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Revitalizing Local Products Towards Musi Rawas Regional Flagship Products

The Wellbeing and Dodeca-Helix Approach

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Abstract: This study aims to formulate a revitalization model for Regional Flagship Products (PLUD) into Regional Flagship Products (RFP) in Musi Rawas Regency, by integrating the Wellbeing Methodology and the Dodeca-Helix collaboration ecosystem. The revocation of the Minister of Home Affairs Regulation Number 9 of 2014 has created a regulatory vacuum, requiring local governments to proactively formulate policies grounded in empirical evidence. Through a mixed-methods approach, primary data were collected from 885 representative respondents. Evaluation was conducted using the Perception, Participation, and Acceptability Index (PPA) and Multi-Criteria Decision Analysis (MCDA). The results showed that the MR-RFP Feasibility Index was at 5.67 (moderate category). A "High Readiness, Low Literacy Paradox" was observed, in which community enthusiasm is very high but conceptual understanding of innovation, governance, and financial literacy remains low. Aspiration analysis reveals a dualism in economic vision: palm oil and rice represent commodity stability, while coffee, culinary arts, and batik represent the experience economy. Based on MCDA, Padi Dayang Rindu and Kopi Selangit are designated as the main flagship candidates due to their superior geographical indications, with palm oil downstreaming as a strategic supporting product. Ten public strategic imperatives absolutely demand a shift in government and regional government intervention from physical infrastructure development to providing software capacity in the form of digital marketing, branding, and improving human resource quality. This study recommends the institutionalization of an innovation ecosystem through the Dodeca-Helix model to orchestrate 12 stakeholders in realizing the Musi Rawas MANTAB 2025-2029 vision.

Keywords: Regional Flagship Product; Wellbeing Methodology; Dodeca-Helix; Regional Innovation; Musi Rawas.

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1. Introduction

In an increasingly competitive spatial economic landscape, each region must not only possess potential but also transform it into tangible, measurable economic advantages. Musi Rawas Regency, within the framework of its development vision “Musi Rawas MANTAB (Advanced, Independent, Dignified) Sustainable 2025-2029,” faces a fundamental challenge that is structural, specific, and contextual.

Some specific and contextual root problems in Musi Rawas are: 1) low added value of local products due to limited innovation, quality standardization, and product branding; 2) weak adoption of digitalization in the value chain, especially in marketing and distribution aspects; 3) the lack of a strong multi-stakeholder ecosystem, resulting in fragmentation among local economic actors; 4) limited human resource capacity, especially in business literacy, management, and finance; and 5) suboptimal implementation of sustainability principles in the development of superior regional products.

The core issue in Musi Rawas Regency is not a lack of economic potential but rather a systemic inability to transform the potential of superior commodities into competitive, high-value products that can be effectively commercialized. This situation is consistent with empirical findings that developing a local commodity-based economy requires enhancing added value, diversifying products, and ensuring comprehensive integration of the value chain, rather than merely increasing production (Widia et al., 2024).

Empirical data indicate a significant gap between the comparative advantages of local resources and their limited contribution to the Regional Gross Product (GDP). This suggests that the regional economic structure is predominantly focused on upstream activities, with relatively low levels of downstream processing and commercialization.

In this context, determining Regional Flagship Products (RFPs) is not simply a labeling instrument or place branding, but rather an essential strategic maneuver to drive inclusive economic growth, orchestrate the local business ecosystem, and comprehensively increase added value for the sake of community welfare.

National-level regulatory dynamics further heighten the urgency of restructuring local product strategies. The revocation of the Minister of Home Affairs Regulation (PMDN) Number 9 of 2014 concerning Guidelines for the Development of Regional Superior Products, through PMDN Number 6 of 2018, has created a legal vacuum and discretionary space for regions. This situation imperatively demands that the Musi Rawas Regency Government not remain passive but proactively formulate a new, superior product development model that is adaptive, innovative, reliable, and grounded in empirical evidence (evidence-based policy). This demand aims to prevent the region from being trapped in an outdated approach that focuses solely on increasing production volume in the upstream sector; rather, it must transform towards downstreaming and commercialization in the digital economy era.

Theoretically, the Regional Flagship Product development architecture rests on the foundations of economic geography and industrial cluster theory. As Porter (2000) argued, the prevalence of clusters reveals crucial insights into microeconomic competition and the role of locational determinants in creating competitive advantage. Product specialization through industrial clusters triggers efficiency gains, leaps in innovation, and increases in collective productivity that are absolutely impossible to achieve if businesses operate in isolation. These advantages are realized through Marshallian externalities, including the concentration of skilled

labor markets (labor pooling), the emergence of specialized suppliers of inputs and supporting services, and the acceleration of knowledge spillovers through intensive interactions among industry players within a region (Diodato et al., 2018; Fiorentino & Phelps, 2026; Morin & Védrine, 2022).

Furthermore, the concept of Flagship Products as a driving force of regional economies is articulated in depth through the regional business networks framework of Rugman and D’Cruz (2003). According to this model, a flagship entity or product does not exist in isolation but rather serves as a center of gravity or central entity providing strategic leadership within an ecosystem involving key partners: key suppliers, key customers, selected competitors, the government as regulator, and non-business infrastructure such as academia and the community. Furthermore, regional flagship products have been shown to play a vital role in driving regional innovation capacity, where the innovation inherent in the flagship product has a positive spillover effect on the perceived brand innovativeness of a region as a whole, making it more attractive to investment flows, human resource talent, and tourism (Anokhin et al., 2019; Hubert et al., 2017).

The current state-of-the-art regional development paradigm has marked an epochal shift from an exogenous growth model—which relies heavily on investment injections from the center or outside the region—to an endogenous development paradigm (Bogdański, 2012). Endogenous growth theory explicitly positions innovation, knowledge, social capital, and the utilization of local resources as the primary determinants of long-term economic progress (Nijkamp & Abreu, 2009). Within this framework, development is conceptualized as a bottom-up initiative in which local institutions and actors become central agents in identifying, mobilizing, and capitalizing on the unique potential of their regions (Pike et al., 2014). This perspective is reinforced by the New Economic Geography theory pioneered by Krugman (2011), which highlights the circular causality between transportation costs, increasing returns to scale, and market access as the driving forces of industrial agglomeration. Therefore, excellence in the knowledge-based economy era no longer relies solely on natural resources or cheap labor, but rather on the collective ability of a region—as a learning region—to continuously create, absorb, and apply new knowledge (Tödtling & Trippl, 2005).

A comprehensive literature review reveals a significant research gap in the development of the Regional Flagship Product model. Previous studies have generally focused on the level of multinational companies and macro-scale industrial clusters. At the same time, the evaluation instruments used have mostly adopted best practices from developed countries without specifically considering the local context, sociocultural challenges, and commodity characteristics in Indonesia. A methodological gap is also identified in the minimal use of real-time digital instruments to measure public perception, participation, and acceptability. More crucially, there is no comprehensive model that integratively marries the Wellbeing Methodology approach—which places social welfare at the center of development—with the Dodeca-Helix collaboration framework (12 dimensions of stakeholder actors/entities) (Saksono, 2024) in the context of local product transformation at the district government level.

In the context of this legal vacuum, the selection of the Dodeca-Helix model (12 actors) is crucial and strategic, as it offers a much higher adaptive capacity than the relatively more commonly used Triple-Helix (academia–business–government) and Penta-Helix (which adds community and media) models. While conceptually effective in the context of a stable innovation system with an established regulatory

framework, the Triple-Helix and Penta-Helix models tend to face limitations in achieving broader implementation in situations of policy vacuum, actor complexity, and fragmented interests at the regional level. In contrast, the Dodeca-Helix model, as elaborated by [Saksono \(2024\)](#), presents a more comprehensive orchestration through the integration of 12 strategic entities—including central and regional governments, business actors, creative communities, financial institutions, investors, markets, media, philanthropy, and primary beneficiaries—which simultaneously fill the institutional void and bridge the gap in cross-sector coordination. With a more granular and inclusive structure, Dodeca-Helix not only functions as a collaboration model, but also as an adaptive institutional substitution mechanism in the absence of formal regulations, thus enabling the acceleration of evidence-based policy formulation, strengthening of regional innovation ecosystems, and accelerating the downstreaming of superior products in a more systemic, participatory, and sustainable manner.

Based on these rationales and gaps, this study offers scientific novelty by developing a specific and contextual Dimension-Variable-Indicator (D-V-I) evaluation framework. This study aims to: (1) formulate an innovative revitalization model based on the Wellbeing Methodology to transform PLUD into a commercial, competitive, and sustainable Musi Rawas Regional Flagship Product (MR-RFP); (2) precisely measure the level of community Perception, Participation, and Acceptability (PPA) regarding the urgency and essential needs of the MR-RFP; (3) evaluate the feasibility of product candidates using Multi-Criteria Decision Analysis (MCDA); and (4) design an implementation strategy and roadmap based on the Dodeca-Helix ecosystem to accelerate the achievement of the Musi Rawas Regency vision for the 2025-2029 period.

2. Methods

This research adopts a mixed-methods approach that integrates the rigor of quantitative analysis with the depth of qualitative interpretation. This methodological approach consciously chooses Wellbeing Methodology (Welfare Economics Methodology) as its primary philosophy. This choice is based on the fundamental understanding that the ultimate goal of regional economic development is not solely the growth of Gross Regional Domestic Product (GRDP), but rather the improvement of community well-being in a holistic, inclusive, and sustainable manner. As recommended by [Stiglitz et al. \(2009\)](#) and [OECD \(n.d.\)](#), measuring social progress must go beyond neoclassical economic metrics and include dimensions of quality of life, ecological sustainability, and social empowerment ([Lena-Nozal et al., 2019](#); [OECD, 2020](#)).

Operationally, this well-being Methodology is embodied by placing public Perception (P), Participation (Pa), and Acceptability (A) as central indicators (Participatory Action Research). This approach ensures that the recommendations produced are not extractive but rather have strong social legitimacy because they are rooted in the authentic voices of grassroots communities ([Iivonen & Korpi, 2025](#); [Metcalf, 2024](#)).

The study population encompassed all elements of society within the administrative area of Musi Rawas Regency, which comprises 14 sub-districts. Stratified random sampling was used to ensure representation across generations, socio-economic strata, education levels, and geographic distribution, given Musi Rawas's enclave surrounding Lubuklinggau City. Primary data collection was

conducted over three months using an e-Questionnaire (Google Form) instrument, which yielded 885 responses, exceeding the required statistical validity threshold.

The evaluation instrument was comprehensively designed within a Dimension-Variable-Indicator (D-V-I) framework, comprising three primary dimensions, nine variables, and 45 derived indicators. These three dimensions include: (D1) Product Competitiveness with a weighting of 30%; (D2) Innovation and Digitalization with a weighting of 30%; and (D3) Ecosystem and Sustainability with a weighting of 40%. Each variable is measured on a scale of 1–9 to capture the PPA index, with the index's aggregate formulation weighted as follows: Perception at 20%, Participation at 40%, and Acceptability at 40%. The combined weighting of 80% on the Participation and Acceptability elements reflects the research's emphasis on "Social Capital" (public willingness and enthusiasm), rather than simply "Intellectual Capital" (cognitive understanding).

The 20% weighting of Perception in the PPA index formulation is not intended to diminish the significance of the community's cognitive understanding but rather represents a methodological choice that is corrective and adaptive to the empirical context found in the field. Within the Wellbeing Methodology framework, this condition is positioned as an entry point for policy intervention, with "collective willingness" as the primary social capital that must be activated before gradually strengthening cognitive capacity.

Methodologically, the 20%-40%-40% weighting reflects an affirmative strategy that, in the initial phase of regional economic transformation—especially in situations of regulatory vacuum and limited literacy—the Participation and Acceptability dimensions have a higher leverage effect on successful policy implementation than Perception alone. However, this study does not ignore the risk of bias due to low literacy. Therefore, the Perception variable is retained as an essential component of the index and serves as a diagnostic indicator for designing further interventions in including literacy improvement, technical assistance, and human resource capacity building. Thus, this weighting structure is not static, but rather adaptive-dynamic. In subsequent implementation stages, the Perception weight can be gradually increased as public literacy improves, thereby balancing participatory enthusiasm and technical maturity within the MR-RFP ecosystem.

The data triangulation and validation process was carried out in two phases: two Focus Group Discussions (FGDs) and two Quality Control Team (QCT) meetings, involving experts, bureaucrats, and representatives from the 12 Dodeca-Helix pillars. Qualitative data analysis was conducted using thematic analysis to examine respondents' open aspirations, refine strategic imperatives, and generate word clouds.

For strategic synthesis, this study uses the SOAR (Strengths, Opportunities, Aspirations, and Results) framework to examine the MR-RFP's strategic capacity. Unlike conventional deficit analysis, SOAR focuses on positive assets, possibility-creating, and building a collective vision (Cole et al., 2022; Cole & Stavros, 2019). In the final product selection stage, a Multi-Criteria Decision Analysis (MCDA) technique was applied to objectively rank product candidates based on seven stringent parameters: Uniqueness, Quality Excellence, Market Viability, Local Integration, Innovation Capacity, Sustainability, and Scalability (Balland et al., 2019; Cowling et al., 2024).

3. Results and Discussion

3.1. Demographic Profile, Digital Landscape, and Bureaucratic Hegemony

A demographic analysis of 885 respondents provides a highly essential portrait of the social architecture of the Musi Rawas Regency community, which will be the primary driving force in the MR-RFP ecosystem. Table 1 comprehensively displays the respondents' demographic profiles.

Table 1. Demographic Profile of Survey Respondents (n=885)

Demographic Categories	Sub-Category	Total	Percentage (%)
Generation Characteristics	Generation Y/Millennials (29-44 years)	321	36.3
	Generation Z (15-28 years)	291	32.9
	Generation X (45-60 years)	260	29.4
	Baby Boomers (≥61 years) and Gen Alpha	13	1.5
Job/Profession	State Civil Apparatus (ASN)	425	48.0
	Honorary/Contract/PTT Workers	99	11.2
	Other and Combined Professions	243	27.4
	Private Workers/Employees	33	3.7
	Farmers/Livestockmen/Gardeners	32	3.6
	Entrepreneur/Freelancer	21	2.4

Source: Research Results. Processed Data. 2025.

The data confirms that respondents are overwhelmingly from the productive age group. Generation Y (Millennials) and Generation Z collectively comprise 69.2% of the total respondents, followed by Generation X at 29.4%. From a human capital perspective, this generational structure represents a vital asset. This indicates strong potential in terms of human capital and digital technology adoption. They are digital natives and digital adapters, at the peak of their productivity with established purchasing power.

The interpretation of these findings requires further theoretical insight. Within Porter's (2000) cluster theory framework, a productive, technology-adaptive workforce is a crucial prerequisite for developing innovation-based competitive advantage. This productive generation group has the potential to become "agents of innovation" driving knowledge spillover, as explained by Marshallian externalities. Furthermore, this demographic structure is also relevant from Krugman's (2011) New Economic Geography perspective: the concentration of a productive, digitally adaptable population can strengthen market- and technology-based economic agglomeration, particularly when supported by regional connectivity, as in Lubuklinggau City's role as a regional market hub. This reality provides strategic justification that the MR-RFP's product design, packaging, and marketing narrative (brand storytelling) must be precisely aligned with the contemporary lifestyles, preferences, and values of this demographic group.

However, a deeper examination of the profession variable reveals a significant structural anomaly: the "Hegemony of the Bureaucratic Perspective." Nearly half of respondents (48.0%) work as civil servants, and when combined with honorary workers (11.2%), public sector representation reaches 59.2%. On the one hand, this high level of government apparatus participation indicates a strong internal awareness of the regional development vision. However, this condition can distort the results of the qualitative analysis towards a top-down bias. From the perspective of endogenous development theory (Nijkamp & Abreu, 2009; Pike et al., 2014),

ideally, locally based regional economic development should be driven by real economic actors (farmers, MSMEs, business actors), rather than dominated by bureaucratic actors. The voices of real economic actors in the field – such as entrepreneurs (2.4%) and farmers/planters (3.6%) – appear to be underrepresented proportionally. This phenomenon aligns with findings that local sector-based economic growth is often characterized by capacity disparities between actors and regions, influenced by access to resources, technology, and information (Apriliani et al., 2024). The strategic implications of this diagnosis serve as an early warning for policy architects in Musi Rawas Regency: MR-RFP policies must not be trapped in a bureaucratic “echo chamber” that could distort the reading of economic realities on the ground. Instead, they must aggressively implement inclusive interventions that involve grassroots business actors.

Further analysis of respondents’ digital behavior reinforces the urgency of adapting policy instruments. Although the people of Musi Rawas Regency demonstrate a high level of digital readiness—with 64.3% of respondents accessing the internet several times a week to daily—a massive “Channel Gap” remains. Commercial social media platforms absolutely dominate as interaction platforms: Facebook (55.4%), TikTok (43.5%), and Instagram (41.8%). Ironically, the level of accessibility to the official website of the regional government is only at 16.3%, and even more worrying, 42.7% of respondents admitted that they “didn’t know” about the existence of a special application for superior regional products that had been launched.

These empirical findings clearly illustrate the failure of past local government digital initiatives. This suggests that the government has spent resources “talking” in isolated, exclusive channels, while the public “gathers” and engages in discourse on popular platforms. Similarly, digital transformation is a crucial factor in shaping market behavior and enhancing the competitiveness of local businesses, particularly in MSMEs and community-based economies (Indayani et al., 2024). Therefore, the future MR-RFP digitalization strategy must adopt an omnichannel outreach principle, prioritizing dissemination, marketing, and engagement within TikTok, Instagram, and Facebook ecosystems before wasting energy on driving adoption of costly government applications (Abbad et al., 2022; Jabri & Ahmad, 2025).

Following the “Channel Gap” findings, which demonstrated the dominance of social media platforms like TikTok, Instagram, and Facebook over official regional government channels, the recommended omnichannel strategy should not simply expand information distribution channels; rather, it should be transformed into an integrated, adaptive, and multi-level digital communication architecture. Operationally, the Musi Rawas Regency Government needs to adopt a “Dual-Layer Communication Strategy” approach, which involves a clear yet synergistic separation between formal institutional channels (official regional government accounts) and semi-formal creative channels (co-created accounts based on collaboration with communities, local creators, and MSMEs).

On the first layer (formal layer), official government accounts maintain their primary function as credible, authoritative sources of information, with professional communication standards, curated policy narratives, and consistent visual branding. Content on this layer focuses on policy legitimacy, dissemination of the MR-RFP program, and transparent communication of performance achievements. Meanwhile, at the second layer (engagement layer), local governments “enter” the TikTok and Instagram ecosystems through a content orchestration approach, rather than direct domination. In practice, local governments act as enablers and curators—

rather than sole content producers—by partnering with local creators, digital communities, and businesses as co-creators to produce narrative content, product storytelling, and experiential marketing that is more authentic and aligns with the platforms’ algorithmic preferences.

To maintain institutional authority, the “Governed Informality Principle” is necessary: communication that remains polite, factual, and integrity-driven, packaged in a lighter, visual, and contextual format without losing the substance of the policy. This can be implemented through content curation based on regional digital communication guidelines, the use of thematic spokespersons, and collaborative content verification before amplification through official channels. In addition, omnichannel integration is strengthened through a cross-platform amplification mechanism, where creative content from TikTok/Instagram that has high engagement is repositioned into official channels (websites, regional news portals, and performance dashboards) as a form of institutional legitimacy.

3.2. MR-RFP Index Measurement and Readiness Paradox Diagnosis

Measuring the feasibility of flagship product candidates is at the heart of the PPA methodology. Quantitative aggregation of 885 respondents yielded an MR-RFP Feasibility Index of 5.67 on a scale of 1–9. This score classifies Musi Rawas Regency’s ecosystem readiness as “Moderate.” This figure of 5.67 is a very honest empirical reflection; it avoids hyperbolic optimism and confirms that the basic capital is in place but requires carefully calibrated strategic intervention and orchestration to transform into an absolute advantage. From Porter’s perspective (2000), this moderate score reflects the suboptimal configuration of industrial clusters in Musi Rawas, particularly in the dimensions of supporting industries, firm strategy, and demand conditions.

A thorough analysis of the MR-RFP Index’s structure reveals essential public psychological dynamics. Table 2 presents a deconstruction of the Perception (P), Participation (Pa), and Acceptability (A) scores across the nine strategic variables.

Table 2. Summary of Public Perception, Participation, and Acceptability Scores for MR-RFP Variables

Strategic Dimensions and Variables (D & V)	P (20%)	Pa (40%)	A (40%)	Skor D & V
Product Competitiveness Dimensions				5.69
X1: Local Uniqueness (Inimitable Value)	5.24	5.76	5.86	5.70
X2: Product Quality and Standards	5.49	5.67	5.83	5.70
X3: Market Potential	5.51	5.64	5.81	5.68
Dimensions of Innovation and Digitalization				5.67
X4: Product Innovation Level	5.40	5.66	5.82	5.67
X5: Adoption of Digital Technology	5.40	5.68	5.82	5.68
X6: Data & HR Infrastructure	5.43	5.66	5.82	5.68
Ecosystem Dimensions and Sustainability				5.65
X7: Governance & Partnership	5.40	5.65	5.81	5.67
X8: Socio-Environmental Sustainability	5.51	5.71	5.82	5.72
X9: Access to Financing and Business Scale	5.34	5.60	5.72	5.60

Source: Research Results. Processed Data. 2025.

The data in Table 2 demonstrates a consistent structural anomaly across all nine variables: Perception (P) scores are systematically and measurably lower than Participation (Pa) and Acceptability (A) scores. This divergence pattern validates the research’s central finding, conceptualized as the “High Readiness, Low Literacy

Paradox.” This situation can be explained within the framework of endogenous growth theory as an imbalance between social capital and intellectual capital (human capital). This means that high participation reflects strong social capital, while low literacy indicates weak innovation capacity. This imbalance hinders the process of transforming knowledge into productive economic innovation. This paradox diagnoses the public as possessing very high levels of Social Capital—they are enthusiastic, willing to accept programs, and ready to actively engage. However, this enthusiasm is accompanied by fragile Intellectual Capital, where the community’s conceptual, tactical, and technical understanding of the crucial dimensions of developing flagship products remains relatively low.

The two most critical blind spots in this paradox lie in Variables X1 and X9. In Variable X1 (Local Uniqueness), the Acceptability score reached its highest point (5.86), but the Perception score was at its lowest point (5.24). This phenomenon is referred to as the “Narrative Gap.” The public is very eager to promote their regionally proud products, but they experience widespread confusion about which brand story or authentic narrative truly differentiates Musi Rawas products from those of other regions.

A similar situation occurs in Variable X9 (Access to Financing & Business Scale), where the Perception score is very low (5.34) compared to the adequate Acceptability (5.72). This confirms the existence of a “Financial Literacy Gap.” While the public fully recognizes that capital is an absolute prerequisite for business growth, they lack knowledge of procedures for accessing capital and designing bankable business models and are unaware of innovative financing instruments such as venture capital or crowdfunding (Hapompwe et al., 2021; World Bank Group, 2024). Similarly, there is a conceptual understanding gap in the variables Innovation (X4), Partnership Governance (X7), and Digital Adoption (X5).

The logical consequence of this paradoxical finding demands a structural transformation of the role of government institutions. The Musi Rawas Regency Government is no longer relevant to operate solely as a facilitator of hard infrastructure or acting as a party attempting to “create will” (because public will is already very strong). Instead, the bureaucracy must transform into a “Knowledge Architect and Capacity Builder.” Policy interventions should focus on managing public expectations, closing the literacy deficit, providing coaching clinics, and systematically building human resource capacity to prevent mass disappointments caused by misguided enthusiasm.

3.3. Dualism of Economic Vision and Evaluation of MR-RFP Candidates Based on MCDA

Qualitative data collected from 885 respondents on specific products that best represent the strengths of Musi Rawas Regency revealed a stark sociological reality. Cross-tabulation of public preferences yielded a clustering that reflects a healthy polarization, conceptualized in this study as Dualism of Economic Visions. This is because product diversification based on local potential can create new economic opportunities that are more adaptive to market dynamics (Asmiati et al., 2024).

Currently, two major currents dominate public perception. The first is the Commodity Economy Vision, which relies on the reliability of rice (19.85%) and the strength of the palm oil extractive industry (6.91%). This cluster is fully supported by older generations (Baby Boomers and Generation X) and is rooted in the paradigm of fundamental stability, massive employment, volume orientation, and guaranteed national food security. In the context of regional business networks (Rugman &

D’Cruz, 2003), the MR-RFP has not yet functioned as a “lead firm” or economic center of gravity capable of orchestrating a network of suppliers, markets, and supporting institutions.

The second trend, which appears more quantitatively dominant, is the Experience Economy Vision. This cluster is spearheaded by a preference for Musi Rawas Culinary Specialties & Tourism (25.25%), Selangit Coffee (10.43%), and Musi Rawas Batik (8.67%). Driven by the enthusiasm of Generations Y and Z, this vision no longer views a product’s value solely in its physical appearance, but rather in its narrative, authenticity, aesthetics, and accompanying cultural experience. This shift in preferences demonstrates that people’s economic intuitions have aligned with the trend of modern regionalism, where competitive advantage is built through differentiation and imperfectly imitable added value (Barney, 1991; Neffke et al., 2011). This means that the dualism between commodities (rice, palm oil) and experience-based products (coffee, culinary delights) indicates that Musi Rawas is in a transition phase from an economy of scale to an economy of value.

Furthermore, the analysis yielded a significant finding about the power of geographic brand equity. People are no longer referring to commodities generically (such as “rice” or “coffee”), but instead have linked them to geographic identities, namely “Dayang Rindu Rice” and “Selangit Coffee.” This organic naming phenomenon constitutes an intangible asset of significant value and is a fundamental prerequisite for seeking Intellectual Property protection, particularly Geographical Indication (GI) certification, to prevent terroir piracy by external competitors (Belletti et al., 2017).

To technocratically bridge this divergent aspiration, this study applies Multi-Criteria Decision Analysis (MCDA) techniques to filter and rank candidates based on seven stringent excellence criteria. The results of the comparative evaluation in the Quality Control Team trial are presented in Table 3.

Table 3. Multi-Criteria Decision Analysis (MCDA) of the Top 5 MR-RFP Candidates

MR-RFP Candidates	U*)	QE*)	MV*)	LI*)	IC*)	S*)	Sc*)	Total Score	Rank
Palm oil	2.0	4.0	5.0	3.0	4.0	3.5	5.0	26.5	1
Paddy/Rice	4.5	4.0	4.5	4.5	3.0	3.0	2.5	26.0	2
Selangit Coffee	4.0	3.5	4.0	4.0	3.5	3.5	3.0	25.5	3
Culinary & Tourism	3.5	3.5	4.0	4.0	3.0	3.0	3.0	24.0	4
Musi Rawas Batik	4.0	3.0	3.0	3.5	3.5	3.0	2.5	22.5	5

Source: Research Results. Processed Data. 2025.

*) U = Uniqueness; QE = Quality Excellence; MV = Market Viability; LI = Local Integration; IC = Innovation Capacity; S = Sustainability; Sc = Scalability.

The MCDA matrix results above reveal a complex reality. Palm oil holds the highest cumulative ranking (26.5) thanks to its dominance in Market Viability (5.0) and Scalability (5.0) criteria, which represent the scale of the corporate industry. However, this commodity falls short in the Uniqueness (2.0) and Local Integration (3.0) criteria due to its generic nature and dominance by capital-intensive corporations. Conversely, Paddy/Rice (Dayang Rindu) and Coffee (Selangit) garnered the highest scores in the Uniqueness and Local Integration aspects, proving that these two commodities have deep historical, cultural, and local community empowerment roots, despite facing challenges in production scalability.

Referring to the philosophy of developing the mainstay regional products that do not solely pursue the volume of Gross Regional Domestic Product (GRDP) but rather inclusiveness and territorial identity, the final strategic decision established a dual-

track strategy: Dayang Rindu Rice/Rice was confirmed as the Main Regional Flagship, accompanied by Selangit Coffee in second place as a pioneer of the creative economy. Meanwhile, Palm Oil was positioned as a Strategic Flanker (Strategic Companion Product) with a focus on intervention in downstreaming (oleochemical manufacturing) to generate a regional fiscal surplus that can be cross-subsidized for funding the promotion of experience economy products (World Trade Organization, 2019).

3.4. Strategic Imperatives and Cultural Mandates for Downstreaming

In an effort to analyze the real needs that the public demands of the government, a qualitative thematic analysis was conducted on 801 valid responses regarding priority interventions. The extraction results mapped 10 Public Strategic Imperatives that present a narrative of a revolutionary paradigm shift.

Priority demands number one through five were absolutely dominated by commercial software needs (software interventions): (1) Promotion, Digital Marketing, & E-Commerce (19.97%); (2) Standardization & Product Quality Improvement (14.73%); (3) System Improvement & Multi-Party Collaboration (9.11%); (4) RFP Identification & Mapping (7.99%); and (5) Branding, Packaging, & IPR Legality (6.37%). The accumulation of these top five priorities reached 58.17% of total public aspirations. In contrast, conventional demands, such as Infrastructure Development (5.99%) and Capital Assistance (3.87%), ranked only sixth and ninth, respectively.

This empirical data represents the “voice of voters” rejecting bureaucratic incumbency. The people of Musi Rawas Regency convey a clear cultural message that the fundamental problem strangling MSMEs and farmers today is not upstream production inefficiencies, but rather a strategic impasse in the downstream sector, namely, how to sell, package, and patent products to maintain competitiveness (Anita & Iznillah, 2023). The public is no longer simply asking for “fish” (machines/money), but rather demanding “hooks and fishing methods in the digital ocean” (marketing knowledge, branding, and improving human resource quality). Therefore, the Musi Rawas Regency Government has received a definitive mandate to transform into a Marketer-in-Chief for local products, replacing its outdated role as a mere infrastructure provider.

Strategically, this situation aligns with the omnichannel strategy, which prioritizes promotion, digital marketing, e-commerce, and human resource capacity as key community imperatives. Here, the omnichannel strategy not only functions as a communication tool but also as a public policy instrument capable of bridging the gap between the public’s digital preferences and the bureaucratic communication structure, thereby strengthening the effectiveness of MR-RFP implementation without sacrificing the credibility and authority of local governments.

3.5. Participatory Architecture: Orchestration of the Dodeca-Helix Ecosystem

Handling downstream interventions centered on value chain upgrading and commercial innovation requires collective energy that goes far beyond the technical control span of a single regional government. To address the challenges of this complexity, this study recommends a transition from a hierarchical bureaucratic approach to innovation-based network governance. Therefore, an advanced collaborative architecture is operationalized through the Dodeca-Helix model (Figure 1), which orchestrates 12 (twelve) dimensions of stakeholder entities in an

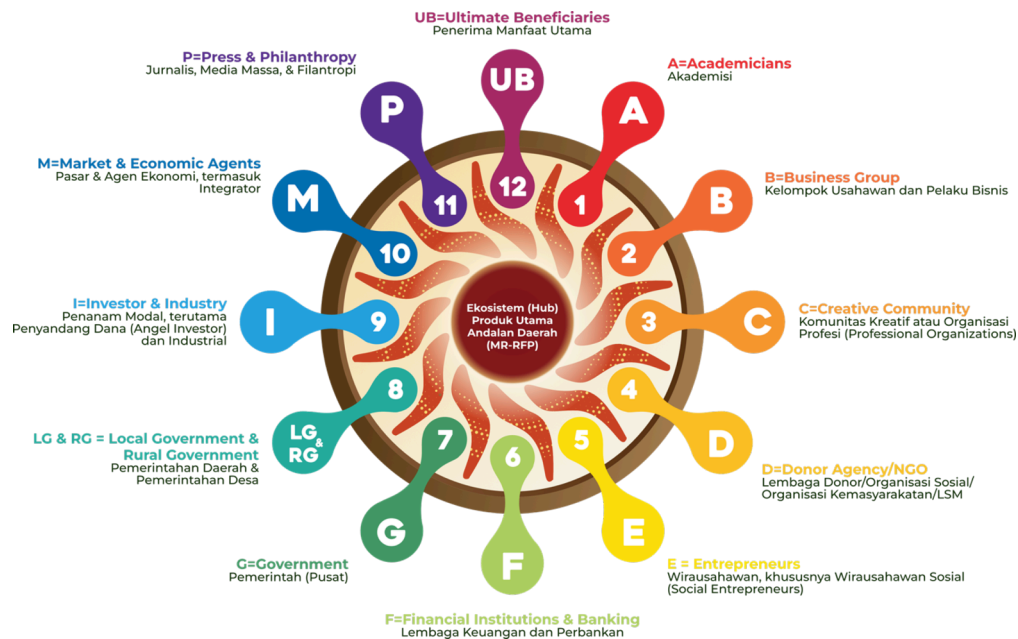


Figure 1. Dodeca-Helix as an Ecosystem (Hub) for Main Regional Products

integrative manner within a Regional Mainstay Product Development Hub (Saksono, 2024).

Specifically, the critical roles and strategic interventions in Figure 1 are presented in Table 4.

Table 4. Dodeca-Helix Actor Role Orchestration Map in the MR-RFP Ecosystem

Dimension (Helix)	Critical Roles and Strategic Interventions in the MR-RFP Ecosystem
A (Academicians)	Acting as an innovation anchor, conducting genetic breeding research to maintain the authentic aroma of Dayang Rindu Rice, formulating the cupping profile of Selangit Coffee, and researching downstream palm oil processing technology into functional food products.
B (Business Group)	Acting as an off-taker and supply chain aggregator, the company is building a modern premium rice processing plant (RMU), establishing an export-capacity coffee roastery, and initiating an oleochemical industrial facility with guaranteed raw material procurement from plasma farmers.
C (Creative Community)	Becoming a visual and narrative architect. Translating intangible cultural heritage into aesthetic packaging design, authentic digital storytelling, and branding campaigns that justify premium pricing.
D (Donor Agency/NGO)	Facilitating institutional mentoring at the grassroots level. Guiding the Selangit Coffee Forest Farmers Group (KTH) in maintaining ecological sustainability practices (Fair Trade certification) and water catchment conservation.
E (Entrepreneurs)	Agile agents who transform ideas into commercial reality. Executing startup business models, responding to niche markets, and navigating e-commerce market disruption..
F (Financial Institutions & Banking)	Disrupting conventional credit schemes through the provision of inclusive financing, supply chain credit, venture capital, and crowdfunding, accompanied by ongoing financial literacy and digital economic assistance.
G (Government)	Opening diplomatic negotiations, providing Intellectual Property protection at the Ministry/institution level, facilitating global market expansion (exports), and funding cross-provincial macro connectivity infrastructure.
LG (Local Government)	Acting as an ecosystem conductor (marketer-in-chief). Secure the registration of Geographical Indications (GI), reallocate regional budgets spatially (Tugumulyo District for Rice, Selangit District for Coffee), and issue pro-innovation and equitable trade regulations..
RG (Rural Government)	Reallocating Village Funds (DD) for basic level infrastructure development: farm roads, water reservoirs, and capital participation for BUMDes as local product aggregators.
I (Investors & Industry)	Investing massive capital to finance the installation of advanced technology (such as precision coffee sorting machines and bioenergy refineries) to boost efficiency and increase economies of scale.
M (Market/ Economic Agents)	An ecosystem of retailers, distributors, and intermediary consumers that ensures smooth logistics distribution, responds to demand curve dynamics, and provides validation (market testing) for innovative product prototypes.
P (Press/ Philanthropy)	The pillar of narrative amplification. Conducting cultural resonance campaigns through mass media to instill geographic brand equity in the collective memory of national consumers.
UB (Ultimate Beneficiaries)	Grassroots communities are no longer the target of suffering. Transforming into an organic "Digital Marketing Army," producers of quality assurance, and drivers of enduring domestic market loyalty.

Source: Research Results. Processed Data. 2025.

The participatory architecture in [Table 4](#) demonstrates that implementing the MR-RFP—such as strengthening Padi Dayang Rindu—cannot be left solely to the Department of Agriculture. Registration of GI legality requires the involvement of academics (A) in developing descriptive documents, the government (G/LG) in legal regulations, the creative community (C) in branding, financial institutions (F) in certification funding, and the community (UB) as customary stakeholders. The organic interaction of these 12 pillars must be consolidated through the establishment of a “Joint Secretariat for Regional Development Hubs,” legitimized by a Regent’s Decree, which guarantees cross-border communication to achieve the sustainable Musi Rawas Vision. This also emphasizes that synergy between actors in the economic ecosystem is a determining factor in the success of regional economic transformation ([Sari et al., 2024](#)).

The establishment of the “Joint Secretariat” as an operational hub functions to orchestrate interactions, synchronize programs, and accelerate implementation across the 12 actors. In this institutional design, the Joint Secretariat is not positioned as an additional administrative entity, but rather as a strategic delivery unit with a coordinating, facilitative, and limited executive mandate to oversee the day-to-day governance of the MR-RFP policy.

Institutionally, the lead agency, or “main conductor,” is recommended to be the Regional Development Planning Agency (Bappeda) of Musi Rawas Regency, given its intrinsic role as a planning orchestrator, controller of cross-regional governmental organization (OPD) synchronization, and strategic liaison between regional policies and national priorities. Placing Bappeda as the lead agency ensures that all MR-RFP programs are integrated into official planning documents (RPJMD, RKPD, and OPD Work Plans), thus ensuring budget legitimacy, program continuity, and coordinating coercive power. However, to maintain operational flexibility, the daily functions of the Joint Secretariat can be strengthened by a technical implementation unit attached to the Regional Research and Development Agency (Balitbangda) as a knowledge hub, supported by the Department of Industry and Trade, the Department of Cooperatives & SMEs, and other technical regional apparatuses as sectoral executors.

In its working mechanism, the MR-RFP Joint Secretariat adopts the “Collaborative Governance Cycle” model, which consists of four operational stages: (1) data-based agenda setting (supported by the Regional Research and Development Agency (Balitbangda) and public research results); (2) program synchronization across regional government agencies (OPD) and helix actors (led by Bappeda); (3) implementation orchestration through measurable role allocations within each helix (business, community, financial institutions, media, and others); and (4) periodic monitoring, evaluation, and adaptive feedback to ensure policy responsiveness to field dynamics. Regular coordination forums strengthen this mechanism, a digital performance dashboard, and the establishment of integrated key performance indicators (KPIs) across actors.

With the affirmation of the Joint Secretariat structure and clear leadership of Bappeda as the main conductor, the Dodeca-Helix model transforms from a mere role map into an operational, measurable, and accountable work system. This also addresses the main challenges of implementing collaborative policies in the regions, namely the fragmentation of authority and sectoral egos, by providing a single coordination node capable of ensuring that all actors move in one rhythm towards achieving the MR-RFP as the locomotive of regional economic growth.

4. Conclusion

This strategic analysis research marks the end of the era of extractive-quantitative regional development management, while simultaneously heralding the birth of a quality economy centered on value creation. Through the integration of the Wellbeing Methodology, this research successfully diagnosed the socio-cultural readiness of the Musi Rawas Regency community, establishing a moderate MR-RFP Index (5.67). A key finding of this research is the identification of the “High Readiness, Low Literacy Paradox.” This reveals that while there is a wealth of social capital and public enthusiasm within the community, it is currently undermined by a lack of intellectual capital. This deficit relates specifically to innovation literacy, understanding partnership governance, and access to financial literacy.

In response to this paradox, public preference clearly demands a shift in government intervention: moving away from the dominance of physical development programs and toward facilitating software and human resource capacity (software), including digital marketing, regional branding, and legal protection of intellectual property. The MCDA comparative analysis has validated public aspirations by establishing a dual portfolio architecture: Dayang Rindu Rice (including the DM1 and DM4 varieties) and Selangit Coffee are designated as the main flagships to stimulate the experience economy and territorial identity, while Palm Oil Product Downstreaming functions as a supporting pillar to secure regional fiscal resilience.

In order to navigate the complexities of transforming commodities into global brands, the government is required to abandon its solitary bureaucratic style. Therefore, this study formulates urgent policy recommendations that require immediate implementation: (1) Establishment of a cross-sectoral “Intellectual Property Acceleration Working Team” to ensure the issuance of Geographical Indication (GI) Certificates for Dayang Rindu Rice and Selangit Coffee; (2) Redesigning the allocation of Regional Apparatus (OPD) programs and budgets to focus precisely on specific spatial clusters (Tugumulyo District for Rice, and the Selangit District-TPK corridor for Coffee); (3) Launching a digital and financial literacy program specifically designed to facilitate a “Digital Marketing Army” from among grassroots communities; and (4) Institutionalization of a Joint Secretariat that orchestrates the 12-dimensional partnership of stakeholders in the Dodeca-Helix ecosystem. The implementation of this roadmap will undoubtedly be the strongest catalyst for accelerating the achievement of the Musi Rawas MANTAB Vision 2025-2029.

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