

ARTICLE

# Hexa Helix's Collaboration in Creative Economy Development Based on Local Wisdom

## Case Study of Ikat Weaving MSMEs in Kupang City

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**Abstract:** Indonesia's creative economy has experienced notable growth, contributing Rp1,105 trillion in 2018. Among its integral components, ikat weaving plays a crucial role in sustaining production, preserving traditions, and maintaining product authenticity. The sector encourages innovation, adoption of digital technology, and benefits from government policies supporting creative industries. Despite its international recognition, traditional ikat weaving faces significant challenges for MSMEs, including capital constraints, marketing difficulties, and limited human resources. Preserving ikat weaving in Kupang City presents multifaceted challenges encompassing social, economic, and market dynamics. This qualitative research employed a case study approach to delve into these complexities. Case study research involves in-depth data collection from various sources like interviews, observations, and documents, aiming to reveal insights into real-life scenarios. The study underscores the pivotal role of Hexa Helix collaboration involving government, business, universities, NGOs, mass media, and the affected community in advancing ikat weaving. This collaborative framework promotes innovation, facilitates resource sharing, and enhances community engagement. However, challenges identified in governance and administration aspects highlight the informal nature of current cooperation efforts. Despite these challenges, the research demonstrates that three other dimensions of successful collaboration—autonomy, mutuality, and reciprocity—are effectively contributing to the development of ikat weaving MSMEs in Kupang City. This collaborative approach is pivotal in safeguarding ikat weaving as a cultural heritage while unlocking its economic potential. The findings suggest opportunities for stakeholders to enhance collaboration through more structured and formal mechanisms. By addressing governance and administrative challenges, stakeholders can better support ikat weaving MSMEs, ensuring sustainable growth and cultural preservation.

**Keywords:** Hexa Helix; Collaboration; Creative Economy Development; *Ikat Weaving*; MSMEs.

## 1. Introduction

Over the past three decades, the "creative economy" concept has attracted growing attention globally (Rodríguez-Insuasti et al., 2022; Taylor, 2015). The creative economy and creative industries have proven themselves as key components in spurring countries' economic growth worldwide. They are not just watchwords but the main drivers of sustainable economic development. In the context of the nation's economic development, it is important to understand how the creative economy and creative industries can significantly contribute (Ali S. M., 2023). The emergence of the creative economy in the world economy began with a shift in the orientation of the Western world, namely from the agricultural era to the industrialization era, which was then followed by the information age accompanied by many discoveries in the field of information and communication technology (Infocom) and economic globalization (Sidauruk, 2013).

The creative economy comprises publishing, advertising, architecture, design, art, crafts, fashion, television, films, software, music, toys, and others (Kacerauskas, 2020). In Indonesia, the creative economy has been accommodated in Law No. 20 of 2008 concerning Micro and Small and Medium Enterprises (MSMEs), Law No. 3 of 2014 concerning Industry, and Law No. 7 of 2014 on Trade. In addition, the Creative Economy Agency (BEKRAF) was established through Presidential Regulation No. 6 of 2015 concerning the Creative Economy Agency and Presidential Regulation No. 72 of 2015 concerning Amendments to Presidential Regulation No. 6 of 2015 concerning Creative Economy Agency (Sidauruk et al., 2019).

The growth of Creative Economy Contribution in Indonesia for the 2015-2018 period has always increased with each contributing Rp852 trillion in 2015, Rp922.59 trillion in 2016, Rp1,009 trillion in 2017, and Rp1,105 trillion in 2018 (Creative Economy Agency in Sinaga, 2022). This growth is driven by various factors, including increased innovation, the use of digital technology, and government policies that support the development of the creative industry. The government's ability to manage its administrative affairs will have a very strong impact on the activities of economic actors (Kuncoro, 2012). Increased awareness of the economic value of culture, strong market demand, and regional development have expanded the creative economy. This sector is now a crucial income source, providing employment and supporting cultural sustainability, solidifying its role in Indonesia's economic strategy. Urban areas, in particular, must harness imagination and local resources to shape mindsets, actions, and lifestyles (Saksono, 2012).

Integrating local wisdom into the creative economy opens opportunities to create unique products and services rooted in local identity and tradition yet presented in a format acceptable to the global market. This increases the product's added value, strengthens cultural identity, and promotes environmental sustainability. Thus, the creative industry becomes a strategic instrument in developing the national economy while maintaining and promoting Indonesian culture, including the ikat weaving creative economy. The main obstacles faced by MSMEs so far in managing their business are capital (63%), marketing (30%) and human resources (27%) (Santoso et al., 2014).

The creative economy's role in preserving ikat weaving can significantly contribute to maintaining production sustainability, preserving traditions, and maintaining product authenticity. The creative economy can be a means to transform ideas and creative expression into concrete economic value. One way to develop the potential possessed by a region to improve its welfare is the establishment of small and medium business units (Muhlisin et al., 2015).

Although ikat fabrics are internationally renowned, they are still made traditionally using natural materials and simple hand-weaving techniques (ATBM). The process is time-consuming and costly, with some weavers favoring natural dyes over synthetic ones. The intricate motifs, traditional methods, and philosophical meanings in each fabric attract buyers for fashion collections and investments. Consequently, weavers focus on quality, which, though not formally documented, is evident in their products and holds significant economic potential (Semuel et al., 2022).

Through the development of the woven fabric business, MSMEs can become agents of change in developing design innovations and patterns in ikat weaving products so that they remain relevant and in demand by the market. In addition, the creative economy can also empower local communities, especially artisans, and help maintain traditional skills related to woven fabric production. Thus, the role of the creative economy can help in the preservation of ikat weaving as a cultural heritage and source of livelihood for the local community (Sari, 2022).

**Table 1.** Number of Micro and Small Industry Companies by District/City in East Nusa Tenggara

Region	Number of Companies		
	2022	2021	2020
West Sumba	4,540	1,679	6,179
East Sumba	5,734	7,056	2,971
Kupang	8,702	3,585	4,682
South Central Timor	10,455	5,969	10,535
North Central Timor	10,806	5,549	1,345
Belu	3,957	3,349	3,283
Alor	7,504	5,697	5,914
Lembata	4,356	2,473	2,108
East Flores	16,155	12,888	9,304
Sikka	31,209	23,300	15,928
Ende	8,839	10,144	17,529
Ngada	3,024	2,922	2,933
Manggarai	7,408	14,245	8,771
Rote Ndao	1,817	4,144	4,911
West Manggarai	3,190	6,441	4,166
Central Sumba	1,008	1,064	763
Southwest Sumba	15,461	20,020	15,216
Nagekeo	4,205	4,918	4,129
East Manggarai	2,690	3,250	969
Sabu Raijua	1,950	1,282	2,168
Malaka	11,115	12,157	9,615
Kupang City	3,877	4,173	2,315
East Nusa Tenggara	168,002	156,305	135,734

Source: Statistics of Nusa Tenggara Timur Province (2024)

Data analysis of MSMEs in East Nusa Tenggara from 2020 to 2022 reveals a notable growth trend of 23.77%. Starting with 135,734 MSMEs in 2020, the number increased to 156,305 in 2021, and further to 168,002 in 2022. This growth

represents a 15.4% increase from 2020 to 2021 and a 7.5% rise from 2021 to 2022. Factors contributing to this trend include adaptation to digital technologies, supportive government policies, and improved access to capital and markets. Despite a slight moderation in growth from the first to the second year of the analysis, the expanding MSME sector highlights its resilience and vitality amidst evolving economic conditions. In East Nusa Tenggara, MSMEs also play a role in preserving ikat weaving through product innovation and marketing development, as well as involving millennials in preservation efforts (Jahang, 2022). Millennials are generally described as those born from 1981 to 2000. They are identified as Millennials because they have come of age in the new millennium (Boehme, 2013).

In the face of the challenges posed by globalization and modernization, the preservation of ikat weaving plays an essential role in ensuring the continuity and integrity of culture. The transmission of weaving practices between generations has been significantly affected by the growing effects of globalization, leading to reduced interest in weaving and a perceived need for weavers in some countries (Frederick-Rothwell, 2013). The younger generation, especially Gen Y and Gen Z, are no longer interested in learning to weave because they see it as a low-paying profession that tends to be outdated (Fitri et al., 2023). Facing the challenges of globalization and modern changes in ikat weaving preservation requires an innovative and inclusive approach (Ulfa et al., 2023).

The lack of effective stakeholder collaboration complicates the challenges in preserving ikat weaving in Kupang City. An important note for the challenges that arise in collaborative governance: it takes a long time, issues of equality and trust, and interdependence between actors (Amin et al., 2021). Collaboration is working together to generate ideas to solve common problems and achieve a shared vision. Organizational interdependence is the key to creative thinking, and achieving the best results in solving complex problems is very important. There are several types of cooperation models, from simple ones consisting of two parties, then developing to three, four, five parties, to several parties (Nur et al., 2024). This challenge demonstrates gaps in communication and coordination between sectors and underscores the importance of multidisciplinary cooperation in addressing this complex issue. This process also involves the community and government collaborating with various institutions. This process also involves the community and government collaborating with various institutions (Thahir, 2022). To strengthen conservation efforts, joint initiatives involving local governments, artisan communities, industry players, and academic institutions are needed in designing and implementing programs that support capacity building, innovation, and marketing of ikat weaving.

The preservation of ikat weaving requires a collaborative approach; this approach forms cooperation, interaction, and compromise of several elements related to individuals, institutions, and/or parties directly or indirectly who receive the consequences and benefits. This is one of the benefits of a collaborative approach to introducing various concepts that bridge a process, especially between the public and private sectors, where diverse interests and needs are resolved through dialogue and collaborative processes (Furqoni & Rosyadi, 2019). Collaboration means working in conjunction with others or in joint work. It implies that actors—individuals, groups, or organizations—cooperate in some endeavors (Gash, 2016). The values underlying collaboration are shared goals and perceptions, willingness to process, mutual benefit, honesty, compassion, and a community-based approach (Haryono, 2012, as cited in Soesanto, 2017).

This study aims to examine the effectiveness of Hexa Helix's collaboration in efforts to preserve ikat weaving in Kupang City, as well as understand its impact on the sustainability of Ikat Weaving micro, small and medium enterprises (MSMEs). It aims to provide insight into how cooperation among various stakeholders, such as the government, affected communities, NGOs, the business world, mass media, and universities, can improve the preservation process and positively affect the sustainability of Ikat Weaving MSMEs.

This research enhances the literature by providing an in-depth understanding of the Hexa Helix collaboration model's effectiveness in preserving ikat weaving in Kupang City. It integrates multidisciplinary approaches, offering practical guidance for similar contexts. The findings aid policymakers, artisan communities, and stakeholders in designing effective conservation strategies. Understanding collaboration dynamics allows for comprehensive, practical solutions supporting the sustainability of Ikat Weaving MSMEs, facilitating informed policies, educational programs for artisans, and strategic promotion and marketing.

## 2. Methods

The method used qualitative research with a case study approach. Case study research is a qualitative approach in which researchers explore real-life, contemporary limited systems (cases) or diverse limited systems (various cases) through detailed and in-depth data collection involving diverse sources of information or multiple sources of information (e.g., observations, interviews, audiovisual materials, documents and various reports), and reporting case descriptions and case themes. This involves answering questions about aspects of the case being observed. This research was conducted in Kupang City from December to February 2024, and this research was conducted because researchers saw that ikat weaving in Kupang City is one of the local wisdoms that has very potential to be developed which is researched in this study is the collaboration actor Hexa Heliks Tenun Ikat in Kupang City. This research was conducted by conducting interviews with various informants and field observations related to developing local wisdom of ikat weaving in Kupang City. The unit of analysis in a case study can be a compound case (multi-site study) or a single case (in-site study) (Creswell, 2014, as cited in [Andari et al., 2022](#)).

This research will be carried out two (2) months after the permit issuance to conduct the research. It will be researched on several government, private, and community agencies in Kupang City. Purposive, Snowball, and Accidental determined the informants in this study. There was a total of 12 informants. Purposive is done by determining informants based on certain criteria. Purposive sampling is conducted by selecting informants based on specific criteria predetermined by the researcher. Snowball sampling involves selecting informants based on recommendations from existing informants, leading to the identification of additional participants who meet the research criteria. Accidental sampling entails randomly encountering informants at the research site without any predetermined selection criteria.

## 3. Results and Discussion

### 3.1. Ikat Weaving in Kupang City

The motifs of ikat weaving crafts in East Nusa Tenggara produced by various ethnicities in Kupang City take natural forms, such as geometric tendrils, flowers, palm leaves, birds, chickens, and horses. The technology used to make traditional

fabrics consists of two types, namely manual technology (*gedogan*) and non-machine loom technology (ATBM). The process of making ikat woven fabric at this time, especially for craftsmen with enough capital, uses ATBM. The advantage of this

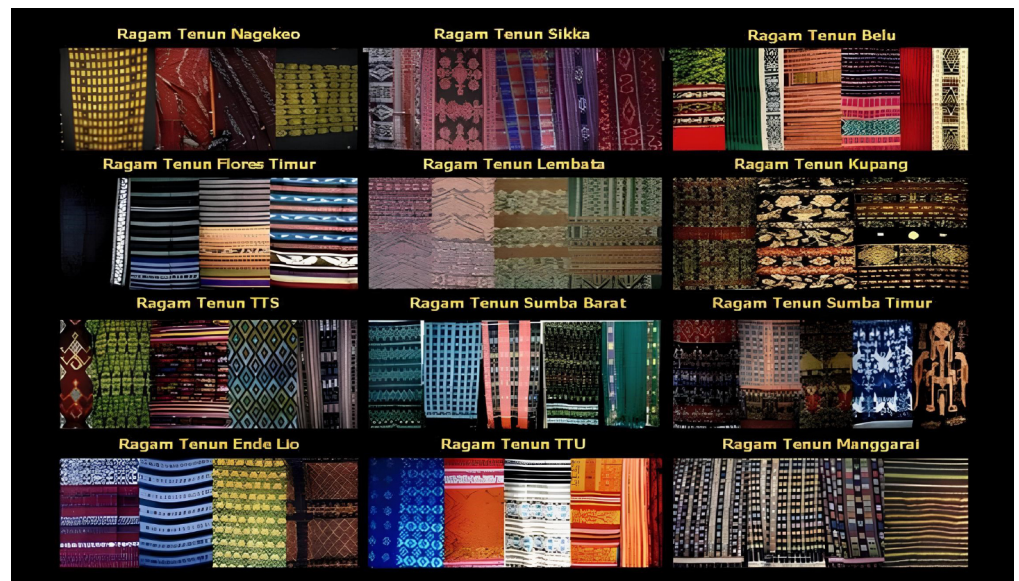


Figure 1. Pictures of Ikat Weaving Varieties in East Nusa Tenggara

tool compared to *gedogan* is that it is easier, faster, and the result is neater. If using the *gedogan* technique in one day can only produce three meters of fabric, then using ATBM can produce 10 meters. The manufacturing process with the *gedogan* technique is longer and more complicated, so the resulting woven fabric becomes more expensive (Setiawan & Suwarnigdyah, 2014).

The craft of ikat weaving in Kupang is useful for meeting daily clothing needs and increasing family income. It is meaningful in showing one's social status in society. Therefore, since they are teenagers, weaving skills are always passed down from parents, especially mothers to daughters. In the past, weaving skills have become the norm in society, the benchmark of a girl's feminine nature. This makes ikat woven

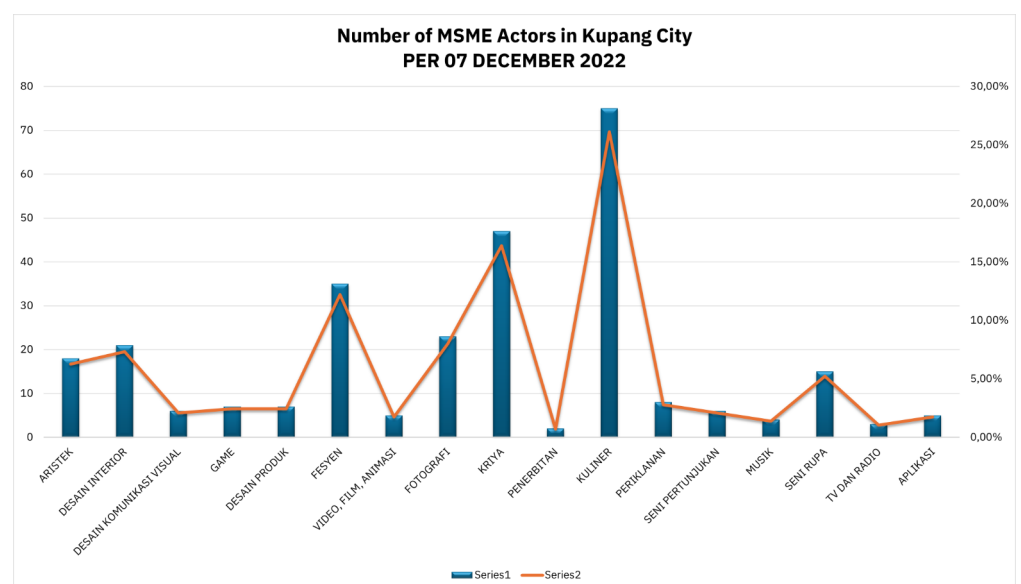


Figure 2. Number of MSME Actors in Kupang City per 07 December 2022

Source: East Nusa Tenggara Provincial Tourism and Creative Economy Office (2022)



fabric a household industry for people from various tribes living in Kupang City, such as Timor, Sabu, Sumba, Rote, Flores, Alor, Kupang, and Ende.

### 3.2. Ikat Weaving MSMEs in Kupang City

Kupang City, both micro and small industry companies (MSMEs) and micro, small, and medium enterprises (MSMEs) are pivotal to the local economy. Micro and small industry companies operate on a small scale, focusing on specific goods or services with limited capacity, reflecting local wisdom and cultural distinctiveness through their products. Meanwhile, micro, small, and medium enterprises encompass a broader spectrum, ranging from traditional traders to those adopting technological innovations, showcasing sectoral diversity and flexibility. These enterprises collectively drive economic growth in Kupang City by creating jobs, revitalizing local markets, and contributing to overall economic vitality. They benefit from supportive infrastructure and government initiatives designed to nurture their development. In essence, both MSMEs and MSMEs play integral roles in fostering a sustainable and inclusive economy in Kupang City.

Data shows that MSMEs in Kupang City are diverse, with the culinary sector leading at 26.13%. This indicates high local interest and demand in the culinary industry. The craft sector follows at 16.38%, reflecting the production of traditional and unique handicrafts, which support cultural heritage preservation. The fashion sector accounts for 12.20%, highlighting its role in the local clothing and accessories market. This economic diversity suggests potential for further development. Understanding these trends allows the government and stakeholders to create targeted policies and programs to support MSMEs in Kupang City, fostering a diverse and inclusive business environment.

Categorizing ikat-weaving MSMEs in Kupang City within the Craft and Fashion sectors involves criteria like production scale, revenue, and workforce size. This helps policymakers and stakeholders understand the industry's significance and formulate targeted policies for resource allocation and sector growth. It highlights ikat weaving's role in local crafts and fashion, showing its cultural and market appeal. Recognizing ikat weaving's relevance in the fashion market underscores the influence of consumer preferences and trends, enabling stakeholders to leverage its

**Table 2.** The Roles and Contribution of Hexa Helix Actor

Hexa Helix Actor	Role
Government	Providing regulatory support, policy frameworks, and funding for preservation efforts.
Business	Offering expertise in production, marketing, and innovation.
Universities	Conducting research, providing training, and promoting cultural preservation.
NGOs	Advocating for community interests, providing support, and fostering collaboration.
Mass Media	Disseminating information, raising awareness, and promoting cultural appreciation.
Affected Community	Preserving traditional knowledge, providing feedback, and actively participating.

appeal to meet market demands and drive economic growth.

### 3.3. Hexa Helical Collaboration for the Development of Ikat Weaving in Kupang City

Hexa Helix Stakeholder Collaboration in developing Ikat Weaving in Kupang City is carried out using the concept of informal collaboration. Informal collaboration means that collaboration carried out by several stakeholders is not based on a special bond either based on rules or cooperation agreements. In analyzing this, the

author uses the Collaboration Theory from Thomson and Perry, which shows that there are five dimensions in collaboration, namely the Dimension of Governance, Administrative Dimension, Autonomy Dimension, Mutuality Dimension, and Reciprocal Dimension (Thomson et al., 2007).

### 3.3.1. Dimensions of Governance

- (1) *Hierarchical structure and authority do not dominate among hexa helix stakeholders.*

Preserving local wisdom, particularly through ikat weaving in Kupang City, necessitates strong collaboration among diverse stakeholders. The governance dimension of Hexa Helix collaboration ensures that the preservation of ikat weaving respects a non-dominant hierarchical structure, promoting sustainability through close cooperation. Ikat weaving craftsmen play a pivotal role as custodians of cultural heritage and sustainability in Kupang City. They possess invaluable knowledge and skills passed down through generations, crucial for maintaining the authenticity of traditional techniques and designs integral to local culture. Supported by the NTT Tourism and Creative Economy Office, these craftsmen are empowered to develop and promote their products, facilitated by collaborative efforts rather than rigid authority. Local academics and researchers complement this endeavor by offering scientific perspectives on ikat weaving, enriching understanding of its history, techniques, and cultural significance without overshadowing the craftsmen's expertise.

Local academics and researchers in Kupang City contribute valuable scientific perspectives on ikat weaving, complementing the roles of craftsmen and the government. Their insights into the history, techniques, and cultural significance of ikat weaving enrich efforts to preserve this traditional art form. Promotional initiatives aim to raise awareness about the high cultural value of ikat weaving and its versatility in modern clothing designs. Consumers, both local residents and tourists, play a crucial role in sustaining the industry by purchasing products and appreciating the uniqueness of woven fabrics, thereby supporting cultural preservation.

Collaborative efforts to safeguard the local wisdom of ikat weaving in Kupang City emphasize harmony and balance among stakeholders. Each participant in the ikat weaving ecosystem respects and supports one another's roles, fostering sustainability and honoring ancestral traditions. This cooperative spirit not only preserves cultural heritage but also inspires innovation, enriching the local identity of Kupang City. This dynamic approach ensures that ikat weaving remains a vital part of the city's cultural heritage, supported by responsive governance and unified community efforts.

- (2) *The realization that collaborating parties (hexa helix stakeholders) are not only directly responsible for reaching agreement but must also impose decisions on themselves.*

The realization that parties collaborating within the framework of the hexa helix stakeholders in development have a responsibility to reach agreements and impose decisions on themselves is an important principle in ensuring successful and sustainable collaboration. This reflects the importance of active participation, independence, and commitment from every party involved in the collaborative process. In the context of hexa helix stakeholders, each stakeholder in preserving the local wisdom of ikat weaving in Kupang City



has unique knowledge, expertise, and role in achieving common goals. Awareness of the responsibility to actively participate ensures that each party's contribution is valued and fully utilized.

The government supports businesses through regulations like Regional Regulation Number 4 of 2023, which focuses on protecting, utilizing, and developing the creative economy and traditional cultural expressions. MSME actors emphasize their freedom to make business decisions, showing a balance between government support and business autonomy. This partnership is vital for a healthy business environment. Interviews reveal that TVRI NTT complies with government rules in promoting ikat weaving but retains creative freedom. This balance between regulation adherence and creative expression is crucial for innovation and growth in the ikat weaving promotion sector.

When each stakeholder in the preservation of the local wisdom of ikat weaving in Kupang City imposes a decision on themselves, they tend to pay more attention to the impact of their decision on broader aspects such as the environment, society, and culture. This can lead to more sustainable and ethical decisions. Awareness of the responsibility to impose decisions on oneself within the framework of hexa helix stakeholders is a strong foundation for effective and sustainable collaboration to preserve the local wisdom of ikat weaving in Kupang City or other contexts. This creates an environment where each party can play an active role and contribute positively to a common goal without having to rely on central authority or external pressure.

- (3) *The availability of the stakeholder hexa helix to accept that all collaborating parties have legitimate interests so that the results reflect group consensus, not coalition forces or political forces.*

The availability of the stakeholder hexa helix to accept that all collaborating parties have legitimate interests and that the results reflect group consensus, not coalition forces or political forces, is a key aspect of a sustainable and inclusive collaborative approach. It reflects the principles of democracy, equality, and respect for diverse perspectives in the decision-making process. Acknowledging the legitimate interests of all collaborating parties is a step towards fairness and equality. This ensures that neither side dominates or overrides the other's perspectives.

The informal collaboration among hexa helix stakeholders in preserving ikat weaving in Kupang City demonstrates a dynamic and adaptable approach. Despite the absence of formal agreements, stakeholders contribute based on their interests, allowing flexibility and responsiveness to challenges and opportunities. This contrasts with formal structures, which can be rigid. Instead, this informal method relies on mutual understanding, trust, respect, and shared values. Stakeholders actively support preservation efforts, adapting to local dynamics and needs, showcasing that effective collaboration can thrive without formality. This collaborative process adheres to democratic principles, emphasizing equality and respect for diverse perspectives in decision-making. Key strategies include fostering open communication channels, encouraging active participation from all stakeholders, ensuring transparency in information exchange, and facilitating negotiations to reconcile differing viewpoints.

- (4) *Understanding that hexa helix stakeholders must emphasize information*
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*disclosure, respect for the opinions of others, and through long negotiations in reaching agreements.*

In hexa helix collaborations, emphasizing information disclosure, respecting opinions, and thorough negotiations are crucial for inclusivity and sustainability. Equal access to information enables informed participation and effective collaboration. For ikat-weaving MSMEs in Kupang City, valuing diverse opinions on marketing, production, and cultural interpretations fosters an inclusive environment. Balancing traditional methods with modern innovations preserves heritage while improving efficiency and market reach.

This approach fosters innovation and strengthens the ikat weaving industry. Respect among MSMEs builds strong relationships supporting sustainability and diversity. The NTT Tourism and Creative Economy Office uses social media and TVRI to ensure open communication with Tenun Ikat MSME stakeholders. MSMEs learn about events like the Tenun Festival Fest and AKI through these channels, gaining insights into market potential and promoting cultural and economic significance. Social media and TV not only describe industry activities but also inspire Kupang City's Ikat Weaving MSMEs to support sustainability and innovation in the region.

### 3.3.2. Administration Dimension

#### (1) *Clarity of roles and responsibilities of each hexa helix stakeholder.*

The clarity of roles and responsibilities within the Hexa Helix Stakeholder framework is essential for developing and preserving ikat weaving through MSMEs in Kupang City. This framework involves six main parties: government, academia, business, the public, media, and tourists. Each party's clear role ensures effective and sustainable collaboration in the ikat weaving industry.

Despite the absence of formal regulations for collaboration, each stakeholder actively fulfills their responsibilities, demonstrating a strong informal cooperation. The government plays a crucial role, not only by formulating supportive policies but also by implementing regulations that guide and protect tie-weaving practitioners. This leadership is vital for fostering an environment conducive to cultural heritage preservation and sustainable growth in the ikat weaving sector.

Businesses, particularly MSMEs and the fashion industry, are key in marketing and promoting ikat weaving products from Kupang City. Informal collaborations between businesses and local artisans enhance distribution channels and product visibility. This cooperation lays a robust foundation for industry growth, facilitating broader and more strategic distribution networks. Consequently, it improves market access, streamlines distribution efficiency, and enables ikat weaving products to reach a diverse consumer base.

#### (2) *Effective cooperative meetings among hexa helix stakeholders.*

Efforts to develop Tenun Ikat MSMEs in Kupang City have been hindered by the absence of effective cooperation meetings among hexa helix stakeholders. Collaboration remains informal, with no structured dialogues or formal agendas. Despite active participation from government, academia, business, society, media, and tourists creating a supportive ecosystem, the lack of formal mechanisms limits the potential for comprehensive cooperation.

This informal approach means that MSMEs in the ikat weaving sector have not held collective formal meetings to discuss and develop their businesses. The lack of initiative in forming discussion forums restricts the exchange of ideas, experiences, and knowledge, which can impede industry progress. Formal meetings to strategize, address obstacles, and identify opportunities are essential for the sustainable growth of ikat weaving MSMEs in Kupang City.

The Kupang City Government has not formally convened with related parties to develop tie-weaving MSMEs, relying instead on informal collaboration. Each stakeholder is expected to fulfill their roles without the need for formal meetings, reflecting a relaxed cooperation model. However, the success of this approach depends on the stakeholders' ability to understand and support their roles in developing ikat weaving MSMEs effectively.

### 3.3.3. Autonomy Dimension

- (1) *The belief that the advantages between hexa helix stakeholders are influenced by collaboration.*

Collaboration among hexa helix stakeholders has proven essential for preserving ikat weaving in Kupang City. The combined efforts of the government, businesses, local communities, media, and academia support the sustainability of the ikat weaving industry and the preservation of this cultural heritage. Research confirms a shared commitment to maintaining and developing this valuable tradition.

The head of the NTT Tourism and Creative Economy Office stressed the importance of collaboration in preserving ikat weaving. The government not only creates supportive policies but also offers direct assistance through training programs for local weavers and financial incentives for businesses contributing to cultural preservation. This multi-faceted support is vital for the industry's growth and sustainability.

Collaboration significantly enhances the profits of Tenun Ikat MSMEs in Kupang City by expanding market access and diversifying products through partnerships with designers. The Kupang City government, led by Dr. Drs. Zet Sony Libing, supports this growth with favorable regulations and initiatives like joint campaigns and industry exhibitions. These efforts create a supportive environment for local businesses, ensuring the ikat weaving industry's success and longevity.

- (2) *Hexa helix awareness of stakeholders to try to meet the expectations of the organization and the expectations of other actors in collaboration in the preservation of ikat weaving in Kupang City.*

The awareness carried by hexa helix stakeholders to meet the expectations of organizations and other actors in collaboration for the preservation of ikat weaving in Kupang City reflects a deep commitment to the sustainability and success of the initiative. Stakeholders, such as government, businesspeople, local communities, mass media, academics, and tourists, jointly make the preservation of ikat weaving a common agenda. This awareness is related to meeting the organization's expectations and reflects the shared responsibility towards cultural heritage and the development of local creative industries.

Tenun Ikat MSME owners recognize that advancing their products is not only a personal or business responsibility but also a social and cultural

responsibility. Collaboration is a means to preserve cultural wealth, maintain ikat weaving traditions as a valuable heritage, and encourage local economic growth. By working together, businesses and local communities not only produce superior products of high quality but also create added value that transcends individual profits.

Regarding local economic growth, collaboration in the ikat weaving sector creates jobs, stimulates the growth of creative industries, and empowers local communities. Therefore, the spirit of collaboration is not only the cornerstone of business sustainability but also a tool to build a solid foundation in developing the local economy. This awareness of the common role inspires MSME owners and other stakeholders to continue to work together in maintaining and advancing the ikat weaving industry in Kupang City.

#### 3.3.4. Dimension of Mutuality

##### (1) *Interdependence between hexa helix stakeholders.*

The dependence among hexa helix stakeholders in developing ikat weaving in East Nusa Tenggara is dynamic, with flexible interdependent relationships. For instance, the government relies on local communities for cultural preservation, while communities depend on government support for economic growth. Similarly, the roles and dependencies of academics, businesses, media, and tourists shift based on their changing needs and goals.

Business actors, for example, depend on government regulations to operate, and their success is linked to maintaining buyer relationships, even though buyers are not equally dependent on their products. To sustain these relationships, businesses must build strong communication networks, encourage feedback, and meet consumer expectations. This dependency paradox offers both challenges and opportunities, requiring businesses to balance regulations, market needs, and sustainability to develop competitive strategies.

Given this dynamic nature, stakeholder relationships evolve with situational developments, policy changes, and shifts in priorities. Therefore, collaboration in the hexa helix model is not static but adaptive and responsive to the ikat weaving industry's changing contexts and development needs in East Nusa Tenggara.

#### 3.3.5. The Process of Building Social Norms: Trust and the Dimension of Reciprocity

##### (1) *Among hexa helix stakeholders must be honest in any negotiations.*

Honesty in negotiations among hexa helix stakeholders is crucial for preserving Ikat weaving in Kupang City and developing Ikat Weaving MSMEs. This principle fosters trust, ensures fair agreements, and sustains collaboration. Trust in these negotiations helps build relationships, avoid conflicts, and address issues effectively.

In the hexa helix paradigm, which includes governments, businesses, academics, local communities, mass media, and tourists, honesty is essential for successful collaboration. It involves accurately conveying goals, expectations, and obstacles each stakeholder may face, forming the basis of trust needed for fair and sustainable agreements.

Stakeholders in Kupang City's Tenun Ikat preservation show high commitment by openly communicating their expectations for developing Ikat

Weaving MSMEs. This honesty is evident in various forums and personal communications with the government, reflecting their dedication to preserving the cultural heritage and ensuring the sustainability of the industry.

(2) *Hexa helix stakeholders who collaborate will not take advantage of the opportunity.*

Hexa Helix stakeholders in Kupang City collaborate ethically to preserve ikat weaving, reflecting a strong moral commitment to cultural heritage and local economic development. They prioritize sustainability and community well-being over financial gains, understanding that sacrificing cultural preservation for profit can be harmful in the long run. By upholding integrity and ethics, they foster a positive reputation and gain essential local community support and trust.

The collaboration among government, businesses, academics, and communities is based on mutual respect and shared goals in preserving ikat weaving. This ethical cooperation ensures that no party takes undue advantage, promoting fairness and equal benefit distribution. Such a foundation of integrity and shared objectives is crucial for the sustainable preservation of the ikat weaving industry in Kupang City.

#### 4. Conclusion

The conclusion of this study underscores the effective collaboration among hexa helix stakeholders in preserving ikat weaving in Kupang City, despite facing significant obstacles. Challenges such as informal meeting structures and varying stakeholder interests have been identified. Nevertheless, the research highlights positive outcomes across five collaboration dimensions: governance, administration, autonomy, mutuality, and reciprocity. In terms of governance, collaboration demonstrates structured coordination in conservation efforts. Administratively, efficient resource management and policy implementation are evident. Stakeholders maintain autonomy in their roles, ensuring effective contributions. Mutuality is observed through active cooperation, where each party plays a meaningful role in sustaining the ikat weaving industry. Reciprocity in interactions ensures fairness in addressing stakeholders' needs and expectations. Despite obstacles, the hexa helix collaboration positively impacts the sustainability of the ikat weaving industry and cultural heritage preservation in Kupang City. This research exemplifies how coordinated efforts can successfully develop the local creative economy while safeguarding cultural traditions.

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