

# How to utilize nobles' houses in a conflicted area: an architectural case study in Baluwarti, a cultural tourism kampong at Surakarta Sunanate Palace

A Marlina<sup>1\*</sup>, W Astuti<sup>2</sup> and U J Cahyono<sup>1</sup>

<sup>1</sup> Department of Architecture Faculty of Engineering, Universitas Sebelas Maret (UNS) Surakarta Indonesia

<sup>2</sup> Departement Of Urban And Regional Planning Faculty of Engineering Universitas Sebelas Maret (UNS) Surakarta Indonesia

\* Corresponding author: avimarlina@staff.uns.ac.id

**Abstract.** Cultural tourism is being intensified in every kampong (village) in Surakarta. Baluwarti is a cultural tourism kampong situated in the palace area where the nobles dwell. However, the internal conflict among these nobles affects the kampong's tourism management system. Therefore, the main focus of this research is to find an architectural model of tourism management utilizing the nobles' houses. This model, furthermore, is created by building synergy with stakeholders, initiated by communities in conflicted areas. Participatory Action Research in the form of FGD was performed to create a dialogue format with the community. Completeness of data and information were obtained through field observations, in-depth interviews and providing related documents. The result of the research displayed three models of tourism management in the conflicted area, namely: 1) The Management Model for Tourism Management in Restricted Areas, 2) The Development Model for Cultural Tourism Kampongs, 3) The Integration Model between Tourism Potential and Tourism Economic Activities. These models can be proposed to the government to encourage the development of heritage tourism industries in conflicted areas.

**Keywords:** *model, restricted areas, cultural tourism kampong, heritage*

## 1. Introduction

Kampong (village) Baluwarti is the only kampong in the city of Surakarta located in the land of the Surakarta Sunanate Palace which is currently still affected by the internal conflict of the palace members [1]. Kampong is a traditional settlement that represents the historical characteristics, abilities, efforts, struggle, pressure and the spirit of independence of its people [2]. This kampong has been declared as a strategic tourism area, so the Surakarta tourism agencies have carried out various tourism activities, fostered the *Sapta Pesona* (Seven Enchantment) Program, and given technical guidance on managing tourism based on the Regional Tourism Development Master Plan 2016-2026. However, the results are still significant results; furthermore various tourism potentials available in the Kampong Baluwarti including the palace's buildings, creative industries, art galleries, local culinary delights, and cultural events have not been optimally developed.

Some previous studies were conducted to find strategies to give solutions. Among them is the study of strategies in tourism management that prioritizes the kampong's characters [3]; tourism strategies by displaying local uniqueness [4]; and community participation in the management of sustainable



cultural heritage [5]. The similar tourism strategy was also presented by oleh [6]. This strategy involves the attachment of cultural values and the behavior of local people. From the aforementioned findings, it can be interpreted that tourism management prioritizes more on local characteristics and participation of the community members.

Some researches found that community participation in tourism like involving actors, places, businesses, and tourists will support the success of a tourism industry [7], and this success is also supported by the government and stakeholders roles [8]. Such collaboration including the youth community involvement is the key factor to realize sustainable tourism management [9]. According to these findings, it can be concluded that collaboration, integration and synergy among the community, government, and stakeholders are needed in developing the tourism industry. However, the findings of previous studies have not revealed how to create a model of collaboration, integration, and synergy in conflicted areas, and creating this kind of model is urgent for Baluwarti community where . Thus, this study aims to present how the community-based tourism management model in Kampong Baluwarti is able to overcome such conflicts.

## 2. The Model of Tourism Organization Based on Locality

The success of heritage tourism lies in its planning, development, management and marketing [10]. Cultural heritage tourism organizations need ongoing cultural involvement through internal communication, coordination, and training both inside and in various locations. All of these activities are the important actions [11].

Clear strategies and guidelines from the government, systematic details about the implementation, and the representation of the community members must be included as the key elements in the formulation of policies for heritage and urban planning [12]. Communities are the stakeholders, beneficiaries and players in tourism management [13]. Various strategies for tourism sustainability are performed by including the community members as the program actors [14]. Public-private partnership programs, stakeholder-oriented planning, and tourism development sponsored by the government are the top priorities [15].

Coordination between stakeholders and financial support is vital in the development of the tourism industry [16], [17]. The enormous tourism potential can positively encourage and change the socio-economic strength if it is well implemented through effective and efficient policies, planning and management [18]; in addition there is a need to change the organizational culture by utilizing diversity in the management, hence the improvement of the services, and one of the ways is the betterment of marketing strategies and public private partnerships [19].

The tourism development model requires leadership, courage from communities and collaboration among stakeholders[20]. On the other hand, the related researches found in the Shari'ah tourism development model showed creative and innovative management functions based on careful planning, consistent implementation and measurable and constructive evaluation [21].

Meanwhile, the role of traditional social cohesion called "*guyub*" (familiar atmosphere) and "*gotong royong*" (mutual cooperation) among the community members in the tourist destination is very important to reduce conflicts, and preserving these symbols increase integrity and cohesiveness in the social structure [22]. Tourism can bring peace through extensive interaction between residents and tourists to reduce barriers and improve interpersonal relations in tourism through analysis of a larger and more organized social context [23]. Therefore, it is necessary to create a tourism management model design that prioritizes collaboration, integration, and synergy based on local social interactions to tackle the problem related to conflicts among community members in a tourist destination area.

Collaboration is cooperation, interaction, and compromise of related elements; like individuals, institutions, and/or parties; who both directly and indirectly involve and who accept the consequences and enjoy the benefits [9]. Integration involves multi-sectors such as public sectors, private sectors, NGOs, communities, academicians, and other related parties [20]. Synergy is steps to build and assure productive cooperation and harmonious partnership among stakeholders.

### 3. Methods

This study employed a qualitative descriptive method with Participatory Action Research (PAR), this participatory perspective centered on the notion of "participation" and "engagement" through a dialogue format with the community as its main strategy in accordance with the Reason's statement in [24]. Completeness of data and information were obtained through field observations, in-depth interviews, and providing supporting documents.

The format of the dialogue was carried out through a Focus Group Discussion (FGD) involving the community, stakeholders, and the government. These parties consist of: the owners of 14 Ndalem Kapangeranan (the nobles' houses), the owners of 3 creative industries, the managers of 6 Javanese arts and culture studios, the managers of 10 cultural events, and 4 local culinary industries, the Tourism Office, the The Office of MSME (Micro, Small, and Medium Enterprises), ASITA (Association of the Indonesian Tours and Travel Agencies), POKDARWIS (Tourism Awareness Group), *Kelurahan* (the Kampong Office), *Kecamatan* (the Sub-District Office), the Urban Planning Office, the Housing and Settlement Office, BAPPEDA (Agency for Regional Development), and the cultural tourism kampong club. Data, information, and interview results are compiled and used as the materials for the SWOT analysis to produce a model design strategy for the development of cultural tourism in this conflicted area.

This research was done for two years starting from the beginning of 2018 until the end of 2020, and it consists of field observation, in-depth interviews, collecting documents, and FGDs. This research comprises two steps, namely the conceptual study of the tourism kampong development and formulating the concept of the cultural tourism kampong model in the heritage area. The conceptual study was conducted by evaluating the program of cultural tourism kampong development which was related to policies, regulations, national programs, municipal programs, kampong programs, potential development of cultural tourism kampong by studying documents from both national and municipal governments. In the first step, documents from the kampong administration, field observation, and research evaluation were analyzed. The end of the first step was marked with FGD on the development of the cultural tourism kampong, attended by community members of kampong (village) Baluwarti and stakeholders. The results of data collection and the FGD were analyzed using the SWOT analysis, and the results of the analysis were used to formulate the concept of the cultural tourism kampong model at the heritage area in the second step.



**Figure 1 . FGD The Formulation of the Tourism Kampong Model**  
Source: Marlina,2018

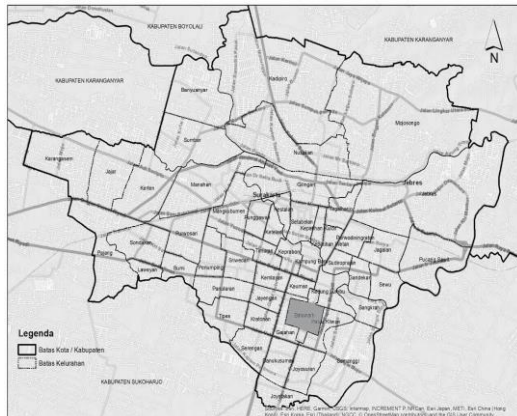


**Figure 2. FGD The Establishment of Tourism Kampong Forum**  
Source: Marlina,2019

### 4. Results of The Study

#### 4.1. The Potential of Kampong Baluwarti as the Cultural Tourism Kampong

Baluwarti is a 40.7 hectares residential area of cultural heritage within the *cepuri* (fortress) area of the Surakarta Sunanate Palace (Fig.3 and Fig.4). There are 6.434 people living in this kampong comprising of 3.327 women and 3.107 men spread over 12 RW (community groups) and 38 RT (neighbourhood groups). The entire Baluwarti area is magersari land that does not have a certificate of ownership, and all residents only have the right to occupy it [25].



**Figure 3.** The Map of Surakarta  
Source: BAPPEDA, 2018



**Figure 4.** The location of Kampong Baluwarti within the Surakarta Sunanate Palace Kasunanan  
Source: Marlina, 2019

Baluwarti settlement was inhabited by nobles and their descendants and, mostly, by courtiers and their descendants. In *Cepuri*, there are many cultural tourism prospects [26] namely : (1) historical buildings functioning as the nobles' houses such as *Ndalem Sasanamulya*, *Ndalem Purwodiningratan*, *Ndalem Suryohamijayan*, *Ndalem Kayonan*, *Ndalem Purwohamijayan*, *Ndalem Joyodiningratan*, *Ndalem Prabudiningratan*, *Ndalem Ngabean*, *Ndalem Mangkubumen*, *Ndalem Mloyokusuman*, *Ndalem Mangkuyudan (Ndalem Madukusuman)*, *Ndalem Suryoningratan*, *Ndalem Natanegaran*, and *Ndalem Kesawan* (2) the creative industries including *wayang beber* (shadow puppets), *warangka keris* (Javanese scabbards), and Javanese clothing; (3) arts and culture studios including Edipeni Studio, Omah Seni, Vidya Sabda Studio, Langen Budoyo Studio Studio, Sono Budoyo Studio, and Santi Swara Studio; (4) cultural events, like *Tingalan Dalem Jumenengan*, *1 Sura*, *Kirab Suraloka*, *Mangayubagyo*, *Grebeg Eid al-Adha*, *Grebeg Selikuran*, *Grebeg Syawal*, *Grebeg Maulud*, *Kirab Bancaan Sedekah Bumi*; (5) local culinary delights such as *beras kencur*, *ledre*, *penyon*, and *nasi liwet*.



**Figure 5.** *Ndalem Sasanamulya*  
Source: Marlina, 2018



**Figure 6.** *Wayang Beber*  
Source: Marlina, 2018



**Figure 7.** *Kirab Suraloka*  
Source: Marlina, 2018



**Figure 8.** *Kirab Bancaan Sedekah bumi*  
Source: Marlina, 2018

#### 4.2. The Policies and the Government Programs

In terms of the Surakarta City tourism policy, Baluwarti as the cultural tourism kampong is included in the Regional Regulation No. 13/2016 on the Regional Tourism Development Master Plan 2016-2026 as 14 local tourist destinations for the category of Baluwarti Cultural Site Kampong, in eight Strategic Royal Place Tourism Areas, and in 7 (seven) tourist zones called City Tourism Strategic Areas (KSPK). The Culture Office has given enormous support to the development of the Baluwarti tourism by organizing cultural arts festivals and fostering art galleries. Furthermore, the organization of regional government staffs (OPD) of the Surakarta City has also supported the development of Cultural Tourism Kampong by improving the quality of the kampongs' settlements.

The integration of activities with the Palace has been initiated by the Baluwarti Kampong Office through collaboration in organizing cultural arts events. Meanwhile, the integration of activities with the Baluwarti Cultural Tourism Kampong Association as a socio-cultural organization is conducted in the kampong by POKDARWIS (Tourism Awareness Group).

However, community tourism awareness is still low and the synergy between the Palace, the Kampong Office and the communities is not yet fully established, hence ineffective tourism management. Moreover, the roles of the Ministry of Tourism and the Ministry of Culture are still insignificant in this kampong, hence overlapping tourism regulations. The problem that needs immediate solution is the potential conflicts with the Palace and the potential conflict among tourism management groups which causes the decreasing of income from cultural tourism and the decreasing of the kampong's competitiveness in comparison with other tourism kampongs.

The enormous supports given by the kampong administration of Baluwarti consisted of :

- a. The empowerment of Kampong Baluwarti comprising: 1) The tourism potential of the Great Commemoration of Surakarta Sunanate Palace as the tourism central activities; 2) The Tomb of Kyai Solo; 3) The economic potential of the cultural area (*sego liwet, jamu, batik, and others*); 4) The potential of cultural events and activities (*laku lampah, suroluko, kirab budaya keraton, boyong kedhaton, kirab bancaan, and others*)
- b. Integrating tourism activities of Baluwarti in the Surakarta municipal tourism program. This integration included the promotion of Baluwarti as the cultural tourism kampong; holding municipal events related to the anniversary of Solo City, *Kirab Budaya Keraton*, and *Suraluko*). All of these activities were included in the strategic plan of the kampong administration which was processed in Musrenbang (Regional Development Planning Forum) and was proposed annually through DPA (budget implementation documents) of the kampong administration.
- c. The initiation of the integrating activities with the palace (*keraton*) was done by the kampong administration by involving the palace's dancers, musicians, guardians in the Baluwarti cultural events or municipal cultural events, culture carnivals, *boyong kedhaton*, and others.
- d. Integrating activities with the community of Baluwarti cultural tourism kampong.

#### 4.3. Facilities and Infrastructure

The Government of Surakarta City through the RPJMD (the regional medium term development plan) of Surakarta City 2017-2021 provides support for improving transportation infrastructure, including transportation modes and bus stops in the tourism kampongs' areas. However, the construction process of facilities and infrastructure is often constrained by the obligation to obtain permit from the Palace. Another problem is the unavailability of tourism related facilities such as: home stays, guest houses, cafes, showrooms, galleries, toilets for tourists due to unclear licensing process in the Baluwarti area. Since there is no clear regulation related to the permit from the palace, kampung Baluwarti refers to the Municipal Regulation No. 1/2012 on the urban planning of Surakarta City in 2011 – 2031. This regulation states that the municipality provides minimal facilities and infrastructure such as telecommunication, electricity, clean water, drainage, and waste management, public toilets, parking areas, open areas, local shopping centers, worship places, health facilities, transportation rentals, ticketing, and money changers. Related to the development of trade facilities in the form of an integrated trade area, the developers also must provide facilities and infrastructure like public utilities, urban open space, areas for informal sectors, and social facilities. However, all of these facilities and infrastructure have not fully built.

#### 4.4. Economic Potential and Business Activities

Baluwarti has the potential prospect as a Cultural Tourism Kampong. Within this kampong, there are *Ndalem Bangsawan (Ndalem Kapangeranan)*, creative industries, cultural arts studios, cultural events, culinary potential, as well as Magersari as the residence of the servants of the palace which can be developed as the kampong's economic potential. Thus, the creation of cultural tourism packages through collaboration between the Baluwarti community, stakeholders, the government, and the palace to develop the tourism industry should be realized. The handicaps found in Baluwarti are that industrial centers have not been formed, so industrial clusters cannot be formed. Various types of tourism prospects are still scattered throughout the region and do not have a creative industry cooperatives while the implementation of cultural tourism packages are still individual and not well organized. In addition, each of tourism products does not have variants and is still using traditional systems mostly.

There are many programs such as visiting the palace and ancient buildings, going on a pilgrimage to the tomb of Kyai Solo, and visiting the process of making *wayang beber* (Javanese shadow puppets on painted scroll), *batik*, *beras kencur* (Javanese traditional drink), *keris* (Javanese traditional weapon), and *blangkon* (Javanese headdress). There are also requests from tourists for gala dinners with traditional dance entertainment complete with dancing and *gamelan* (traditional Javanese musical instruments) courses. Baluwarti also has economic potential in the form of dance studios that usually send their dancers to the annual events held by Baluwarti kampong administration and events for welcoming tourists in Baluwarti. This welcoming event, besides, was created by Pokdarwis Baluwarti (association of tourism activists in Baluwarti). The dancers, on the other hand, also performs in some cultural events outside Baluwarti. The meeting hall in Baluwarti, furthermore, is used for people around the area to hold wedding receptions or other formal meetings. Many people of Baluwarti also use their local products as well as people outside Baluwarti.

#### 4.5. The Transportation System

Baluwarti area has already been provided with feeder areas that facilitate the circulation of tourists. However, the Transportation Department's program related to tourism development in Baluwarti has not been fully implemented, and it still needs seems management of local transportation, parking, bus stops, and local vehicles such as andong (carriage) rickshaws, bicycles, and others. The narrow roads, the traffic congestion, and the lack of comfortable areas for pedestrians are the related problems that must be addressed immediately.

The streets in Baluwarti area have a high level of density during rush hours even though this condition does not create traffic jams, so the flow of vehicles in and out is still well-managed for

several years ahead. In 2019, there were 3 corridors of BST (Batik Solo Trans), a public transportation, 6 corridors of BST feeders, pedicab feeders in front of *Klewer* market and front of *Kamandungan Keraton*, *andong* feeders in front of the palace museum and in the south square that cover Baluwarti tourism area.

#### 4.6. Institutions

The synergy among the Palace, the Kampong Office and the community s in connection with tourism management and the palace's assets has not been realized because the Palace has its own administration management separated from the municipal administration. Therefore, the relationship between two parties is less synergic, and there has been no legal cooperation between both parties. The exclusive management of the palace, moreover, becomes the constraint for the municipality, the tourism kampong communities, and private sectors both profit and non-profit ones, to create an optimum tourism program and its supporting programs. Actually there are many potential private sectors for profit purpose that can become the partner like Traveloka, Triponyu, Gojek, Grab, training companies, travel agents, communities living around the regions, banks, mass media companies, and state-owned companies. Meanwhile, the non profit institutions that are potential in supporting the tourism programs in Baluwarti are art lover communities, adventurer communities, universities, PKM (Community Partnership Program), and ASITA (Association of the Indonesian Tours and Travel Agencies).

#### 4.7. Social and Culture

The training related to art and culture and traditional products, art and culture symposiums and inheritance of cultural values, empowerment of cultural tourism kampongs through local consultation or "*selapanan*" are still conducted in Baluwarti. This local consultation is the medium for communication among most of the residents, and these Baluwarti residents still preserve Javanese traditional life and are still active in Javanese art and culture activities.

The socio-culture infrastructure is vital in the development of a tourism kampong, and this development is supported by the cultural treasure management program and cultural heritage preservation. The Office of Culture greatly supports the development of Baluwarti tourism area by holding cultural festivals and managing art studios like *Dolanan Bocah* (children plays) festival, *Srawung Seni Sakral*, *Semarak singo barong*, *suro bulan budaya*, and others. These events are part of cultural development programs in Surakarta Municipality like The Municipal Art Festival, The Dancing Solo, Solo Gamelan Festival, *Ketoprak* festivals, and *Keroncong* festivals. People are also encouraged to participate in the tourism area. Creative art workshops like Solo City Jazz, The Umbrella festival, culinary festivals, and the municipal expositions of the development program results are the opportunity for the people to participate in the regional tourism. In addition, Baluwarti Kampong and Surakarta Palace also play an important role in holding cultural events like *Budaya Suraloka*, the celebration of Solo City anniversary (*Mangayubagya*), and Solo *Batik* Carnival in 2017.

#### 4.8. The Existence of Association of Baluwarti Cultural Tourism Kampong

In 2011, there was an idea to make Baluwarti as the cultural heritage because people realize that Surakarta Palace had the enormous cultural potential to explore. Association of Baluwarti Cultural Tourism Kampong was then established in 2017 through several steps, namely :

- a. To create "tourism awareness" among the people by encouraging them to hold "selapanan" events.
- b. Creating package tours which are presented to tour agencies from ASITA and people
- c. The creation of cultural tourism in visiting and holding events in the prince' houses
- d. Collaboration with *Putra-putri Solo* in the tour on the spot involving children supported by the rotary club

The association also synergizes all the activities of the palace, the kampong administration, and the Baluwarti community. Some of its activities are holding the competition of kampong space layout planning that involves the kampong administration, academicians, the municipality, and the palace.

Though Surakarta Sunanate Palace has great potential, still there are some problems in developing the cultural tourism kampong such as:

- a. Less synergy among the palace, the kampong administration, and the community about the management of tourism assets and the palace's assets. There is still confusion in whether the palace tourism is in the domain of the palace or the municipality
- b. The tourism events in Baluwarti are not included in the Surakarta Municipal calendar of events so that the events in Baluwarti are less exposed. The events in Baluwarti like *Suraloka* and *Selikuran* are still considered as the local events, not the municipal events. The idea to make events such as *Kampung Ramadhan* and the celebration of Surakarta City anniversary is the efforts to make events in Baluwarti become the municipal events.

#### 4.9. *The Institutional Relation among the Palace, the Government Office, and the Baluwarti People*

The main institution of Baluwarti Tourism Area is Surakarta Sunanate Palace. The Baluwarti Kampong Administration, on the other hand, is the representation of the Surakarta Municipality performing tasks covering many sectors like community empowerment, infrastructure, economy, education, and housings in Baluwarti. The administration of the palace is separated from the administration of the municipality, hence less synergy from both parties. The municipality is difficult to synergize and direct its programs with the palace since there is no legal cooperation between the palace and the municipality. Besides the Baluwarti Administration Office, the Office of Tourism is also in Baluwarti area since the palace is one of the icons of cultural tourism in Surakarta.

As the National Strategic Culture Area, Surakarta Sunanate Palace has a strong relationship with the national government especially the Ministry of Tourism. Policies and programs of the Ministry of Tourism can be directly implemented without consulting the municipality, and the palace is directly responsible to the ministry.

Association of Baluwarti Cultural Tourism Kampong is the institution that synergizes all the stakeholders in Baluwarti Cultural Kampong. However, its roles are not fully effective, and one of the reasons for this problem is the exclusivity of the palace management. Efforts have been done by making package tours to the palace and collaborating with *Putra-putri Solo* to develop the tourism potential of the palace. On the other hand, many other institutions also support the development of Baluwarti area as the cultural tourism kampong. These institutions are higher education institutions, NGOs, media, and other stakeholders.

#### 4.10. *The Model for Tourism Management in Restriction Areas*

The proposed model for the Baluwarti kampong is a model of collaboration, integration, and synergy among three components, namely: (1) partnership and stakeholder cooperation, (2) "tourism aware" influencers, (3) optimizing of the five Baluwarti tourism potentials: cultural heritage buildings belong to the nobles, arts and culture studios, art and culture events, creative industries, and local culinary delights (Fig 9). The tourism management is oriented to the management of land use and the Palace's restriction buildings to increase tourism activities, hence minimizing conflicts between the kampong residents and the Palace. Therefore, the core of this model is the close relationship and involvement of the tourism industry between the residents of Baluwarti and the Surakarta Sunanate Palace.

Integration of tourism prospects is done by the managers of nobles' dwellings (the cultural heritage) as the providers for the implementation of tourism activities. These people are the person in charge in regulating the management of land and buildings with restrictions on changes of space/buildings that will be used for tourism activities, maintaining the original form of the buildings without, and setting the layout of the rooms without changing the authenticity of the building.

Collaboration is performed with the government institutions such as the Ministry of Tourism and Culture, the Ministry of Industry, the Office of Industry, the Office of Tourism and Culture, BAPPENAS (Agency for National Development), BAPPEDA (Agency for Regional Development), The Municipal Office of Urban Planning, the Office of MSME, the Office of Transportation, Communication, and Information, the Office of Trade, The Office of Cooperatives, the Sub District



Office the Kampong Office, and DPRD (Provincial and Municipal Councils). This collaboration also involves private institutions like banks, Telkom (state owned telecommunication company), tour and travel agencies, e-commerce companies, and art lover communities.

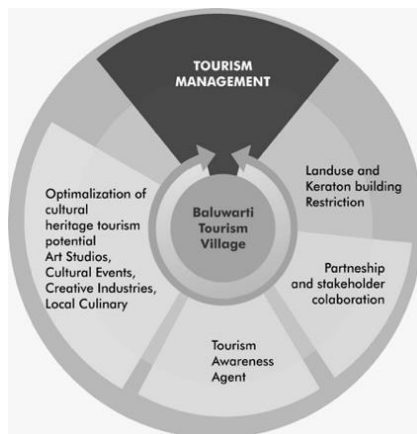
Baluwarti tourism planning is integrated with the policies related to community economic development and empowerment. Synergy is a step to build and ensure productive cooperation and harmonious partnerships among stakeholders.

#### 4.11. The Model of Tourism Kampong Development

The figure 10 shows the need for creating one forum like *Njeron Mbeteng* Tourism Kampong Forum that its position is independent also has authorities related to institutional cooperation in developing Baluwarti as the cultural tourism kampong. Therefore, it needs strong commitment from all parties especially *Njeron Mbeteng* Tourism Kampong Forum and the relationship and position of *Njeron Mbeteng* Tourism Kampong, an independent tourism forum in Baluwarti, and the relationship among organisations in the development of cultural tourism in Baluwarti. It needs strong commitment from various parties, especially the forum and the stakeholders who play an important role in creating *Njeron Mbeteng* Baluwarti as the tourism kampong. The forum's status requires legality. The role of the *Njeron Mbeteng* Tourism Kampong Forum as the motor for tourism management and community tourism in Baluwarti while the POKDARWIS plays a role in synergizing cooperation between the forum with all components including the community, the government, the university, and the mass media.

#### 4.12. The Model of Integration between Tourism Potential and Tourism Economic Activities

The *Njeron Mbeteng* Tourism Kampong Forum is a community-based tourism management center that involves tourism communities in the Baluwarti area. The management system is actually the integration of art and culture products from the creative industries, art galleries, cultural events, and local culinary delights in which all of them are displayed within the historical buildings belong to royal families that have become the cultural heritage (Figure 11). Thus, these integrated tourism activities will improve the economy both Baluwarti residents and members of the Palace.



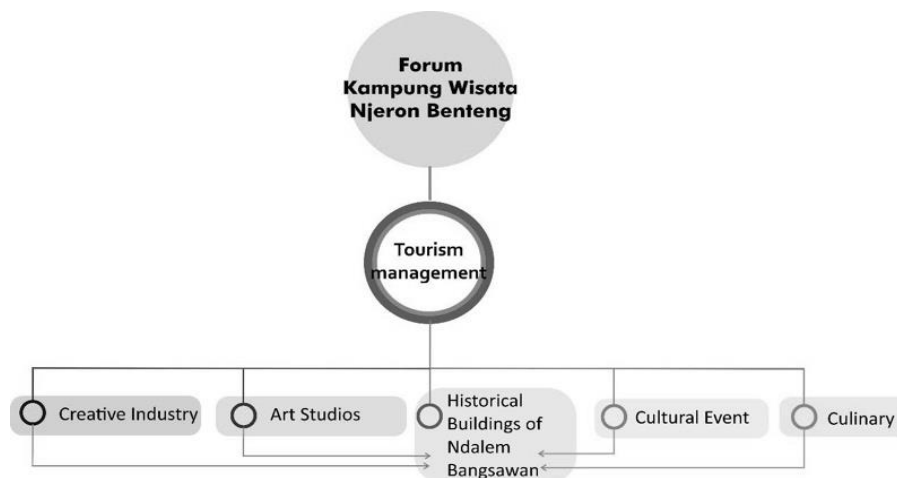
**Figure 9.** The Model Tourism Management Restriction Areas

Source: Marlina, 2018



**Figure 10.** The Model of Tourism Kampong Development

Source: Marlina, 2018



**Figure 11.** The Model of Integration between Tourism Potential and Tourism Economic Activities

Source: Marlina, 2018

## 5. Conclusion

Many collaborations were done by government institutions like the Ministry of Tourism and Culture, the Ministry of Industry, the Office of Industry, the Office of Tourism and Culture, BAPPENAS (National Development Planning Agency), BAPPEDA (Regional Development Planning Agency), The Office of Urban Planning, the Office of Small and Medium Enterprise (UMKM), the Office of Hubkominfo (transportation, communication, and information technology), the Office of Trade, the district administration, the kampong administration, and DPRD (the municipal assembly). Collaborations were also made with private institutions like banks, TELKOM, tour and travel agencies, and E-commerce training institutions. Collaborations, furthermore, were also created with the community such as art communities.

The integration of tourism potentialities in Baluwarti means the integration involves the parties who manage the royal dwellings and the cultural heritage and the art studios that produce artworks. Thus, the royal dwellings can be the place for art performances that can attract many tourists; Integration with creative industries is done by holding *keris* and *wayang beber* exhibitions (complete with presenting its process of making) in the royal dwellings; culinary tourism that involves the owners of the royal dwellings so that the process of making the food and the exhibitions can be done in the royal dwellings, hence attracting tourists; integration in cultural events is done using the royal dwellings as the place for cultural tourism activities. The planning to make Baluwarti cultural tourism is integrated with the policies on community economic development and community empowerment.

The synergy among the government institutions, private institutions, and Baluwarti community involves the manager of the royal dwellings and the cultural heritage, artists, creative industries, and culinary industries.

Three Models of the Cultural Tourism Kampong:

- The tourism management model in restricted areas
- The development model of cultural tourism kampong
- The integration model of tourism potentialities and tourism economic activities. All of these models are implemented integrately; they also function as the controller in tourism management. These models can be well implemented if managed by one association, *Njeron Mbeteng* Tourism Kampong Forum as the one-stop management system. This system is based on mutual agreement among the tour and travel agencies, forums, art industries, cultural events, creative industries, and local culinary industries. The forum has the same duty, namely to ensure productive cooperation and harmonious partnership between the stakeholders and Baluwarti community. This forum also

must prepare complete package tours, present them to tour and travel agencies, and at the same time motivate the communities to participate in the tourism industry to improve their economy.

These three models are applied in an integrated system and also functions as the control in the implementation of tourism management. The inauguration of the *Njeron Mbeteng* Tourism Kampong as the forum for tourism management in Baluwarti requires legality to avoid conflicts of interest among the community members, artists, tourism industries, and the Palace. The key to the success of the *Njeron Mbeteng* Tourism Kampong Forum relies on the commitment of various parties, the society, the Palace, the universities, media, POKDARWIS, the communities, the Kampong Office, the government, the Office of Tourism, the Office of Culture, the private sectors, the creative industries, and the the producers of local culinary delights.

## 6. References

- [1] Priatmodjo D 2004 *Keraton Kasunanan Surakarta Masa Kini: Suatu Kajian Antropologi Tentang Reposisi Kerajaan Tradisional*. Universitas Indonesia, Program Studi Antropologi. Depok: Universitas Indonesia
- [2] Setiawan B 2010 *Kampung Kota dan Kota Kampung Potret Tujuh Kampung di Kota Jogja*. Yogyakarta: Pusat Studi Lingkungan Hidup Universitas Gadjah Mada
- [3] Maliki N Z, Abdullah A and Bahauddin A 2015 *Recalling the Transitional Space: City home and Kampung home*. Procedia-Social and Behavioral Science, 170 p 611-612
- [4] Su R Bramwell B & Whalley P A 2018 *Cultural political economy and urban heritage tourism*. Annals of Tourism Research 68 p 30-40
- [5] Tan S K , Tan S H , Kok Y S and Choon S W 2018 *Sense of place and sustainability of intangible cultural heritage-The case of George Town and Melaka* Tourism Management 67 p 384-385
- [6] Watkins L J and Gnoth J 2011 *Japanese Tourism Values:A Means-End Investigation* Journal of Travel Research 50 p 665
- [7] Gravari-Barbas M 2018 *Tourism as a heritage producing machine* Tourism Management Perspectives 25 p 175
- [8] Budiarto A S, Indriastjario and Sardjono A B 2016 *The urban heritage of Masjid Sunan Ampel Surabaya, toward the intelligent urbanism development* Procedia-Social and Behavioral Sciences 227 p 608
- [9] Manaf A, Purbasari N, Damayanti M, Aprilia N and Astuti W 2018 *Community-Based Rural Tourism in Inter-Organizational Collaboration:How Does It Work Sustainably? Lessons Learned from Nglanggeran Tourism Village, Gunungkidul Regency, Yogyakarta, Indonesia* Sustainability 10 p 16
- [10] Nuryanti W 1996 *Heritage and postmodern tourism* Annals of Tourism Research 23 p 257-258
- [11] Wells V K, Smith D G, Taheri B, Manika D and McCowlen C 2016 *An exploration of CSR development in heritage tourism* Annals of Tourism Research 58 p 14-15
- [12] Prajnawrdhi T A, Karuppannan S and Sivam A 2015 *Preserving cultural heritage of Denpasar: local community perspectives* Procedia Environmental Sciences 28 p 565
- [13] Gurira N A and Ngulube P 2016 *Using contingency valuation approaches to assess cultural heritage tourism use and conservation of the outstanding universal values(OUV) at Great Zimbabwe World Heritage Site in Zimbabwe* Procedia-Social and Behaviora Science 225 p 301-302
- [14] Sesotyningtyas M and Manaf A 2015 *Analysis of Sustainable Tourism Village Development at Kutoharjo Village, Kendal Regency of Central Java* Procedia-Social and Behavioral Sciences 184 p 280
- [15] Innocent K 2016 *Effectual Partnership for Tourism Sector Transformation in Rwanda* Journal of Tourism & Hospitality 5(6) p 4

- [16] Atinafu B and Muuz H 2017 *An Investigation of the Potential Attributes for Tourist Destination in Six Selected Heritage Sites of South Gondar, and the Challenges in Availing these Heritage Sites for Tourists* Journal of Tourism & Hospitality 6(3)
- [17] MooiKwong A T 2017 *Capacity Building Activities in Sustaining the Intangible Living Culture among Traditional Artisan Trades at George Town World Heritage Site* Journal of Tourism & Hospitality 6(2) p 3-5
- [18] Agbebi P A 2014 *Exploring Tourism Policy, Planning and Governance in the Transformation of Nigeria Economy* Journal of Tourism & Hospitality 3(3) p 4
- [19] Mugunzva 2016 *The influence of Dimensions of Organisational Culture on the management of heritage sites as tourism products in Zimbabwe* Business and Economics Journal 7(2) 2 p 40-41
- [20] Astuti W, Permana A S, Qomarun, Febela A and Andisetyana R 2017 *Integrated Planning Model of Creative Industry-Based Kampung Tourism in Jayengan Surakarta, Indonesia* Journal of the Malaysian Institute of Planners 15(3)p 67-73
- [21] Jaelani A 2016 *Islamic Tourism Development in Cirebon: The Study Heritage Tourism in Islamic Economic Perspective*. Munich Personal RePEc Archive 21
- [22] Sari S R, Suwarno N, Nuryanti W and Diananta 2014 *The Role of Social Cohesion to Reduse Socia Conflict in Tourist Destination Area* Jurnal Komunitas Research & Learning in Sociology and Anthropology 6(2) p 301
- [23] Chien P M and Ritchie B W 2018 *Understanding intergroup conflicts in tourism* (S. McCabe, Ed.) Annals of Tourism Research.
- [24] Denzin N K and Lincoln Y S 2009 *Handbook of Qualitative Research* Yogyakarta: Pustaka Pelajar
- [25] Isbandiyah K 2008 *Kebijakan Karaton Surakarta Hadiningrat Dalam Pengelolaan Tanah dan Bangunan Setelah Keputusan Presiden Nomor 23 Tahun 1988 Tentang Status dan Pengelolaan Keraton Kasunanan Surakarta diKelurahan Baluwarti Kota Surakarta*. Program Studi Magister Kenotariatan Universitas Diponegoro Semarang Universitas Diponegoro Semarang Universitas Diponegoro
- [26] Marlina A and Astuti W 2019 *Magersari and How Unique It Is. A Case Study:Magarsari of the Sunanate Palace, Surakarta*. 18th International Conference on Sustainable Environment and Architecture (SENVAR 2018) 156 pp.117-122. Surakarta: Atlantis Press

### Acknowledgments

The author would like to thank Universitas Sebelas Maret for providing financial support from PNBP-UNS research funding through the 2019 UNS Applied Research Research Grant, LPPM UNS who facilitated this research, the Baluwarti Kampong Office, members of the *Njeron Mbeteng* Tourism Kampong Forum, and all people of Kampong Baluwarti as the informants for their help during the research process.

Reproduced with permission of copyright owner. Further reproduction prohibited without permission.