



## Towards A Governance Model for A Creative Economy Based on Collaboration: A Study of the Responsibilities of Various Stakeholders

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### Abstract

This study delves into the dynamic landscape of local creative economy development in Bahari Bira, Bulukumba, examining challenges, opportunities, and strategic approaches. Through qualitative research employing in-depth interviews and direct observations, insights were gleaned from various stakeholders involved in fostering the local creative economy. The study encompassed individuals with diverse backgrounds, including a handicraft Miniatur Kapal Phinisi entrepreneur, the Head of Destination Division at the Bulukumba Tourism Office, a souvenir clothing entrepreneur, a homestay manager, and tourists. The findings underscore the crucial role of collaboration, innovation, community participation, and market understanding in nurturing the local creative economy. Insights from the Miniatur Kapal Phinisi entrepreneur highlight the importance of experience and knowledge in addressing challenges and seizing opportunities in local product development. Furthermore, the Head of the Destination Division emphasizes collaborative strategies across sectors to stimulate innovation and community impact. Perspectives from the souvenir clothing entrepreneur and homestay manager shed light on evolving consumer trends and the significance of community engagement. Tourist feedback underscores the importance of product quality, unique design, and awareness of local economic impact in their purchase decisions. This research offers valuable insights into the dynamics and potential of creative economy development in Bahari Bira, Bulukumba, providing strategic guidance for stakeholders to enhance competitiveness and sustainability in the local creative industry. Further research could broaden the interview scope to include additional stakeholders and delve deeper into specific aspects such as local economic impact or effective marketing strategies for local products.

**Keywords:** *Collaboration, Creative Economy, Destination, Innovation.*

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### INTRODUCTION

In the past decade, much research has focused on exploring the dual facets of creative economy development: its potential to empower local community participation and the challenges posed by dominant policies that can exacerbate livelihood vulnerability. Scholars have extensively examined how creative economy initiatives seek to harness local creativity and cultural resources to stimulate economic growth and social cohesion. Creative economy development seeks to strengthen local communities' participation in enhancing the exploitation and valuation of creativity. According to (Mahon et al., 2018), dominating creative economy policies can shape livelihood vulnerabilities among local communities. Local creative businesses contribute not only economically but also culturally and socially. (Kim & Chang, 2022) emphasize that the valuation of local creative enterprises should be based on economic potential and recognize the value of the benefits generated.

Creative economic development by utilizing the potential of local strengths is packaged into creative products with local cultural nuances. According to (Mahadipta and Utama, 2019), the creative economy development strategy includes utilizing the potential of local strengths to create creative products that reflect the nuances of local culture. This approach produces unique and attractive products, strengthens cultural identity, and increases community participation in the local economy (Feng et al., 2023). According to (Huang et al., 2023), integrating cultural elements and local wisdom into creative product strategy provides opportunities for businesses to develop sustainable innovation while considering economic sustainability and cultural diversity. Thus, developing the creative economy involves utilizing potential local strengths to create creative products that reflect local culture.

Creative social innovation capabilities influence locality-based creative products. According to (Gumulya et al., 2023), cultural background is a starting point for identifying new ideas and how to



translate culture into new products that benefit businesses. According to (Lin et al., 2020), locality-based creative products are influenced by technological innovation capabilities and creative social innovation capabilities. This approach recognizes the important role of social and cultural factors in creating products that reflect local values and traditional wisdom. In the development process, creative businesses consider technical and design aspects and interact with local communities to deeply understand their needs and preferences (Febrian et al., 2023). This enables the creation of products that are not only technologically innovative but also relevant and competitive in local and global markets. Thus, creative social innovation capabilities are key in developing creative products rooted in locality.

The destination of Bira, located in Bulukumba Regency, South Sulawesi, is known as a tourism destination (Musawantoro & Ridwan, 2020; Riska et al., 2020). In recent years, there has been an increasing interest in local products and authentic cultural experiences among tourists who seek more than just natural scenery (Andrade et al., 2021; Nyoman Sirayasa et al., 2024). In response to this trend, businesses in Bira Destination have started to develop local creative businesses as one of the main attractions (Ibrahim et al., 2013). These creative businesses cover a wide range of fields, from traditional handicrafts to unique local cuisine and arts and cultural performances (Latief et al., 2021). The existence of these creative enterprises not only enriches the tourist experience but also has the potential to provide significant economic benefits to local communities (Budimansyah & Hasimi, 2022; Rosyadi et al., 2020).

However, despite this potential, challenges arise. Many creative businesses still face obstacles in marketing, distribution, and understanding the added value of local products. In addition, changing tourism trends and evolving consumer needs demand continuous innovation and adaptation from creative businesses to remain relevant and competitive. According to (Raharjo et al., 2023), Although Society 5.0 offers the integration of advanced technologies such as artificial intelligence, Internet of Things (IoT), and virtual reality, not all creative economy actors can adopt these technologies. In the discourse on creative industries, there is a tendency to see creativity as something that can be utilized for economic gain

without regard to its impact on creative workers or other human aspects. According to (Lee, 2022), creativity tends to be considered a tool or instrument to achieve economic goals without regard to the welfare or perspective of the workforce involved. It is thus important to recognize the technology and the value or dignity of creative workers and to pay attention to the non-material aspects of creativity, such as freedom of expression and personal satisfaction.

Creative economy business innovation contributes to increasing tourist visits and destination image. Innovative, creative products and experiences can increase the tourist attractiveness of a destination (Setiawan & Shiratina, 2023). Innovation in the creative economy allows a destination to differentiate itself from other destinations. By offering unique and different products and experiences, the destination can attract a special market segment interested in creativity and innovation. According to (Eka Mahadewi, 2023; Xu et al., 2023), through innovative, creative products and experiences, a destination can strengthen its image as a center of creativity and uniqueness. Innovation in the creative economy can help destinations expand their market reach by attracting new market segments interested in creativity and innovation (Rachmawati et al., 2023; Widodo et al., 2023).

## **METHODS**

This research design uses a qualitative approach (Lexy et al., 2019). Data collection techniques were done through in-depth interviews involving informants from the five relevant stakeholders, direct observation of local creative activities and products in Bira tourist destinations, and documentation studies—document analysis related to tourism creative economy development policies, strategies, and programs in Bulukumba Regency. Informants comprised 5 people, including Phinisi Ship souvenir handicraft entrepreneurs, the Head of the Destination Division of Bulukumba Tourism Office, Clothing Souvenir Entrepreneurs, Homestay Managers, and the Tourist industry.

Data analysis was done with a thematic approach, focusing on patterns, themes, and meanings from the collected data. Data validity in this study is ensured through the triangulation of data sources, namely, by comparing data from various sources to ensure consistency and reliability. By involving five



informants from various stakeholders, it is hoped that this research can provide a comprehensive understanding of what the existence of a local product-based creative economy in the Bira Maritime tourist destination, Bulukumba, is like, the factors that influence the development of the local creative industry, the challenges faced by creative industry players, and the potential for collaboration between the tourism sector and the creative economy to strengthen the attractiveness of tourist destinations. The research

was conducted in September 2023 - March 2024 in the Bira destination area, Bulukumba Regency.

The informant in qualitative research refers to an individual or a group of individuals who provide firsthand information and insights relevant to the research topic. Informants are selected based on their knowledge, experiences, and perspectives that align with the objectives of the study. In-depth interviews, focus groups, or participant observation are common methods used to gather data from informants.

Table 1. Informant Profile and Question Focus

Age	Gender	Occupation / Code	Focus Question Item
38	Male	Phinisi Ship Miniature handicraft entrepreneur / A1	<ul style="list-style-type: none"> <li>• Experience and knowledge of local souvenir production and marketing, especially those related to nautical themes.</li> <li>• Perspective on challenges and opportunities in developing local-based creative products in Bira destination.</li> </ul>
49	Male	Head of Destination Division of Bulukumba Tourism Office / A2	<ul style="list-style-type: none"> <li>• Knowledge of policies, programs, and initiatives related to tourism creative economy development in Bulukumba Regency.</li> <li>• Views on inter-sector collaboration strategies in developing the creative economy in Bira destination.</li> </ul>
39	Female	Clothing Souvenir Entrepreneur/A3	<ul style="list-style-type: none"> <li>• Experience in developing and marketing local creative products, particularly those related to clothing and textiles</li> <li>• Perspective on changing trends and consumer preferences in the local creative industry.</li> </ul>
42	Male	Homestay Manager/A4	<ul style="list-style-type: none"> <li>• Experience managing local tourist accommodation, including challenges and opportunities in marketing homestays as part of the tourism experience.</li> <li>• Perspectives on community participation in local product-based creative economy development.</li> </ul>
25	Male	Travelers/A5	<ul style="list-style-type: none"> <li>• Experiences and views on local creative products offered at Bira destination.</li> <li>• Feedback on factors that influenced their decision to visit Bira Maritime tourism destination and purchase local creative products</li> </ul>

Source: Researcher, 2024

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Maritime tourist destination, Bulukumba, is like, the factors that influence the development of the local creative industry, the challenges faced by creative industry players, and the potential for collaboration

between the tourism sector and the creative economy to strengthen the attractiveness of tourist destinations. The research was conducted in September 2023 - March 2024 in the Bira destination area, Bulukumba Regency.

## RESULTS AND DISCUSSION

This research obtained information from various stakeholders involved in developing the creative economy in the Bira marine tourism destination Bulukumba. Interviews conducted in the Bira tourist area provided an in-depth understanding of the challenges, opportunities, and views on the development of local creative industries. First, from the Phinisi ship miniature handicraft entrepreneur, the informant provided experience in understanding the souvenir market in the Bira Maritime tourist destination and efforts to face challenges and take advantage of existing opportunities. Then, the Head of Destination at the Bulukumba Tourism Office provided insight into the role of collaboration between sectors in developing the creative economy in Bira destination.

Furthermore, clothing souvenir entrepreneurs provided perspectives on changing trends and consumer preferences in the local creative industry. At the same time, homestay managers shared their experiences managing local tourist accommodation and the importance of community participation in developing a local product-based creative economy. Finally, tourists provided feedback on their experiences exploring the Bira destination and purchasing local creative products and the factors that influenced their decisions.

The information obtained from these various perspectives can help us better understand the dynamics and potential of creative economic development at Bira Maritime. Collaboration, innovation, community participation, and market understanding are key to developing a local product-based creative economy at Bira Maritime destination, Bulukumba. The Phinisi ship miniature handicraft entrepreneur has extensive experience producing and marketing local souvenirs, especially those related to the nautical theme. The following is an interview excerpt: "I have extensive experience in producing and marketing local souvenirs, especially those related to nautical themes such as miniature Phinisi ships. Over the years, I have been involved in the manufacturing process and understand the intricacies of the souvenir

market in the Bira Maritime tourism destination", said the Phinisi ship miniature handicraft entrepreneur (A1/ February 23, 2024).

Challenges in developing local creative products in Bira destinations include intense competition with similar products from other regions. However, amidst these challenges, there are great opportunities to expand the market by improving the quality and innovation of local products. "In my experience, many challenges are faced when developing local-based creative products at Bira destination. One of them is the intense competition with similar products from other regions. However, I also see great opportunities in expanding the market by improving the quality and innovation of our products" (A1/ February 23, 2024).



Figure 1: Miniature Phinisi Ship (Source: Researcher, 2024)

Based on Figure 1, it appears that the handicrafts are now designed to be smaller, making them easier to transport. However, the innovation did not stop there;





changes also occurred in the miniatures' packaging. By adding elements that evoke the sea, the packaging keeps the items intact during transportation and provides a more memorable experience to the buyer. In addition to the physical product, protecting industrial and intellectual property rights is also an important part of this strategy. By protecting industrial design and brand rights through the constitutive system, artisans secure their work from misuse and ensure product value and identity. Thus, innovation not only includes the physical aspects of the product but also involves legal protection efforts that ensure the sustainability of the handicraft industry in Bira, Bulukumba. As in the following interview excerpt: "It is important for us to continue to enrich our creativity in design and materials used to meet the increasing market expectations. We also need to strengthen cooperation with related parties such as the Ministry of Law and Human Rights for production legality, the Tourism Office, and destination managers to improve the promotion and distribution of local products. With the right strategy, I believe local-based creative products can become one of the main attractions of Bira destination" (A1 / February 23, 2024).

Cultural value in handicraft products and consumer preferences. Handicraft products reflect the value and importance of culture in society and are also a source of income for the community. However, older consumers tend to be reluctant to accept innovation and prefer authentic and quality products. As incomes increase, people tend to favor more authentic and quality products. Handicraft products often demonstrate the value and importance of culture in society and as a source of income for the community (Ariffin et al., 2023). In contrast, older consumers are less receptive to innovation and prefer to buy authentic and quality products. In addition, as income increases, people favor more authentic and quality products (Shafi et al., 2021).

Experience in developing and marketing local creative products provides a valuable understanding of success in the industry. The importance of being responsive to changing trends and consumer preferences emphasized the need to keep abreast of market developments and understand consumer needs. Innovation and adaptation were key to maintaining local products' competitiveness in a dynamic and changing market. "My experience developing and

marketing local creative products, especially in apparel and textiles, has given me valuable insights. I have learned much about what it takes to succeed in this industry, from product design to effective marketing strategies." (A3 / March 2, 2024).

The importance of flexibility and creativity in meeting the challenges of local creative industries refers to the ability to adapt to changes that occur in a fast-changing and diverse business environment. Specifically, flexibility refers to the ability to adjust to various conditions and situations that may arise, such as changing market trends, increased competition, or changing consumer needs (Richards, 2020). Meanwhile, creativity involves generating new ideas, concepts, or innovative solutions to overcome challenges. In local creative industries, creativity is important in producing unique, attractive products in line with market needs and desires (Prasiasa et al., 2023). This is by the following quote: "I believe changing trends and consumer preferences are important factors in the local creative industry. We must remain responsive to these changes, keep abreast of the latest trends, and understand what the market wants. Innovation and adaptation are key to maintaining the competitiveness of our local products in a changing market" (A3/ March 2, 2024).

Therefore, the combination of experience in the industry, responsiveness to changing trends, and the ability to innovate are the cornerstones for the success of local creative industries in facing challenges and capitalizing on opportunities in a dynamic market. The interview's conclusion emphasizes the importance of flexibility and creativity in meeting the challenges of the local creative industry.

Creative economy development in Bira destination is done by creating collaboration between sectors (Ansell & Gash, 2008). This is found in the following interview excerpt: "I have in-depth knowledge of the policies, programs, and initiatives related to developing the creative tourism economy in Bulukumba Regency. We have implemented various programs to support the growth of the local creative industry,

Inter-sectoral collaboration is key to developing the creative economy at Bira destination. Involving various parties, such as local entrepreneurs, artist communities, educational institutions, and government, in a collaborative strategy can produce better



innovations and broadly impact the local community. The idea is contained in the following quote: “In my view, collaboration between sectors is crucial in developing the creative economy in Bira destination. We believe involving various parties, such as local entrepreneurs, artist communities, educational institutions, and government, in collaborative strategies can lead to better innovations and expand their positive impact on local communities. We are committed to building strong and Mutually beneficial partnerships to achieve our common goal of creative economy development at Bira Maritime tourism destination.” (A2/ 24 February 2024).

The service commitment of the Bulukumba district tourism office to tourism businesses is serious in achieving common goals in creative economic development in Bira Maritime tourism destinations. Public service is an inter-organizational process that requires collaborative efforts from all implementation actors to realize common goals (Osborne et al., 2013). The definition of collaborative governance, according to (Ansell & Gash, 2008), is a form of governance arrangement where one or more public agencies directly relate to non-state stakeholders in a formal, consensus-oriented, deliberative decision-making process and lead to the formulation or implementation of public policies, or can also be in the management of public programs or assets.

Overall, the interviews with tourists indicate that Bira, Bulukumba's destination, successfully attracts and satisfies its visitors by offering various local creative products and memorable tourism experiences. It is important for relevant parties, including local entrepreneurs and the local government, to continue to pay attention to and develop the aspects highlighted by tourists to keep the destination attractive and sustainable. Interviews with tourists painted a positive picture of the experience of visiting the destination of Bira, Bulukumba. Overall, tourists reported that various local creative products are offered in the destination, ranging from handicrafts to clothing and souvenirs. This shows that the destination can provide visitors with a rich and satisfying tourism experience. The following is an excerpt from the interview: “I have had a fulfilling experience exploring the Bira destination and discovering the variety of local creative products available here. From handicrafts to clothing and souvenirs, I found that these products enriched my

travel experience and provided insight into local culture and creativity” (A5/March 5, 2024).

When buying local creative products, tourists mentioned several factors influencing their decision. First of all, product quality and design uniqueness are the main factors considered. This shows that tourists are not only looking for visually appealing products but also have high-quality standards (Zhang et al., 2019). Furthermore, awareness of local economic impact is also important for tourists. This reflects the social awareness and responsibility of tourists towards the communities they visit: “When deciding to visit the Bira Bahari tourist destination and purchase local creative products, I am influenced by several factors. The product's quality and the design's uniqueness are certainly a major factor. However, knowing that my purchase will support the local economy and community is also important. In addition, the overall experience at the destination, including the ambiance, the friendliness of the local people, and the opportunity to interact with the local culture, also plays an important role in my decision to visit and shop in Bira.” (A5/March 5, 2024).

When deciding to purchase local creative products, travelers consider several important factors. It is necessary to prioritize product quality and design uniqueness while also paying attention to the local economic impact of the purchase. Awareness of supporting the local economy and communities is an important factor in the decision (Suhaeb et al., 2024). In addition, the overall experience of the destination, including the ambiance, the friendliness of local people, and the opportunity to interact with local culture, plays an important role in influencing the decision to visit and shop (Brennan, 2019). This analysis provides a positive view of the attractiveness and success of the destination of Bira, Bulukumba, in meeting tourists' expectations. Therefore, it is important for relevant parties, including local businesses and the local government, to continue to pay attention to and develop the aspects highlighted by tourists so that the destination remains attractive and sustainable in the long term.

The implications of the results of this study highlight the importance of collaboration, innovation, community participation, and market understanding as key elements in developing a local product-based creative economy at Bira Marine destination,



Bulukumba. With the understanding gained from these various perspectives, stakeholders can take appropriate strategic steps to improve the competitiveness and sustainability of local creative industries in the destination. The results of this study provide a deep understanding of the dynamics and potential of creative economic development in Bira Maritime destination, Bulukumba, through information obtained from various stakeholders involved. Interviews with local entrepreneurs, homestay managers, and tourists provide a comprehensive picture of the challenges, opportunities, and views on developing local creative industries at the destination.

From the point of view of the Phinisi ship miniature handicraft entrepreneurs, it appears that experience and knowledge of the local souvenir market, especially those related to nautical themes, is an important foundation in facing challenges and capitalizing on opportunities. The main challenges include intense competition with similar products from other regions, but with innovation and improved product quality, the local market can be expanded.

Collaboration between sectors was also raised as a key element in developing the creative economy in Bira destination, as expressed by the Head of the Destination Division of the Bulukumba Tourism Office. Involving various parties, such as local entrepreneurs, artist communities, educational institutions, and the government, in a collaborative strategy can result in better innovations and broadly impact the local community.

Furthermore, clothing souvenir entrepreneurs provided perspectives on changing trends and consumer preferences in the local creative industry. At the same time, homestay managers highlighted the importance of community participation in developing a local product-based creative economy. Tourists also conveyed the importance of product quality and uniqueness of design, as well as awareness of the impact of the local economy and the overall atmosphere in the destination as important factors in the decision to visit and shop in Bira.

This research has limitations, although the results obtained information from various stakeholders involved in developing the creative economy in Bira, Bulukumba. Some aspects have not been fully covered. For example, interviews were only conducted with local entrepreneurs, destination heads, homestay

managers, and tourists; future research would benefit from the coverage of interviews with other actors, such as educational institutions or local community organizations, to get a more complete point of view.

## CONCLUSION

Based on a research design that uses a qualitative approach with data collection techniques through in-depth interviews, direct observation, and analysis of related documents, this research aims to understand the existence of a local product-based creative economy in the marine tourist destination of Bira, Bulukumba. The research results provide an in-depth understanding of the challenges, opportunities, and views on the development of local creative industries from various stakeholders. From the results, it can be concluded that inter-sectoral collaboration, innovation, community participation, and market understanding are key elements in the development of the creative economy in the destination. Local entrepreneurs have crucial experience and knowledge in facing challenges and capitalizing on opportunities, especially by improving the quality and innovation of local products.

Collaboration between sectors, as highlighted by the Bulukumba Tourism Office, is an important cornerstone in producing better innovations that broadly impact the local community. In addition, changing trends and consumer preferences in the local creative industry need to be considered, and being responsive to these is key to maintaining the competitiveness of local products in a dynamic market. Flexibility and creativity were also emphasized as important in meeting the challenges of local creative industries. From tourists' perspective, product quality and uniqueness of design are the main factors considered in the decision to purchase local creative products. Awareness of the local economic impact and the overall experience in the destination also play an important role. A suggestion for this research is to expand the scope of interviews with other actors, such as educational institutions or local community organizations, to get a more complete point of view. In addition, the research could involve more in-depth analysis of certain aspects, such as the local economic impact of the creative industry or effective marketing strategies for local products.



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