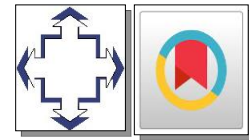


Stakeholders Management Strategy Model as an Effort to Develop Partnerships



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ARTICLE INFO

Article history

Received 16/04/2020

Revised 02/08/2020

Accepted 21/08/2020

Keywords

Industrial Cluster

Stakeholders

Partnership

ABSTRACT

To achieve a sustainable urban economic life, optimal support from the economic potential in urban areas is needed, especially the presence and support of stakeholders. The Industry, Cooperatives, Small and Medium Enterprises Office of Mataram City in West Nusa Tenggara Province, Indonesia is the main actor of the most dominant influential government agencies in the pearl gold and silver industrial cluster network which is one of the household-based business settlement areas that are still not optimal in its achievements, as a selected case study. This study was conducted to determine the achievement of agencies in the development of the pearl gold and silver industry cluster and determine the appropriate stakeholder management strategy model based on their interests and influence. The method used is descriptive qualitative and case studies using analysis of the level of influence and interest. The results of study show that the Industry, Cooperatives, Small and Medium Enterprises Office needs to intensively collaborate with the most influential and high-interest stakeholders to develop the industry cluster, namely stakeholders who are key stakeholders and context setters, namely Trading Office of Mataram City, Trading and Industry Office of West Nusa Tenggara Province, Tourism Office of Mataram City, Development Planning Agency at Sub-National Level of Mataram City, Ministry of Industry and Trading, National Development Planning Agency, the private sector, and financial institutions. Stakeholder management strategy model uses the Penta helix partnership model, which involves (1) the community, (2) the government, (3) private and financial institutions, (4) academics and associations also (5) media.

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1. Introduction

In the context of realizing economic life in urban areas in a sustainable manner, driving the potential for economic life in urban areas in a sustainable manner, driving the potential for economic life in the community becomes important. People who have potential expertise who live in some residential areas in urban areas, especially household-based business settlements, are one of the priorities capable of fostering a people's economy. Industrial cluster is one of the approaches used as an effort to develop economic activities which include being in the area of household-based business settlements in developing urban life. Industrial clusters consist of companies or business actors, suppliers of specific raw materials and inputs downstream (markets or exporters), government agencies (Papilo and Bantacut, 2016).

Local government, as a government institution, is one of the key stakeholders in the development of industrial clusters (Murti, 2010). Support from the local government is important in efforts to develop industrial clusters in a sustainable manner, especially in efforts to build and maintain cooperation, especially in sharing knowledge among cluster members in it (Sugiarto et al., 2010). One form of support is through stakeholder management to manage stakeholder involvement. The lack of stakeholder involvement can cause various problems. One of them is that it allows conflict to arise because of differences in viewpoints between stakeholders that can affect project time, cost, and quality (Bert Enserink LHJKe, 2010). Therefore, it becomes one of the important things to do studies related to stakeholder management strategies to optimize the efforts of industrial cluster development.

West Nusa Tenggara is a province that has several industrial clusters. The determination of the leading small industrial clusters of the city of Mataram are eight types of superior small industrial clusters of the Mataram City to consisting of pearl, gold and silver (PGS) handicrafts, leather crackers, tofu and tempe, the metal craft industry, wood and cukli crafts, convection and embroidery, shell and horn leather crafts, and processed foods. The PGS industrial cluster is the largest superior cluster compared to the number of other cluster units, namely 194 units out of a total of 1556 units spread across the city of Mataram (Government of Mataram City, 2009).

Based on Regional Regulation No. 12 of 2011 concerning Spatial Planning of Mataram City in 2011–2031 states that the Karang Pule village, Sekarbela sub district, Mataram City is designated as a tourism shopping area and the development of small industries. PGS industrial cluster area which is located in the Karang Pule village is included in the industrial development area. Lestari et al. (2019) in their research related to the PGS industry cluster stakeholders mapped that the Industry, Cooperatives, and Small Medium Enterprises (SMEs) Office of Mataram City became the main actor stakeholders who played a role in the development of the PGS industry cluster in the City of Mataram. However, the current collaboration between stakeholders is still not optimal, especially government agencies as key actors. Assistance provided by the government in the form of capital, skills, and technology, PGS cluster development still faces many obstacles. Especially the lack of information related to markets, design trends and appropriate technology so that the products produced are less able to compete with products from other regions. This is due to the aspect of coordination between stakeholders carried out internally and externally which has been running dynamically, but still has several obstacles, namely: there is still an egosectoral mindset of some stakeholders, limited budgetary funds and a legal basis that is still not strong enough to become technical guidelines in manage optimal budget planning for the development of the PGS industry cluster.

In order to support business development in an area, it is necessary to improve the quality and quantity of coordination among stakeholders, increase the commitment and participation of all stakeholders in carrying out their duties and roles, the maturation of coordination and assistance from stakeholders is needed to increase community participation and a review of plans and existing framework (Mahfud et al., 2015).

To overcome this, a stakeholder management strategy model is needed from key and dominant actors in developing coordination and cooperation in accordance with their respective roles and functions so that business development in the PGS industry cluster can be achieved optimally, both in quantity and quality of coordination and commitment and participation stakeholders. In addition, the resulting model will also contribute to the Industry, Cooperatives, SME's as the main actor in the development of PGS industry clusters in developing cooperation, particularly through partnerships with relevant stakeholders and can provide economic value benefits for businesses and communities in the MEP industry cluster.

2. Literature Review

In the framework of developing industrial clusters, it is necessary to identify relevant stakeholders and determine the appropriate stakeholder management strategy model. This is done because each stakeholder carries separate interests which may differ from one another (Hermans and Thiesen, 2008). Stakeholders are classified as 1) Subject stakeholders, 2) Key player stakeholders, 3) Stakeholder context setters, and 4) Stakeholder crowds, namely stakeholders with low levels of importance and influence (Reed et al., 2009).

According to Nugroho (2014) stakeholders in development programs are classified based on their role, namely: 1) Policy Creator, 2) Coordinator, 3) Facilitator, 4) Implementer and 5) Accelerator. Role is a dynamic aspect of the position, if someone does his rights and obligations according to his position, meaning he has carried out a role (Soekanto, 2002). The roles of primary and key stakeholders who have roles as implementers, coordinators, implementers, assistants, and facilitators. Meanwhile, secondary stakeholders or supporters who act as facilitators. The role of primary and secondary stakeholders must contribute to each other and be dynamic in carrying out their roles so that optimal goals can be achieved.

Subarsono (2005) said that bureaucratic structures that are too long tend to weaken supervision and cause red tape (complicated and complex bureaucratic procedures), therefore an effective and efficient bureaucratic structure is needed. According to Sulistyani (2004), a partnership is a collaboration carried out between individuals or groups who have a common goal. A partnership will be formed if several conditions are met, namely there are two or more parties who have a partnership, have a common vision in achieving goals, have an agreement, and need each other between the partners. Sulistyani (2004) also mentions that there are three forms of partnership models, namely:

1. A pseudo partnership or pseudo partnership is an alliance that occurs between two or more parties but does not do balanced cooperation with one another.
2. The mutualistic partnership is a partnership of two or more parties who are equally aware of the important aspects of conducting partnerships, namely to provide mutual benefits and get more benefits, so that they will be able to achieve their goals more optimally.
3. Conjugation partnership, a partnership analogous to life "paramecium". Two paramecium conjugate to get energy and then separate from each other, and can then divide.

A strong and mutually beneficial partnership that can increase profits can be achieved with a balanced commitment from one stakeholder to another. With the partnership, all problems can be handled properly in an open, effective and efficient manner. With this condition, it is expected that all problems that become obstacles can be overcome in a good way by providing mutual benefits between parties who partner. In implementing partnerships that involve relevant stakeholders in competition in the globalization era, appropriate and appropriate managerial practices are needed. In practice, the management process is defined in the main functions that influence each other. Management functions are elaborated with the functions of planning, organizing, staffing, directing ,

coordinating, reporting, budgeting (Fattah, 2013). Furthermore, management function is translated into:

1. Planning; the function of partnership planning is to determine the goals or framework of action needed to achieve certain goals, by examining the weaknesses and strengths of the organization, as well as opportunities and threats so that strategies, policies, tactics, and programs are found. Planning is an activity that will be carried out in the future. Planning is the process of determining goals or objectives to be achieved and determining the paths and resources needed to be as efficient and effective as possible, in which three activities cannot be validated, namely the formulation of goals to be achieved,
2. Organizing; organizing functions include functions, relationships, and structures that can be used to facilitate the allocation of resources with the right combination to implement the leader's plan (leading); Managerial functions describe how leaders direct and influence their members in carrying out tasks by creating a pleasant atmosphere for working together. Associated with a partnership means that each partner has a different leader, with different characteristics, behaviors, and characteristics, so the ideas that emerge will be different.
3. Controlling; controlling function which includes setting standards, supervising and measuring the implementation/appearance of standards and providing confidence that the objectives are achieved. supervision is a basic process that is essentially still needed despite the complexity and breadth of an organization. In the process of supervision, stages are needed to implement it, namely setting implementation standards, measuring the implementation of work compared to standards and determining the gap (deviation) between implementation with standards and plans.

Planning stakeholder management is important because if the stakeholders involved in the program are identified, it will facilitate the agency in managing and determining the next step. Good stakeholder management can improve project performance for the better (Bovaird, 2004). The management of stakeholders with the partnership is then directed to optimize the main objectives of partnering in the effort to develop PGS industry clusters in the form of targets that are realized in their main tasks and functions. General duties and functions, in general, are things that must even be done by an organization member or employee in an agency regularly following its ability to complete work programs that have been made based on the objectives, vision, and mission of an organization (Moekijat, 1998).

As a model for developing partnerships with stakeholders, the Penta-Helix model is based on five types of stakeholders: business, public administration, residents, the knowledge sector and capital. The model is very useful for multi-stakeholder problem areas where stakeholders represent a variety of interests on the site or problem. Penta helix (Lindmark, Sturesson & Roos, 2009) is an extension of the triple helix strategy by involving various elements of society or non-profit organizations to realize innovation. Through this synergistic collaboration, it is hoped that it can realize an innovation that is supported by a variety of resources that interact synergistically. Academics are sources of knowledge that have concepts, theories in business development to obtain a sustainable competitive advantage. Communities are people who have the same interests and are relevant to the business being developed. The government is one of the shareholders who have regulations and responsibilities in developing business. Business or private are entities that have activities in processing goods or services to be valuable. Meanwhile, the media are stakeholders who have more information to develop the business and play a strong role in promoting the business. In the context of economic development in urban areas, the media (both conventional and social media) play a significant role (Porlezza & Colapinto, 2012), although it remains an independent element or is not directly affected by other elements in carrying out their part or function. With some literature that supports and considers the condition of the development of the entity to related stakeholders, a

stakeholder management strategy is made with the right model so that it will have sustainable benefits for stakeholders and the development of regional potential in the future.

3. Research Method

The study was conducted with a qualitative approach and case studies. A qualitative approach using a descriptive method with selected case studies is that the most dominant stakeholder has a large influence on the network of relevant stakeholders involved in the effort to develop PGS industry clusters based on research that has been done previously (Lestari et al., 2019). Determination of informants uses purposive sampling techniques to determine key informants with key informants then interviews are developed following the input of these key informants. Deepening is considered complete when there has been a saturation of information from key informants marked by the repetition of the same information (Bungin, 2010). Stakeholder analysis is carried out for the interpretation of interests and influences, stakeholder relations. According to Reed et al. (2009), this analysis was carried out by identifying stakeholders, classifying and categorizing the influence and interests of stakeholders as well as relationships among stakeholders. The interpretation of the influence and interests of each stakeholder is presented in the matrix of influence of interest. Interpretation of importance and influence based on the criteria that have been compiled on the questionnaire so that it can be stated in a score measure (quantitative). Interpretation is the result of a modification of the study (Abbas, 2005), then developed with a 3-tiered score measure (the classification and categorization of the influence and interests of stakeholders and the relationship between stakeholders (Table 1).

Table 1. Quantitative Measures of Influence and Interest of Each Stakeholder

Score	Range	Criteria	Information
The importance			
3	10-15	High	High expectations, motivation, involvement and potential benefits for the development of PGS industry cluster.
2	5-10	Medium	Have hope, motivation, involvement and potential benefits that are currently on the development of PGS industry cluster
1	0-5	Low	Have low expectations, motivation, involvement, dependency and potential benefits for the development of the PGS industry cluster.
Influence			
3	10-15	High	Has the authority, position in management, implementation contribution and influence on other parties who are full in the sustainability of PGS industry cluster development
2	5-10	Medium	Has the authority, position in management, implementation contribution and limited influence to other parties in the sustainability of PGS industry cluster development
1	0-5	Low	Do not have the authority, position in management, implementation Contribution and influence to other parties in the sustainability of PGS industry cluster development

Quantitative measurement results are placed in a table of influences and interests divided into four quadrants (Figure 1). The scope of the study is the cluster of PGS in Mataram City. Data collection was carried out through primary data collection methods with interview techniques and field observations of the Industry, Cooperatives, SMEs Office of Mataram City and relevant stakeholders as participants. They were invented as participants because they were involved in the development of the pearl, gold and silver craft industry cluster. The secondary data collection was conducted through institutional surveys and literature reviews. Interview technique contains structured questions or statements to the perpetrators/institutions/institutions to get information about the involvement of actors in the development of the PGS handicraft industry cluster; mapping of

stakeholders involved requirements for the formation of network interactions and assessment of the perpetrator's relationship. Field observations are used to observe the physical and non-physical conditions of the study area related to the innovation of local institutions involved in the cluster of PGS handicraft industries.

4. Results and Discussion

Pearl, Gold and Silver Industry Clusters

The PGS industry cluster is spread across four neighborhoods in Karang Pule urban village from seven existing environments, namely in the Pande Besi, West Pande Mas, East Pande Mas and Mas Mutiara neighborhoods. For the distribution of craftsmen spread across the four neighborhoods, but in the area of Pande Mas Timur that dominates. The location of the craftsmen is mostly a residential house which is also used as a workshop. Whereas for the distribution of craftsmen who are also entrepreneurs there are in Mas Mutiara and West Pande Mas in Karang Pule urban village but the number is still small. As for the distribution of entrepreneurs (traders) in the four neighborhoods, for traders scattered along the main road namely Sultan Kaharudin street which is indeed the most strategic location for selling products.

Before developing as a residential area and developing small industries, Sekarbela area was a rice field area. However, since the PGS craft began to develop, the area became the largest PGS craft industry center in Mataram city. The largest industrial estate is located along Sultan Kaharudin street, Karang Pule urban village, this area is filled with PGS shops owned by entrepreneurs, besides that there is a Mataram craft center shopping complex that can be used as an icon to strengthen the area as a center for PGS handicrafts.

Most of the suppliers of raw materials come from outside the region. For pearl raw materials sourced from pearl farmers in Lombok and Sumbawa, while the supplier of gold raw materials comes from PT. Antam and some also come from mud containing gold obtained from the Sekotong area of West Lombok Regency. The making of PGS handicrafts in the city of Mataram is included in the category of carpentry categories (handmade), most are still done traditionally, and by using tools that are classified as simple. Support for the development of production technology has been provided by the Ministry of Industry through the assistance of casting equipment. However, the use of the casting machine is not optimal because the craftsmen still do not have the knowledge and skills in making the mall needed for the manufacture of components or products in large quantities.

At present, the institutional form at the level of craftsmen is in the form of a group of craftsmen who have reached 10 groups (each group consists of 10 craftsmen). The activities of this group of craftsmen are still limited to the exchange of information and skills and some of them share production if there are enough orders. Group management and coordination among members themselves are still very weak. The parties involved in the industrial cluster network consist of core industries, supplier industries, buyers/consumers, supporting industries, related industries, and supporting institutions/institutions as shown in Figure 1 :

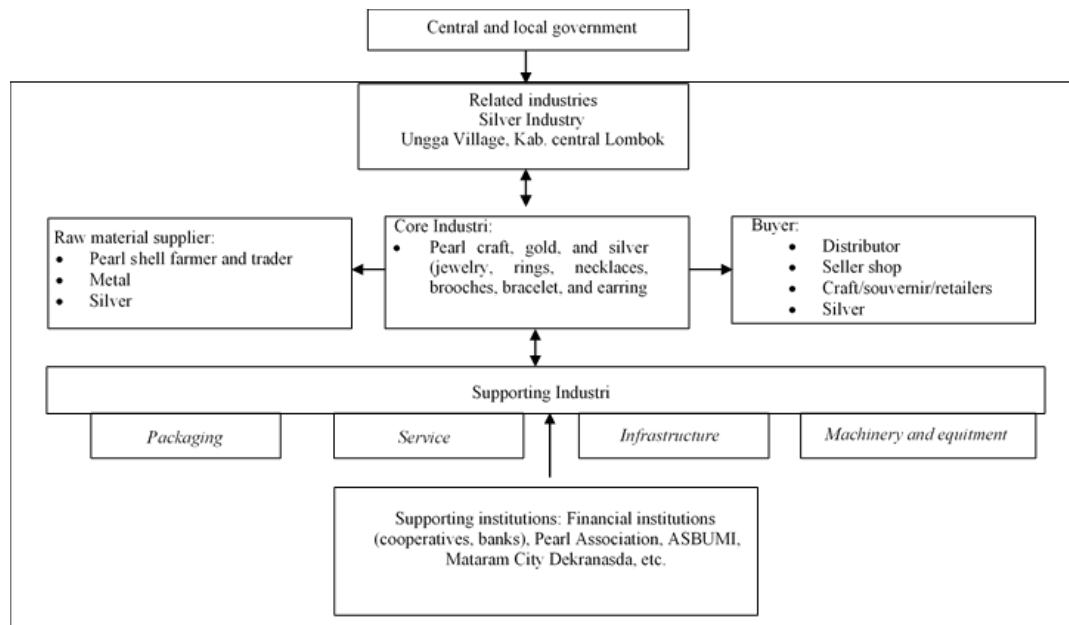


Figure 1. Relationship and role of stakeholders on PGS Sekarbela cluster development
Source: Lestari et al. (2019)

Local Government Stakeholder Entities: Industry Office, Cooperatives, Small and Medium Enterprises in the City of Mataram

Based on the results of previous studies (Lestari et al., 2019), the Industry, Cooperatives, and SMEs is:

1. The central actor in the network is characterized by a large number of relationships or relationships that are owned by other stakeholders,
2. Having closeness and ease in disseminating information to get innovations needed by PGS cluster business actors,
3. It is the dominant and important liaison agency in the network of information and knowledge flows because many stakeholders in the network depend on these institutions.

This can be seen from the position of the Industry, Cooperatives, and SMEs of Mataram City in figure 2:

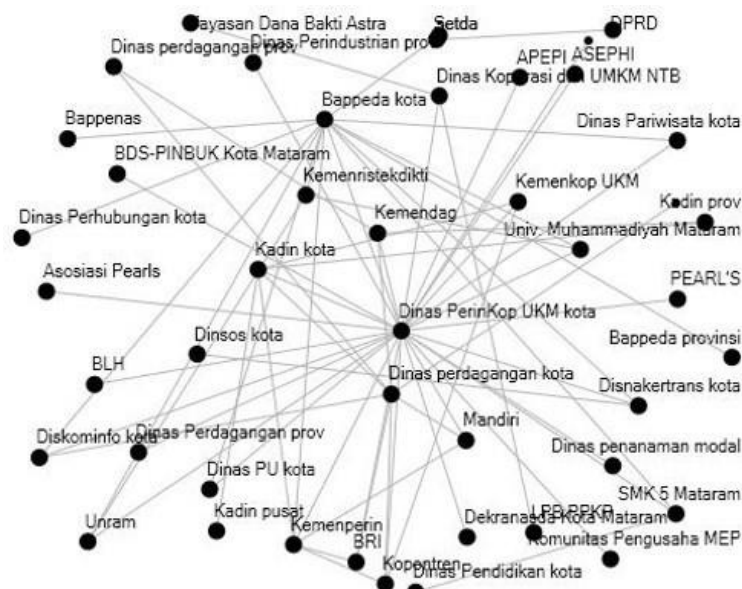


Figure 2. Position of Mataram City Industry, Operations and SMEs Office among the PGS industry cluster stakeholders.

Source: Lestari et al. (2019)

The vision of the Industry, Cooperatives and SMEs Office of Mataram City following the 2016-2021 service strategic plan is "Realization of Strong, Advanced and Independent Industry, Cooperative, Small and Medium Enterprises Sector". To achieve this vision, the Industry, Cooperatives, and SMEs Office of Mataram city has a mission, namely:

1. Enhancing the role of SMEs in the framework of developing a populist economic system
2. Improve cooperatives with legal strength and accurate cooperative data.
3. Increasing industrial activities that are highly competitive, environmentally friendly by focusing on the local economy as a regional economic driver

Efforts that have been made optimally by agencies in achieving the vision and mission include:

1. Conduct training, both technical production, and management, for increasing the knowledge and skills (skills) of SMEs players.
2. Increasing the promotion of SMEs through exhibitions and training in on-line store or e-Commerce development.
3. Provide equipment assistance that supports increased production.

While the support provided by the agency for the development of the PGS industry cluster, includes:

1. Training for craftsman skills improvement
2. Promotional facilitation in the form of participation in exhibitions.
3. Work equipment assistance

The influence that has been given or achieved by the agency in the effort to develop the PGS industry cluster is to increase the knowledge or ability of the craftsmen in developing their business, both in terms of production quality and quantity. Also, craftsmen can access markets outside the region through participation in exhibitions. The community or craftsmen have succeeded in forming an association of entrepreneurs and PGS craftsmen. The community provides response and support to agencies in efforts to develop PGS industry clusters. This is demonstrated through the participation of craftsmen in activities carried out by the department or ministry.

So in the effort to develop the PGS industry cluster as an effort to achieve the vision and mission not only get the support of the community and PGS group of craftsmen or entrepreneurs but also some related stakeholders. In this case, not all stakeholders involved in developing PGS industry clusters have carried out their roles to the full. This is indicated by the lack of activities and financial support from several stakeholders.

Meanwhile, to support business development in an area, it is necessary to improve the quality and quantity of coordination between stakeholders, increase the commitment and participation of all stakeholders in carrying out their duties and roles, the maturation of coordination and assistance from stakeholders is needed to increase community participation (Mahfud et al., 2015) as well as partnerships as collaboration between individuals or groups who have a common goal (Sulistiyani, 2004).

MAPPING STAKEHOLDERS

Stakeholders involvement

The involvement of stakeholders related to the Industry, Cooperatives, and SMEs Office of Mataram City supports the development of pearl, gold, and silver industry clusters as residential areas based on household businesses need to be identified, including the form of stakeholder support, which is carried out through communication and coordination through channels formal or informal. Based on the results of the interviews, the parties involved in the processing through the provision of product quality improvement training and production technical training are the Industry, Cooperatives, and SMEs Office of Mataram city, Trading Office of Mataram City also Trading and Industry of West Nusa Tenggara Province. The offices also helps facilitate promotions and exhibitions. Development Planning Agency at Sub-National Level (BAPPEDA) of Mataram City is responsible for the regional

planning process (spatial planning) to support the PGS industrial cluster as a shopping tourism destination. For more details related stakeholders associated with Industry, Cooperatives, and SMEs Office of Mataram City identified six main groups, namely: 1) Public; 2) Government; 3) Private; 4) Financial institutions, 5) Academics, and 6) Association. Stakeholder groups that are actively involved with some forms of support can be seen in the following Table 2:

Table 2. Stakeholders Department of Industry, Cooperatives and SMEs in Mataram City and their forms of support

No	Group	Agencies / Institutions	Form of Support
1	Public	Craftsman Group and Businessman	Receive and develop assistance, receive information and knowledge (education and training),
		Public Figure	Facilitation of communication and development efforts
2	Government	Trading Office of Mataram City	a. Capital aid revolving fund Equipment assistance Facilitation of promotion and exhibition Technical raining in production b. Technical training for the production of Internships outside the region c. Financial and administration management training
		Trading and Industry Office of West Nusa Tenggara Province	Quality improvement training Facilitation of domestic and foreign exhibitions
		Tourism Office of Mataram City	Promotion through tourism brochures Facilitate exhibit participation (sharing Funding of Mataram City blueprint; Planning of Sekarbela as a shopping destination
		Development Planning Agency at Sub-National Level (BAPPEDA) of Mataram City Ministry of Industry and Trading	Business management training collaboration with Development of the Mataram Craft Center as a pearl, gold, and silver shopping center Assistance with the procurement of Casting tools
		National Development Planning Agency (BAPPENAS)	Policies related to PGS cluster
3	Private	PT Telkom	Facilitation of funding and market development
4	Financial institutions	Mandiri, BRI, BUMN/CSR, Cooperatives	Providing loans for investment and working capital
		Islamic Boarding School Al Raisiyah	Training
5	Academics	Research institutions and Dedication University Muhammadiyah	Research related to the prospect of PGS and the use of PGS area space and its implications
6	Association	Pearls Association (Unity traders and pearl craftsman Lombok), PGS community and businessman	Market development/expansion through discussion/meeting business actors
		ASBUMI (Association Cultured Pearls Indonesian)	Information service development of ideas and strategies
		ASEPHI (Associations of Exporters and Producers of Indonesian Handcraft)	Information and facilitation for exhibition participation
		Dekranasda (Council National Crafts Area) Of Mataram City	Promotion
		API (Association Jewelry Manufacturer Indonesia)	Business development to Craftsmen

Source: Literatures

Stakeholders Analysis

Based on the form of support that is given by each stakeholder on efforts PGS industry cluster development then the level of importance and the influence of these stakeholders can be shown in the following table 3:

Table 3. Level of Interest and Influence of Stakeholders in Development PGS Industry Cluster on Agencies (before Matrix)

No	Group	Agencies / Institutions	Level of Importance	Level of Influence Agencies/Institutions
1	Public	Craftsmen groups, sellers, agent and craftsmen and seller	High as a development agent	Low does not have policy access
		Wide community	High as an impact recipient	Low does not have policy access
		Public figure	High as a facilitator	Low does not have policy access
2	Government	Trading Office of Mataram City	High as a facilitator and coach	High as a policymaker
		Trading and Industry Office of West Nusa Tenggara Province	High as a facilitator and coach	High as a policymaker
		Tourism Office Of Mataram City	High as a facilitator	High as a policymaker
		Development Planning Agency at Sub-National Level (BAPPEDA) of Mataram City	Low as the recipient of achievements	Higher as a policy Planner
		Ministry of Industry and Trading	Low as the recipient of achievements	High as Planners and policy supporters
		National Development Planning Agency (BAPPENAS)	Low as the recipient of achievements	High as Planners and policy supporters
3	Private	PT Telkom	Low as the recipient of achievements	High as a funding facilitator
4	The institution finance/ financing	Mandiri, BRI, BUMN / CSR, Cooperative	Low as the recipient of achievements	High as a lender and capital
		Islamic boarding school 'Al Raisiyah	Low as the recipient of achievements	High as a facilitator
5	Academic	Research institutions and Dedication University Muhammadiyah Mataram	Low as the recipient of achievements	Low as policymakers
		SMK 5 Mataram	Low as the recipient of achievements	Low as policymakers
6	Association	Pearls Association(unity traders and Craftsman Lombok pearls), the community PGS businessman	Low as the recipient of achievements	Low as policymakers
		ASBUMI(Association for pearl farming Indonesia),	Low as the recipient of achievements	Low as policymakers
		ASEPHI(Association of Exporters and Producers of Indonesian Handicraft),	Low as the recipient of achievements	Low as policymakers
		Dekranasda(Crafts Council Regional National) of Mataram City	Low as the recipient of achievements	Low as policymakers
		APEPI(Association Producer Jewelry Indonesia)	Low as the recipient of achievements	Low as policymakers

Source: Author analysis

The categories of stakeholders based on their level of importance and influence can be seen in the following figure 3

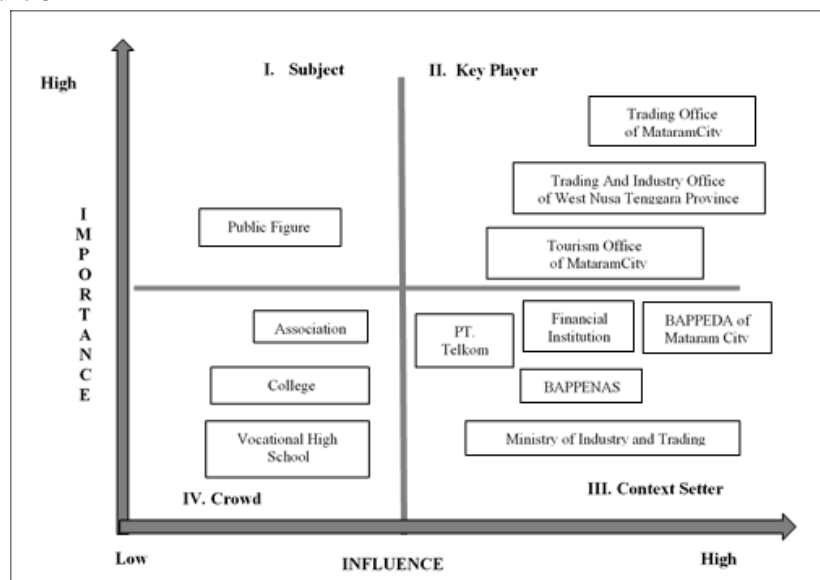


Figure 3. Matrix of Influences and Interests of Stakeholders

Source: Author analysis

The role is a dynamic aspect of the position if someone does his rights and obligations in accordance with his position, it means he has carried out a role (Soekanto, 2012). PGS industry cluster development is influenced by the role of internal stakeholders, namely primary and key stakeholders who have roles as implementers, coordinators, implementers, assistants and facilitators. Meanwhile, external stakeholders include secondary or supporting stakeholders who act as facilitators.

In this case, internal stakeholders who have a key and critical role in the development of the PGS industry cluster are those who occupy the position of quadrant I (subject) and quadrant II (key player). Quadrant I is occupied by the community, consisting of a group of PGS craftsmen and entrepreneurs as well as community leaders while quadrant II is occupied by the government, which consists trading and industry office of West Nusa Tenggara province, trading office of Mataram city and tourism office of Mataram city. Secondary stakeholders or supporters who act as facilitators occupy the position of quadrant III (context setter) and quadrant IV (crowd). Quadrant III position is occupied by the government, that are BAPPENAS, BAPPEDA of Mataram City and Ministry of Industry and Trading as well as private parties, namely PT Telkom and financial institutions while the quadrant IV position is occupied by academics, namely universities and vocational high schools and associates.

Based on the matrix of the level of importance and the level of influence that occupies the position of quadrant I (subject), there are stakeholders from the Industry, Cooperatives, and SMEs Office of Mataram City with a high level of interest and a low level of influence, namely the PGS group of artisans and entrepreneurs and local community leaders. If this activity wants to protect their interests, then special initiatives are needed mainly because they are the parties who are most affected by this activity. Increasing the capacity and increasing awareness of the development of the PGS industry cluster as one of the potentials that support a sustainable economic life system is one of the efforts that can be taken to involve stakeholders.

The position of quadrant II (key players) in the development of the PGS industry cluster consists of the Trading Office of Mataram City, Industry and Trading Office of West Nusa Tenggara Province and Tourism Office of Mataram City. This stakeholder is the most critical group because it has the same high importance and influence. Quadrant II is occupied by stakeholders who act as the

main players and have great potential in developing the PGS industry cluster. An optimal partnership is needed so that PGS industry cluster development activities can achieve the expected performance. Quadrant position III (context setter) as stakeholders of the Industry, Cooperatives, and SMEs Office of Mataram City has a low level of importance and a high level of influence that Development Planning Agency at Sub-National Level (BAPPEDA) of Mataram City, Ministry of Industry and Trade, National Development Planning Agency (BAPPENAS), Private, financial institutions and associations. Quadrant III position has many stakeholders so it is very potential to do a partnership effort so that it can enhance the role of of Department of Industry, Cooperatives, and SMEs in developing the PGS industry cluster and achieving its vision and mission. Quadrant IV (crowd) there are stakeholders, with a low level of importance and a low level of influence, namely Higher Education and. These stakeholders do not require intensive involvement in achieving the objectives of the activity but if possible, it is necessary to conduct periodic monitoring and evaluation to determine the development of their interests.

Achievement of Vision and Mission Based on the Mapping of Stakeholders

From the results of classification, these stakeholders can then it is known that to reach the vision and mission of the Industry, Cooperatives, and SMEs Office of Mataram city needs to be done function optimization of especially the institutions involved in the group of key players. The next context setter group need to be encouraged to be involved in a way optimal also in achieving ongoing partnership. In the implementation of management PGS industry cluster seen role, some stakeholders are not optimal in management. Bryson (2003) said resource management was not yet optimal due to the non-optimal role of stakeholders in determining policy. Referring to the stakeholder quadrant (Reed, 2009,) influential stakeholders in determining management policies are found in key stakeholders and context setters consisting of the Mataram City Trade Office, Trade and Industry Office West Nusa Tenggara Province, the Mataram City Tourism

Office, Development Planning Agency at Sub-National Level (BAPPEDA) of Mataram City, Ministry of Industry and Trade, National Development Planning Agency (BAPPENAS), Private (PT. Telkom), and financial institutions. Based on stakeholder mapping and efforts that have been made by the Industry, Cooperatives, and SMEs Office of Mataram City, it is necessary to carry out intensive activities and collaboration with relevant stakeholders. To optimize the role of stakeholders, a management strategy for stakeholders needs to be done through partnerships with appropriate efforts and agreed by all parties to work together to advance and develop the PGS industry cluster as a leading industry cluster in the city of Mataram.

Stakeholders Management Strategy

Related to partnership management, then a management strategy is needed appropriate and directed following Department of Industry, Cooperatives, and SMEs vision and mission Mataram, especially in efforts of PGS industry cluster development based on aspects of roles and partnership management towards related stakeholders. That partnership appropriate to do by Department of Industry, Cooperatives, and SMEs towards stakeholders related to PGS industry cluster development is a mutualistic partnership. On this mutualistic partnership is expected two or more parties who are partnering can give each other benefits and get benefits more so that it will be able to reach more optimal goals.

Partnership management strategy based on the role of stakeholders Department of Industry, Cooperatives, and SMEs Office of Mataram City can be seen in table 4 as follows :

Table 4. Partnership Management and the Role of the Department of Industry, Cooperatives, and SMEs Office of Mataram City on PGS Industry Cluster Development

No	Management	Role				
		Policymaker	Coordinator	The facilitator	Implementation	Accelerator
1	Planning	Government	Government	Government	Government	Government
2	Organizing	Government	Government, Private, and The institution Financing	Government, Private, and The institution Financing, Academics, and Associations	Government, Private, and The institution Financing	Government, Private, and Financing Institutions
3	Leading	Government	Government, Private, and The institution Financing	Government, Private, and The institution Financing, Academics, and Associations	Government, Private, and The institution Financing	Government, Private, and Financing Institutions
4	Controlling	Government	Government, Private, and The institution Financing	Government, Private, and The institution Financing, Academics, and Associations	Government, Private, and The institution Financing	Government, Private, and Financing Institutions

Source: Author analysis

Based on the roles and functions of partnership management towards each of these stakeholders can then be described in the form of basic tasks and functions within the partnership. That can be described in table 5 as follows.

Table 5. The Roles And Functions Of Partnership Management

No	Stakeholder	Main Task	Function
1	Public		
	a. Craftsmen Group and PGS Entrepreneurs	Active group participation Craftsmen and entrepreneurs PGS Make an effort simultaneous Acceleration of development industrial cluster or SMEs	Involved in planning, management and retrieval development-related decisions PGS industry Evaluating development PGS industry as a tourist area shopping Exploring and preserving tourism with develop local potential Make efforts to improve the quality and quantity of industry and PGS management
	b. Public Figure	Active participation in the development of the PGS industry cluster	Facilitating and communicating related to the development of the PGS industry
2	Government		
	a. Trading Office Of Mataram City	Increase effectiveness business development Increasing the effectiveness Of developing the superior potential of regions based on local resources	Increase: 1) the number of business licenses issued, 2) the number of entrepreneurs new, 3) ratio of active cooperatives, 4) the percentage of UMKM and 5) the amount BMT / LKM Increase: 1) Percentage of MSMEs who get help / facilitated 2) MSME Human Resources Ratio trained 3) Cluster coverage regional superior
	b. Trading and Industry of West Nusa Tenggara Province	Cultivate and Developing business Small, Medium Industry and big	Increase: 1) the number of business units small, medium and large industries, 2) the number of small industrial workers, medium and large, 3) the amount of value an investment that is embedded

		in small, medium and large industries, 4) the total value of production in the industry small, medium and large
	Cultivate business deep trade country	Increase: 1) the number of business units trade, 2) number of trading activities, and 3) number of activities trading
	Increase non-oil exports in the strengthening of regional trade balance, based on performance	Increase: 1) total export value non-oil and gas, 2) total trade balance
c. Tourism Office of Mataram City	Developing PGS area Pagesangan, Pagesangan district) and Karang Pule urban village district) as tourism area shopping;	
	Increase Traffic Traveler	Increase: 1) the number of tourist visits, 2) the average length of stay, and 3) the percentage of new tourist attraction buildings
	Develop a tourism business supporting quality services accommodation	Increasing the number of standard supporting tourism accommodation businesses
	Improving Tourism Business Competent HR in the field of Tourism	Increase: 1) the number of workers in the tourism sector (people) and 2) the number of workers who have been certified as professionals in the tourism sector
d. Development Planning Agency at Sub-National Level BAPPEDA) of Mataram City	Provide accurate and accountable planning documents	Provides a planning system credible
	The capture of people's aspirations in the development planning process	Increase the percentage of community attendance in planning deliberations forum
	Controlled and reported the performance of regional development	Increase the percentage of consistency in the Implementation of the planned program/activity
	Provide data/information that supports development planning and quality	Availability of information systems and data that is up-to-date and easily accessible
e. Ministry Industry and Trading	Increasing the role of industry in the national economy	Increase: 1) Growth rate GDP of non-oil and gas processing industries; 2) Contribution of GDP in manufacturing non- oil and gas to the National GDP.
	Increase mastery domestic and foreign markets	Increasing the contribution of non-oil and gas processing industry product exports to national exports;
	Increase spread and industrial equity	Increase: 1) Percentage of value-added in the industrial sector outside of Java to the total value added of the industrial sector; 2) Percentage of the number of medium-large industrial business units outside Java Island to the total national medium-large industrial population.
	Increasing the role of SMEs in the economy national	Improve: 1) growth in the number of SME busines units; 2) Absorption of SMEworkforce

	Upgrade innovation development and technological mastery	Improve 1) mastery of industrial technology, development of innovation and application of Intellectual Property Rights (IPR)
	Increase absorption the workforce in the sector industry	Increase: 1) the amount of absorption labor in the industrial sector.
	Strengthens the structure industry	Increase: 1) The ratio of imported materials raw materials, auxiliary materials, and goods capital to industrial GDP non-oil and gas processing.
f. National Development Planning Agency (BAPPENAS)	Drafting a plan National development	Policy review and formulation in the field of development planning, and other policies
	Drafting Revenue Budget and State Expenditures	Strengthening planning capacity in center and in the area in creating innovative funding mechanism
	Control and evaluation towards implementation development plan	Participatory planning through collaboration with universities, professional organizations, and civil society organizations
3 Private		
Mandiri, BRI, BUMN/CSR, Cooperative PT. Telkom	Provide services best to customers	Providing convenience, quality networks at competitive prices.
4 Financial/financial institutions		
Cottage Pesantren Raisiyah	Give service best banking	1) Provide the best service to customers 2) Establish professional and trustworthy human resources 3) Focusing on business development in Business Sector (SMEs) 4) Increase added value to stakeholders
	Having an active improving the quality human resources	1) Providing education/socialization 2) Provide training
5 Academicity		
The institution Research Service University Muhammadiyah Mataram and University Mataram	Develop research on an ongoing basis	Make research on all the potentials and development of PGS industry clusters in the fields of management, industry, engineering, and tourism
	Doing community service with benefits	Provide socialization and counseling to the public about the potential and development of the PGS industry cluster
SMK 5 Mataram	Educating the workforce who has expertise and professional	1) Providing suitable HR with social, industrial needs and professional 2) Providing socialization, education and management-related training and industry
5 Association		
Pearls Association (Unity Traders and Craftsman Pearl Lombok), PGS community and businessman	Increase source human power and nature for welfare all components	1) Participating in promotions and exhibitions that will be held in the territory of Indonesia and Abroad 2) Control the commission system that will be applied to all pearl shops and by those in West Nusa Tenggara 3) Establish a product certification system with a one-stop service through PEARL West Nusa Tenggara (NTB) which will be approved by the relevant department

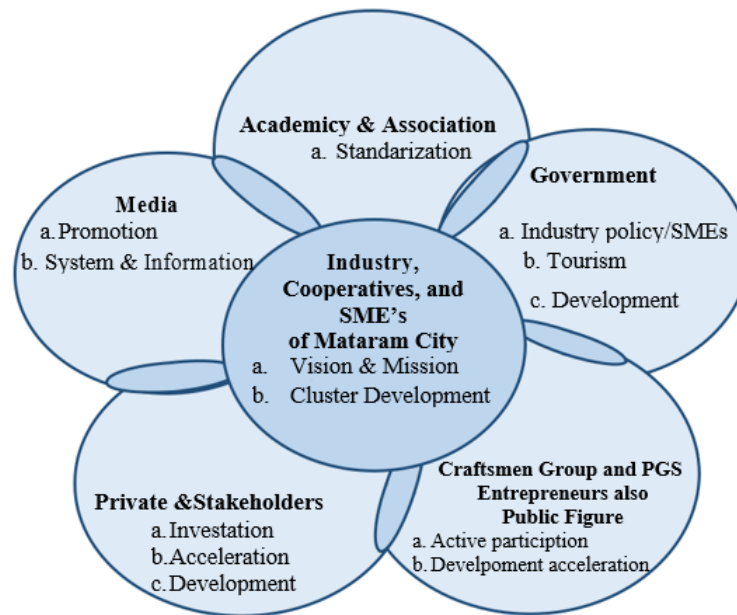
		4) Establish cooperation with all tourism actors in determining the policies that we will take and decide for the common good
ASBUMI (Association Cultivation Pearl Indonesia),	Push and strive for the creation healthy business climate, conducive and certainty law of business pearl cultivation and related results.	Fostering and increasing the professionalism of association membersin developing pearl farming and related businesses from the production stage to marketing
	Develop a variety activities that support the availability of capital, equipment, and raw materials which allows businessman and technology utilization going forward in the process production	1) Assist and develop business partnerships or cooperation in various aspects of the business with the government, overseas, other business entities, cooperatives, and communities around the business location. 2) Carry out promotional activities in the context of market expansion and increasing business results both at home and abroad
ASEPHI (Association of Exporters and Producers of Indonesian Handicraft)	Help overcome obstacles in the process production and marketing.	1) Opening marketing pportunities handicraft products at home and abroad. 2) Assist in the developmentof market oriented handicraft product designs 3) Guiding craft SMEs in implementing export procedures and increasing trade promotions through exhibitions and trade missions.
Dekranasda (Board Craft National Area) of Mataram City	Increase innovation and creativity as well skills in the field art craft part the nation's culture	1) field of production techniques, product design and business management and encouraging efforts to preserve raw materials 2) Facilitating crafters to obtain legal protection for intellectual property rights in the form of copyrights, brands, patents, designs, and geographical indications.
	Developing potential industry craft that can be a source welfare improvement Public	1) Improve, promote and marketing handicraft products and 2) Preserve and develop cultural heritage that is related to the arts as part the nation's culture
APEP (Association Producer Jewelry Indonesia	Move industrial growth jewelry	1) Facilitating promotionaland marketing activities through exhibitions at home and abroad, 2) Establishment of a market center for jewelry and precious stones in potential areas, as well as 3) Enhancing HR skills through education and production training focused on homogeneous size and shape techniques, making facet pieces, carving precious stones and other skills with using modern technology,

Source: Author analysis

Activities and intensive collaboration with relevant stakeholders to optimize the role of stakeholders can basically be done with a management strategy of stakeholders through partnerships (Sulistiyani, 2004) and appropriate and proportional administrative bureaucracy so that it is more

efficient and effective (Subarsono, 2005) also support from all parties (Marsiwi et al., 2020) in an effort to develop industrial clusters PGS. The importance of management strategy for stakeholders to do is:

1. Identifying and mapping the position of stakeholders based on the level of importance and



influence.

2. Knowing the role and management of partnerships with related stakeholders so that two or more parties who are partnering can benefit each other and get more benefits.
3. Determine the form of the main tasks and functions in the partnership of each so that they can achieve more optimal goals.

Stakeholders Management Strategy Model

Policies and strategies for increasing mutualistic partnerships with stakeholders are carried out to optimize the management functions and roles of stakeholders through their main tasks and functions to realize the vision and mission of the of Department of Industry, Cooperatives, and SMEs and develop PGS industry clusters based on the concept of development, namely: enhancing and managing the potential of Resources, SMEs, Cooperatives, and Industries with partnerships based on the role of relevant stakeholders that mutually benefit, synergize and have a sustainable economic value. And based on the concept of development, the stakeholder management strategy is carried out with the Pentahelix model. The role of stakeholders needs to be increased by involving the media in efforts to develop PGS industry clusters, both print, and electronic media through promotion and information systems globally

Figure 4. Penta Helix Model of Stakeholders Partnership Strategy

Source: Author analysis

5. Conclusion

From the results of stakeholder mapping and the achievement of the Industry, Cooperatives, and SMEs Office of Mataram City, the vision and mission are still not optimal so that it is necessary to optimize management functions and active roles that synergize from relevant stakeholders, especially those involved in key players groups and context to develop the PGS industry cluster as a leading industry cluster the biggest in Mataram city.

Policies and strategies for increasing mutualistic partnerships with stakeholders are carried out to optimize management functions and the role of stakeholders through their main duties and functions to realize the vision and mission of the Industry, Cooperatives, and SMEs Office of Mataram City also the role of stakeholders through main tasks and functions to realize the vision and the mission of Department of Industry, Cooperatives, and SMEs.

PGS industry cluster development efforts are based on the concept of development, namely: improvement and management of the potential of Resources, SMEs, Cooperatives, and Industry with partnerships based on the role of relevant stakeholders that are mutually beneficial, synergic and of economic value sustainably. The concept of development is realized by a model of Penta Helix that the role of stakeholders can be increased and synergize actively, including by involving the media, both print, and electronic media through promotions and information systems globally.

By using the Penta Helix model as a stakeholder management strategy model that involves the role of partnerships to realize collaborative innovation, it is hoped that it can realize increased community welfare and foster sustainable economic growth with optimal use of resources and interact synergistically.

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