



# From Fragmented Aid to Integrated Governance: Multi-Stakeholder Collaboration for Creative Tourism SMEs

## *Dari Bantuan Terfragmentasi ke Tata Kelola Terpadu: Kolaborasi Multi Pihak untuk UKM Pariwisata Kreatif*

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### Abstract

The purpose of this study is to develop an integrated support model for small and medium-sized tourism companies that involve multi-stakeholder engagement. This study identifies the mentoring models needed by SMEs in the tourism sector in Guci Hot Springs Tourism and Tegal Regency and navigates mentoring strategies that suit their needs by incorporating multi-stakeholders. This research uses a qualitative approach with a case study of SMEs in the Guci Hot Springs tourist area, Tegal Regency. Focus groups and in-depth interviews with SMEs in the tourism industry are used to collect data. We analyzed 20 informants representing the SMEs sector in Guci Hot Springs consisting of fashion, culinary, and craft SMEs. Based on the qualitative data analysis conducted, the results of the study stated that the integrated assistance model includes substantive points such as marketing development, business licenses and SMEs business entities, social media and information technology, and financial management. For more effective assistance, stakeholder involvement is urgently needed. This study shows that stakeholders need their roles and capacities to coordinate knowledge, management, and entrepreneurial spirit among SMEs in the tourism sector. As a result, the findings of this study advance the understanding on how small businesses in the tourism industry can engage multiple stakeholders using integrated mentoring strategies.

### Keywords

Multi-Stakeholder; Tourism Sector; Small and Medium Companies; Association Model.

### Abstrak

Tujuan dari penelitian ini adalah untuk mengembangkan model pendampingan terpadu bagi perusahaan pariwisata skala kecil dan menengah yang melibatkan keterlibatan multipihak. Secara khusus, penelitian ini mengidentifikasi model pendampingan yang dibutuhkan oleh UKM sektor pariwisata di Wisata Air Panas Guci dan Kabupaten Tegal serta menavigasi strategi pendampingan yang sesuai dengan kebutuhan mereka dengan melibatkan multipihak. Penelitian ini menggunakan pendekatan kualitatif dengan studi kasus pada UKM di kawasan wisata Air Panas Guci, Kabupaten Tegal. Data dikumpulkan melalui diskusi kelompok fokus dan wawancara mendalam dengan UKM di industri pariwisata. Menganalisis 20 informan yang mewakili sektor UKM di Air Panas Guci yang terdiri dari UKM fashion, kuliner, dan kerajinan tangan. Berdasarkan analisis data kualitatif yang dilakukan, diperoleh hasil bahwa model pendampingan terpadu mencakup poin-poin substantif seperti pengembangan pemasaran, perizinan usaha dan badan usaha UKM, media sosial dan teknologi informasi, serta pengelolaan keuangan. Agar pendampingan lebih efektif, keterlibatan pemangku kepentingan sangat dibutuhkan. Studi ini menunjukkan bahwa para pemangku kepentingan membutuhkan peran dan kapasitas mereka untuk mengoordinasikan pengetahuan, manajemen, dan semangat kewirausahaan di antara UKM di sektor pariwisata. Oleh karena itu, temuan studi ini menambah pengetahuan tentang bagaimana UKM di industri pariwisata dapat melibatkan berbagai pemangku kepentingan dengan menggunakan strategi pendampingan terpadu.

### Kata Kunci

Multipihak; Sektor Pariwisata; Usaha Kecil dan Menengah; Model Pendampingan.



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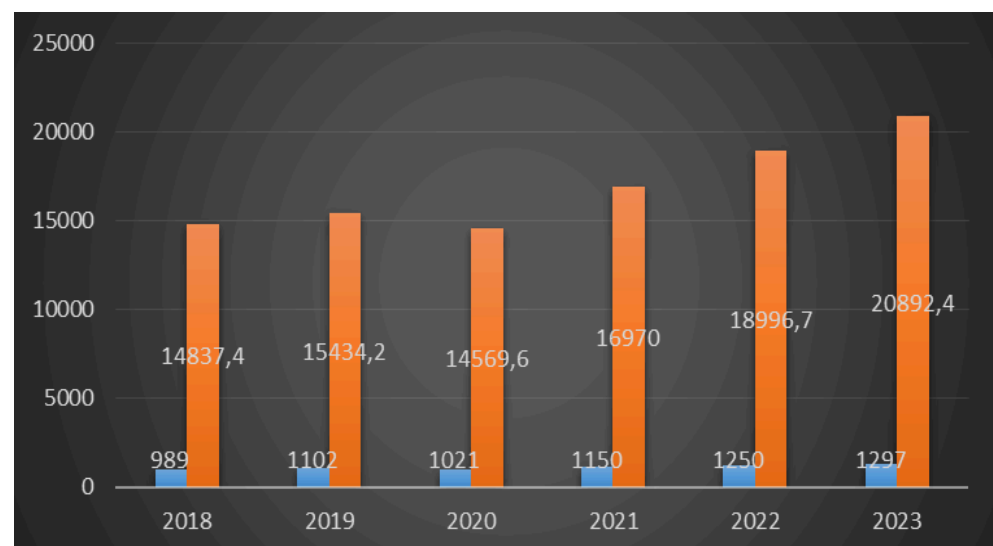
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## 1. Introduction

A country's economy can benefit from the creative economy in a number of ways, including generating income, job creation, growing export earnings, technological advancements, expanding intellectual property, and other social functions (Koleangan, 2023; Rosyadi et al., 2020). The creative economy can be the backbone of Indonesia's economy (Landoni et al., 2020). The reason is that this creative economy is light on capital (Soundararajan et al., 2019). In addition, it can be done by everyone because it involves ideas and creativity and is sustainable (Dellisanti, 2023). The creative industry sector contributes to the growth of the gross domestic product, causing the global economic sector and global trade to grow significantly (Cicerone et al., 2021).

The involvement of the small and medium business sector in tourism is receiving more attention from the government (Ariwibowo & Prasetyo, 2023; Sutjiatmi et al., 2023). Especially in the small- and medium-scale creative industry sector, which of course can be a special attraction in certain tourist destinations (Wardana et al., 2023). The creativity of the residents around the destination needs to be honed to make souvenirs, crafts, clothes, and keychains with themes related to tourist destinations, which until now are usually produced from outside the destination so that the people around the tourist destinations only benefit from sales (Fahmi et al., 2023).

The era of digitalization has also provided a wide avenue for the growth of the creative industry which, with the help of advanced information technology in recent years, has exceeded 14% in developing countries (Dellisanti, 2023). There is evidence to suggest that countries in the south receive more benefits from the trade in creative products compared to developed countries, where the world's total exports are 58%. In comparison, developed countries only receive 42%, but the impact of the creative economy is only felt by large creative industries. This reality shows the continued helplessness of many industrialized and developing countries, especially small and medium-sized economic entities (Arcos-Pumarola et al., 2023).



**Figure 1.** Contribution of the Creative Economy to the Indonesian Economy

Source: *goodnewsfromindonesia.id* and *nasional.kontan.co.id*

Although their role is less important in the global economy, the contribution of SMEs to the national economy has been proven by several studies (Ho & Sheng, 2022). However, it is undeniable that SMEs can be one of the solutions to increase competitiveness in economic industries, such as developing the workforce, engaging in export-import trade, reducing poverty, and encouraging economic expansion, which are all seen as important for the country's economic development for SMEs

(ERIA, 2021). The National Creative Economy Agency of the Republic of Indonesia, in the last six years, there has been a surge in the sector of the creative economy of Rp 989 trillion or 7.4% of national GDP (2018), Rp 1,102 trillion or 7.7% of national GDP (2019), Rp 1,021.4 billion or 7.8% of national GDP (2020), Rp 1,150 trillion or 7.9% of national GDP (2021), Rp 1,250 trillion or 8% of national GDP (2022), and IDR 1,297 trillion or 8.1% of national GDP (2023).

The relationship between the creative industry and tourism has been widely studied by several experts around the world (Richards, 2020). It even creates a discussion about what is commonly called creative tourism, as is the case in some developed countries, by developing marine destinations and then giving them a creative touch, such as in Hong Kong Bay, which features the beauty of the sea where skyscrapers rise at night. Decorated with 3-dimensional decoration with creative lights (Li & Kovacs, 2021; Remoaldo et al., 2020; Sarantou et al., 2021). SMEs in the creative industry in the tourism sector have quite complex variables, although currently they are still dominated by three sectors. These three sectors contribute to GDP growth every year with encouraging improvements.

Meanwhile, creative industry SMEs in the tourism sector also have stakeholders, namely actors who have interests and influence in the development of small and medium-sized enterprises engaged in the tourism and creative economy sectors. These stakeholders can come from various sectors, such as government, the private sector, society, the media, and academia (Hadi et al., 2024). However, SMEs often experience difficulties in capital and problems with creative workers who need special training. The problem of creative SMEs in the tourism sector is increasingly complex because it is related to tourist destinations (Octavia Devi et al., 2023). Creative SMEs in the tourism sector have not received much assistance in terms of financial management, human resources, digital marketing, and other assistance. This SME is attached to the destination area, so it will depend on the conditions of tourist visits to tourist destinations (Fathurrahman, 2023).

The SME creative industry, especially in Central Java, has several challenges related to distribution and manufacturing. So, the mentoring program is needed to improve knowledge and company management, considering that SMEs in Central Java are also subscribers to mentoring programs. According to data, the SME population of Central Java increased by an average of 12.6% per year between 2020 and 2023. Three industries that continue to dominate the creative sector in Central Java itself, namely handicrafts, fashion, and culinary arts. A similar situation also occurred in Tegal Regency, Central Java, where 78,000 SMEs operated in 2020. The development of creative industries is one of the regional development strategies of Tegal Regency.

This is achieved through improving the management of tourist attractions, increasing and strengthening the independence of village tourism, strengthening tourism marketing, setting the price change index, strengthening the role of traditional markets and expanding SMEs. They still have to deal with poor technical proficiency, lack of entrepreneurial spirit, and lack of understanding of company management. Given this situation, support for SMEs in the Tegal region is very important. As happened in the Guci Tegal Hot Springs tourist attraction, although the creative SME sector is still limited to merchandise, culinary, and handicrafts. SMEs in Central Java need support in at least three areas: funding, product standards, and marketing access (Aulia et al., 2023).

The Tegal Regency, which lacks program support, was chosen due to the low competitiveness of small businesses in the creative economy, namely in the tourist destination of Guci hot springs. Although the number of SMEs continues to grow, they still need marketing support, product quality, and access to finance. In addition, some current support initiatives do not involve different parties to increase the

competitiveness of SMEs in the creative economy. SMEs will receive a range of services to increase their capacity with the help of partners. This situation shows how important it is for SMEs to have support services that include all knowledgeable stakeholders. So, based on the background of these problems, the author formulated assistance in the management of creative SMEs in the tourism sector with multi-stakeholder collaboration.

## 2. Methods

The purpose of this research is to develop a multi-stakeholder integrated mentoring model for creative SMEs in the tourism industry. To obtain the desired model, this study identified the best criteria based on the SME perspective through the exploration of four important topics based on MSP theory in detail after discussing acceptable mentoring features with players in the creative sector, including SMEs, government agencies and SME supporters. Using the following research questions: (a) What common problems do SMEs experience? (b) Based on their actual demands, how do SMEs feel about the mentoring model? (c) Who can support SMEs among stakeholders? (d) What role might stakeholders play in helping to fund mentoring initiatives? Regarding the potential role of stakeholders, we refer to five strategic goals developed by ASEAN to improve the competitiveness and innovation of SMEs. In particular, (a) promote innovation, technology and productivity; (b) expand financial availability; (c) expand the market and accessibility of finalization; (d) improve the regulatory and policy landscape; and (e) promote human resource development and entrepreneurship. The perceptions and opinions of creative economic actors about the aspect of mentoring are explored in depth to interpret the experiences and models of mentoring obtained. Therefore, to understand the expected mentoring model in the context of the creative economy, this study uses a qualitative case study approach and not a quantitative approach.

According to ([Gizzi C Michael, 2021](#)), Qualitative research places great emphasis on how reality is socially constructed. The purpose of the qualitative research methodology is to explain the sociocultural experiences and meanings of study respondents regarding non-numerical events ([Supriyanto, 2022](#)). Case studies are used to thoroughly examine the viewpoints of various actors regarding the guidance models required for them. A case study is a type of qualitative study in which various perspectives are used to examine the complexity and peculiarities of a particular model (such as a guide model).

In-depth interviews and focus group discussions (FGDs) with participants in the creative economy were used in this study. In addition to community activists in the field of creative economy and regional bureaucracy such as the Department of Industry and Trade, the SMEs Agency, the Development Planning Agency, and the Manpower, Cooperatives and SMEs Agency, they represent parties involved in the fashion, culinary, product design, and YouTube video industries. The FGD was conducted to determine the assistance model needed by SMEs. To choose the best mentorship model, players in the creative economy were invited to analyze the findings of the interview after it was conducted.

When using qualitative techniques, researchers are the primary instrument for data analysis, not other tools. In the data analysis process, the role of the researcher is very important in interpreting the data. The researcher collected and interpreted data from FGDs and in-depth interviews from the perspective of a mentoring model. The data was then analyzed using the Multi-stakeholder Partnership theory which focuses on the strategic role of Penta Helix actors in providing mentoring services to increase the capacity of SMEs.

This research collects only information from informants who are actively involved in creative economic activities to produce more reliable and valid data. We

also selected people who have knowledge of the growth of SMEs in the creative sector in the tourist area as informants. To ensure that data processing is legitimate, many data sources are regulated. As a result, if the research findings are corroborated by triangulation of data from various sources, they have a high level of confidence. The number of informants in each field of the creative economy is shown in Table 1.

**Table 1.** Number of Informants

No	Sector	Sub-total
1	Culinary	Snack food
		Beverage
		Cafe manager
2	Fashion	Batik
		Urban T-shirt
3	Craft	Ceramic
		Slipper
4	Social media community	
5	Local government	
6	Creative economy activist	
<b>Total</b>		<b>20</b>

Source: Data Processed by Authors, 2025

The phrases and utterances taken from the informants for this qualitative report are displayed as statements to help authors in articulating and clarifying ideas, illuminating understanding, promoting emotions, and getting responses. Each information gathered from the data analysis reported in this study uses a single format for data presentation. The results of the study are displayed as excerpts.

### 3. Results and Discussion

Creative tourism SMEs in the Jar Area, Tegal Regency, are small and medium-sized enterprises engaged in tourism related economic activities, particularly those associated with the Guci Hot Springs tourist attraction. These SMEs offer a variety of products and services that support tourism in the Jar Area, including accommodation-related services, transportation support, culinary products, and handicrafts. Creative tourism SMEs in the Jar Area aim to improve the welfare of the surrounding community while developing local tourism potential, which includes hot springs, waterfalls, glass bridges, and glamping facilities. In addition, these SMEs collaborate with local government institutions and other relevant stakeholders to preserve the environment and local culture. The case of creative tourism SMEs in the Jar Area demonstrates how creativity, innovation, and entrepreneurship can be integrated to support the development of Indonesia's tourism sector.

#### 3.1. Original Requirements for Assistance

Improving the performance of creative economy SMEs in the tourism industry, especially in the Guci Tegal Hot Spring Object, the author developed an integrated mentoring approach based on the Penta Helix concept. Participants in this multi-stakeholder effort were representatives from academia, industry, government, society, and the media. This study explains the assistance of Penta Helix actors to SMEs using the Penta Helix paradigm. Findings on the ground found frequent problems with business and financial management due to a lack of human resources from our interviews with SMEs (Arkum & Amar, 2022; Boix-Domenech et al., 2021; Kokkaew et al., 2022). Due to the lack of creativity and competition, most



entrepreneurs lack confidence in terms of their market orientation. The lack of a marketing plan is another major obstacle, especially for newly established SMEs who are satisfied with the distribution of their local market.

In addition, the mentoring model should include the following essential elements, as determined by the results of focused group discussions with resource persons: (a) financial management, (b) marketing, (c) protection of intellectual property rights, (d) corporate legal business; (e) the use of information technology; and (f) business licenses. Giving SMEs the skills they need to run their businesses. This is intended to include these five elements in the mentoring program.

Support for financial management. The inability of SMEs to grow their businesses is mainly due to inadequate financial management. Many SMEs do not know about financial management. Thus, it affects the effectiveness and efficiency of a company. In addition, SMEs find it difficult to handle bank loan funds due to a lack of financial management skills. Accounting professionals working with MSMEs need to have financial management skills, from basic bookkeeping to effective money management, as uneven capital distribution is the root of the problem, especially for MSMEs with stagnant or poorly managed business operations. While banks provide capital funding, access needs to be accelerated, especially for businesses that are already running smoothly, to drive fairer and more effective growth (Apriyani, 2024).

The main challenge in HR management is choosing the most important things to learn. Training must be provided consistently and sequentially, tailored to the challenges of SMEs management. In the initial stage, the training material must be simple, such as understanding the financial balance, helping with bookkeeping, procurement of raw materials, and understanding production costs because the scale of MSMEs is still small (Putra & Huda, 2022). This is easy to understand if it is delivered with the right approach. Financial management includes three main activities: (a) securing cash, (b) allocating and using funds, and (c) managing the assets owned. SMEs typically lack strong financial management skills. SMEs continue to manage their finances in a traditional way during our FGD sessions, which leads to additional issues such as (a) difficulty estimating revenue from company operations, (b) difficulty growing their company, and even (c) the idea that something is wrong with their business. Good. No profit for the company (Fitri et al., 2023).

Marketing Assistance, as marketing has an important relationship with the performance of SMEs (Malik et al., 2023). Economic value cannot be obtained if production is not absorbed by the market. Similarly, marketing will affect the sustainability of SMEs. The findings of the study show that SMEs in the creative sector need support in marketing. If the product market is unknown, the participation of SMEs in training programs to improve product quality is possible. For SMEs to be able to distribute the goods that consumers need, they must be aware of the market. The biggest challenge is to market the product to the national market. Although in 2000 they succeeded in marketing the product to Sumatra, the product was considered difficult to keep up with the times. Sales of its products are highly dependent on tourist visits to tourist attractions, although the concept of digital marketing has changed the way marketing is made. The general public's interest in SMEs and entrepreneurship, especially among those with creative entrepreneurial skills, needs to continue to increase. This is important to encourage the growth of the MSME sector and create more opportunities for creative business actors to contribute more to the economy (Yunus, 2022).

Through a field study, it was found that SMEs in Tegal Regency have marketing challenges. They determined that there was enough inventory of the product and that the market was still open. Their efforts were ultimately delayed for several

months due to their inability to read the market. Help with intellectual property. According to (Echavarría-Arcila et al., 2023), SMEs find it difficult to manage their intellectual property rights efficiently due to bureaucratic processes and costs (DitjenKI, 2023). As a result, even though they are unaware of its significance, SMEs often retain their intellectual property rights (Castaldi et al., 2024). In addition, our informants think that support for intellectual property rights is essential. Galgil T-shirts is a local business that has grown nationally and internationally by offering Tegal quotes and Tegal characteristics. However, these characteristics are considered less protected because there is no additional security for the widely shared Tegal attribute, making them vulnerable to being imitated or exploited by other individuals or businesses. The lack of protection for design and intellectual property rights is a major problem facing apparel industry players in creating a creative economy. Galgil T-shirts face challenges when trying to obtain production licenses and intellectual property rights protection, which can jeopardize Galgil T-shirts' artwork and hinder the development of creative businesses.

Protecting intellectual property rights is important, but optimizing revenue remains a top priority. Intellectual property rights are not affected if the transaction fails, but the most important thing is not to get stuck in your comfort zone and continue to develop creativity. Social sanctions are still considered an appropriate punishment for violations of imitation policies, although the shape and design of the products are almost identical. SMEs do not always consider intellectual property rights as a top priority. The creativity offered by business actors is often imitated by other business actors and is considered standard. The tendency to mimic the performance of different companies is ingrained. As a result, companies that provide more affordable rates can mimic newly established ones, such as "patterned shirts". Eventually, new players on the market will make the patterned T-shirts disappear one by one. If business actors have intellectual property rights to their goods, things will be different. Due to these intellectual property rights, it will be difficult for new companies to copy the company.

Assistance for legal entities. A study on SMEs business entities in Indonesia was conducted by (Mishra & Kushwaha, 2023). The results of the study show that SMEs need help from other parties and struggle to get their legal entity. Controlling business papers is more important to innovative business people than business legality. Several factors play a role, such as (a) doubts about the company's potential to succeed, (b) lack of funds to obtain a license, and (c) challenges in obtaining a business license. This need contrasts with the actual situation, where the government is working to facilitate licensing and release certain funding components. Guidance in the field of information technology. One of the areas where small businesses are failing is in the use of information technology (OECD, 2023). The use of information technology can increase the competitive advantage of small businesses, according to certain studies. Assistance in the field of information technology that supports SMEs marketing needs to be carried out by the government and stakeholders. With multi-stakeholder collaboration, the government can help in helping creative SMEs, especially in the tourism sector.

Support for business licenses. One thing that hinders the growth of SMEs in developing countries is the legal and regulatory framework (Yarnis et al., 2022). As a result, instead of focusing on service offerings, the bureaucracy in charge of issuing business licenses tends to be normative. We also discussed this issue with the informant. SMEs in the creative economy sector need continuous assistance in obtaining business licenses, such as Trade Business Licenses (SIUP) in Indonesia. Even if you already have a higher permit, a SIUP is still required for administrative needs when collaborating with other parties. The technology-based creative sector is also not free from licensing requirements. However, the growth of SMEs is often

hampered by unfriendly administrative conditions, which ultimately become an obstacle. The importance of assistance in obtaining business licenses, while the focus is on product development and capital return, because both agree that administrative and licensing support is very important to encourage the growth of SMEs

We found a lack of two-way communication between companies and governments through various debates. The number of SMEs in Banyumas that are not comparable to service units is one of the main causes of communication disruptions. As policy makers, the government plays an important role in helping companies thrive.

### 3.2. Formulating an Integrated Mentoring Model: Multi-Stakeholder Collaboration

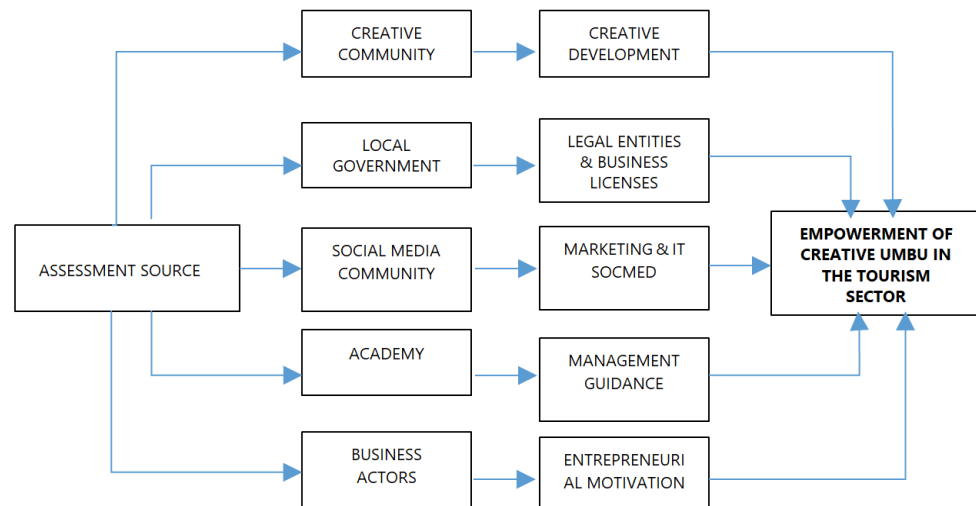
In this study, mentoring aims to transfer the mentor's business experience to SMEs. Meanwhile, skills development seeks to teach SMEs specific skills from mentors. The creative community, social media community, corporate actors, bureaucracy, and academics are the five strategic actors, or Penta Helix, that must be involved in the mentorship model for creative economy actors from a multi-stakeholder perspective. Mentoring is no longer the exclusive domain of one strategic player, as in the current scenario, thanks to the integration of these five actors.

Working together with many players, including companies, governments, civil society, and affected communities, to solve a common problem or achieve a common goal is known as multi-stakeholder collaboration. Using each stakeholder's unique perspectives, expertise, networks, and resources can help develop more inclusive and successful solutions.

The integrative methodology used in this model article assumes that all parties involved in the growth of existing SMEs already exist, but are not fully integrated in a collaborative effort. Therefore, cooperation between local governments, academic institutions, SMEs and community networks is essential for the development of SMEs. Parties have been around for a while, but usually operate independently without a cohesive plan. SMEs need a clear business strategy, a strategic plan, and development stages. The government acts as a helpful subsystem, not as a superior party. Although 70% of SMEs have received assistance, mentoring, and workshops, they still need structured incubation. In tourist areas, creative economic actors need to get assistance in product quality management, product design, packaging design, and capital assistance. Universities and governments often see the training formula for SMEs as a significant advance. However, it does not have a significant effect on certain SMEs. Formal training tailored to the business category is important to facilitate mentoring, especially for mentors in business locations who must choose the best and most appropriate solution.

SMEs stakeholders should be well-versed in the five programs that SMEs need to participate in a collaborative model tailored to their goals to improve competitiveness at the ASEAN level. These programs include (a) innovation, technology, and productivity improvement; (b) financial management development; (c) increased market access and globalization; (d) enhance a person's capacity to defend intellectual property rights; and (e) improve entrepreneurship and human resource development for creative economy actors. It is hoped that these five initiatives will be able to support the growth of SMEs in the creative economy. Each stakeholder in the integrated mentoring approach has a role defined according to the research. The capabilities provided by the stakeholders must determine the role to be applied. Therefore, throughout the coaching process, everyone is responsible, even if it is only applied to one specific actor.





**Figure 2.** Integration of Creative SMEs Empowerment Assistance Models in the Tourism Sector

Source: Rosyadi et al., (2020)

The image above is an adoption research (Rosyadi et al., 2020), which then became an initiation in research on Creative SMEs in the tourism sector. The multi-stakeholder responsibilities in our integrated guidance strategy for SMEs are as follows, based on our interviews. First creative community: A group where creative economy participants come together and share ideas is known as a creative community. This community is critical to the advancement of marketing, innovation, and human resources. Discussions and sharing of experiences about their creative economic activities, which lead to innovation and market expansion, can be used to improve human resources.

Product promotion and marketing are two other problems that SMEs face. SMEs usually advertise and promote their goods on both domestic and overseas markets during this period. Unlike large corporations, which often have the resources to market and promote their products, SMEs have financial constraints in that regard. The inability to promote products and marketing hinders the ability of SMEs to grow optimally. Moreover, in recent global competition, many SMEs are unable to compete with international goods that easily arrive on the local market.

In addition, local government authorities: Until now, SMEs were not the government's top priority after Indonesia became independent in 1945. This is shown by the fact that until 2008 there were no laws regulating SMEs and no government restrictions. The growth of SMEs is hampered by the lack of strong legal regulations (in the form of laws). SMEs have been supervised and developed according to several policies and guidelines related to SMEs issued by government organizations.

Third, the social media community: This group is very interested in how SMEs are developing on social media. The goal of this group is to help SMEs embrace the advancements in information technology and promote their products to a wider audience. Fourth, academics: By teaching SMEs in financial management and helping them acquire their intellectual property rights, academics can support SMEs. Most small and medium-sized enterprises (SMEs) in Indonesia get the funds they need from personal savings, loans from friends and family, or money borrowed from loan sharks, or "tenants" as they are known in Indonesia. In general, funding sources are not reliable in the long term. Meanwhile, there are still many SMEs that are not eligible to get loans from official financial institutions such as banks. Therefore, outside assistance is needed to help SMEs overcome their financial bottlenecks. With financial management training, academics can help small and medium enterprises gain access to bank financial services.

Finally, business actors: By encouraging the entrepreneurial growth of creative tourism enterprises and facilitating access to global markets, business actors can help SMEs expand their business opportunities. Through their broader networks and market knowledge, these actors may connect SMEs with potential buyers. One of the main challenges currently hindering SMEs in the creative economy is sustaining their operations in the long term. The development of an entrepreneurial mindset can be facilitated through guidance from experienced entrepreneurs who share their experiences in overcoming difficult circumstances to sustain their businesses.

The main objective of this research is to develop an integrated mentoring model for innovative SMEs involving multiple stakeholders in the tourism industry. We review the mentoring requirements anticipated by SMEs based on the strategic objectives of SME growth and the possible role of multi-stakeholders in helping to build the capacity of SMEs to create an integrated mentoring model based on the perspective of SMEs (Devi et al., 2023). In this section, we present case study-based research findings to improve our integrated mentoring paradigm.

The growth of innovative SMEs in the tourism sector requires the integration of prospective capital sources offered by stakeholders with the real support requirements proposed by SMEs. This is evident from the analysis of the role of multi-stakeholders in the integrated mentoring model. The inability of SMEs to compete in the market can be attributed to a lack of technical expertise, poor entrepreneurship, and ignorance of business management. According to our research, small and medium enterprises (SMEs) have a significant need for integrated guidance programs that include financial management, marketing, intellectual property protection, corporate legal entities, use of information technology and business licensing.

Multi-stakeholder collaboration, according to (Stott, 2022), will provide participants with a wide range of resources. Participants can use these resources to expand their capacity. Multi-stakeholder participation in mentorship programs in the creative economy sector will overcome the difficulties SMEs experience from market competitiveness. Therefore, the guidance program must be considered considering the original needs of the SMEs. According to our research, Penta Helix actors can serve as mentors for SMEs. Their expertise can be used to help SMEs become more knowledgeable and capable while inspiring them to develop original and unique items. Our findings are consistent with other studies that have shown the benefits of a multi-stakeholder approach to innovation promotion (Carlisle et al., 2013; Saparita Rachmini et al., 2023), Knowledge Creation (Gong et al., 2023; Holford, 2019), and collaborative solution development (van Laar et al., 2020).

#### 4. Conclusion

The assistance of Penta Helix participants to innovative SMEs in the tourism sector is tailored to each person's background, expertise, and knowledge. Local governments can assist SMEs in obtaining business licenses and legal entities by becoming mentors. In addition, academics and colleges can help SMEs acquire intellectual property rights and strengthen their ability to manage finances. Business actors can provide their knowledge and experience to SMEs to increase entrepreneurial encouragement and provide SMEs with access to foreign markets. So, SMEs can improve their marketing capabilities with the help of creative communities. Finally, the social media community can support SMEs in advancing the use of social media technology to expand the product market in the creative economy.

This research suggests the establishment of creative center organizations to ensure the sustainability of MSPs in an integrated mentoring model. Supporters of

the creative economy and local government organizations, the function of the creative hub organization as an incubator and provider of strong business facilities and infrastructure, business growth and management, and technological assistance are revealed. In addition, having a CEC representing a variety of stakeholders can help sustain mentoring programs by attracting additional funding and support from outside.

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