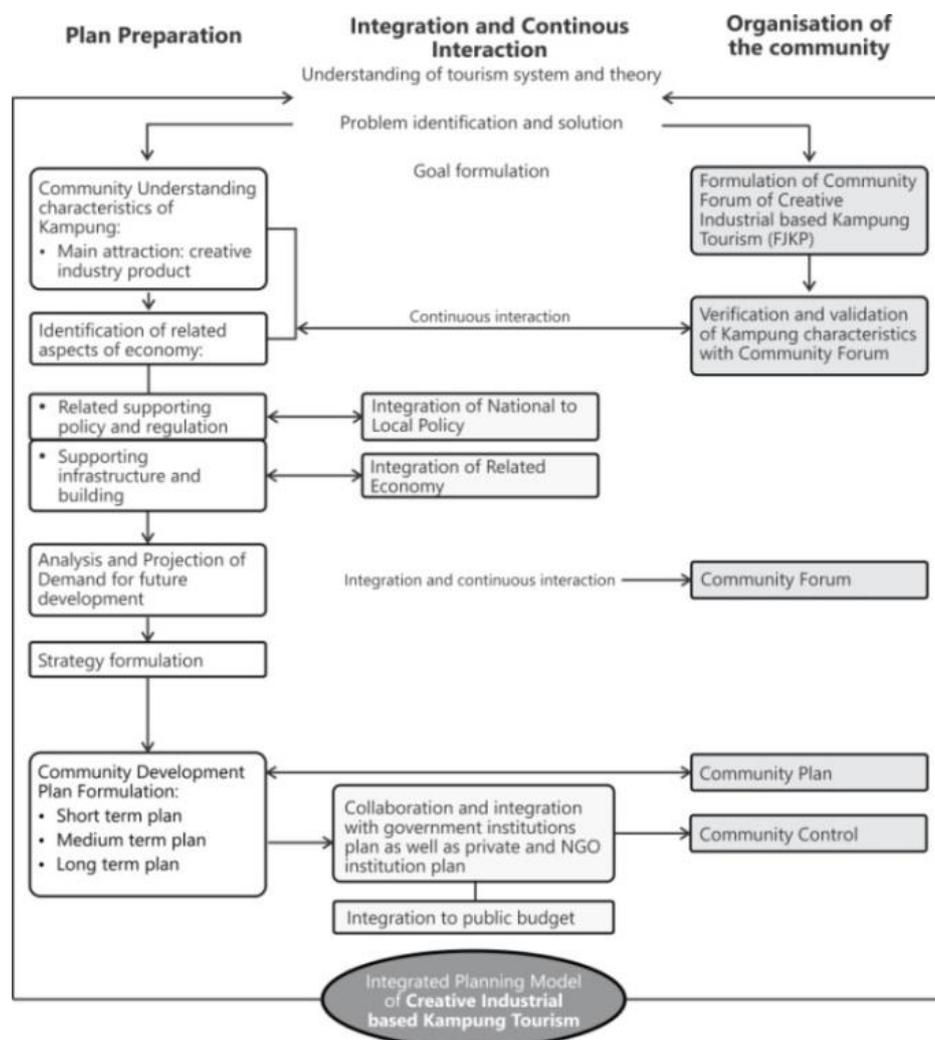


Figure 5 Integrated Planning Model of Creative Industrial -based *Kampung* Tourism in Jayengan Surakarta (IP-CIKT Model)

Sources : Astuti et al, 2017

The Practicality and Performance

The prime-mover of the model is the creative industry actors themselves, which consist of three ethnic groups of *Banjarnese*, *Javanese* and *Chinese*. They were formally organized since 2014 towards the vision of JKP with the help of local authorities. A Forum of Economic Development and Employment Promotion (FEDEP) has also played an essential roles to coordinate the process. Presently, the creative industry-based *Kampung* Jayengan main commodity is mostly jewellery related crafts. The local authority aims for *Kampung* Jayengan as the

second largest jewellery industry in Indonesia after Martapura in South Kalimantan. It is not impossible since the main actors in Jayengan are also blended *Banjarnese* who have inherited directly from Martapura. If the situation is brought in the Malaysia context, the situation resembles the Jonker Walk in Melaka where creative industry products are showcased and attracts many domestic and international tourists. However, unlike Jonker Walk Melaka, Kampung Jayengan Surakarta is not an urban heritage and it must grow with its own strengths and advantages. Strengthening and continuous development of the model are therefore necessary to support the vision of JKP. Authorities i.e. City Tourism Department, Cooperative Department, City Planning Department, FEDEP, CBO, NGO and academics must have a good coordination and always provide innovative ways to improve the performance of the model. The actors should be reminded that integration and synergy is the most important and crucial capital towards JKP vision.

The study has also identified that the most significant challenge in the implementation of the model (IP-CIKT Model) is the complexity of the Community-based Organization (CBO) where the community members have different perspectives and orientation to the development of the area. The presence of JKP Forum could be a great platform in the development of JKP, as the Forum becomes an agreed and shared instrument for integration of the community's perspective with other key resources such as government institutions, private institutions, and other similar community forums.

The grand design of JKP development has been prepared through the Forum of JKP, which was initiated by this research. The design should continuously be able to guide and direct the future development of JKP, given that all stakeholders respect the agreement during the JKP Forum. Continuous interaction between JKP Forum and all stakeholders of the JKP development becomes a key success in sustaining the program in *Jayengan*. Continuous enhancement of local community welfare would contribute to the development of Surakarta as creative city and economic development in the region.

CONCLUSION

With respect to urban-rural planning context, the potentials of creative industry i.e. actors, creativities and materials are usually plentiful in the rural areas. The only problem is that these potentials have never been exposed as rural economic opportunities and remained hidden without intervention of external forces. If the potentials are channelled to the city and combined with the similar prospective in the city and mainstreamed as part of the city planning as well as urban-rural connectivity, a tremendous economic prospect would be created. By this, urban-rural connectivity could be generated and thus minimise rural-urban divides.

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