

# Analysis of Cluster Structure and Dynamics in Developing the Tourism Industry in The Mandalika Special Economic Zone, Indonesia

Ahmad Khaerudin <sup>1</sup>, Diswandi <sup>1</sup>, Prayitno Basuki <sup>1</sup>

<sup>1</sup> *University of Mataram*

Jl. Majapahit No 62 Mataram, Nusa Tenggara Barat, Indonesia

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Corresponding Author:

Ahmad Khaerudin

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**Abstract.** The purpose of this study is to analyse the structure and dynamics of the tourism industry cluster in the Mandalika Special Economic Zone (SEZ), with a particular focus on the patterns of relationships, communication, and collaboration among key stakeholders. The underlying problem in this study is the gap between the ideal cluster concept, which emphasises multi-stakeholder synergy, and the reality in the Mandalika SEZ, characterised by weak coordination and the dominance of certain actors. The research approach is a qualitative case study. Empirical data were collected through in-depth interviews with six key informants representing the government, Micro, Small, and Medium Enterprises (MSMEs), academics, and associations, as well as through field observations and documentation studies. Data were analysed thematically and validated through source triangulation. The research findings reveal that the tourism cluster structure in the Mandalika SEZ has been established but is hierarchical, centred on the government and ITDC, while local communities and MSMEs are marginalised. The dynamics of interactions indicate that collaboration has begun to develop, especially in organising international events, but remains temporary, not yet institutionalised, and not supported by equal communication. Supporting factors include policy and infrastructure support, while the main inhibiting factors are weak cross-institutional coordination and role imbalances. The application of this research's findings recommends establishing an inclusive multi-stakeholder coordination forum and strengthening the capacity of local actors. The conclusion is that cluster development in the Mandalika Special Economic Zone (SEZ) requires a collaborative governance approach to transform the centralised structure into a more synergistic, inclusive, and sustainable tourism ecosystem.

**Keywords:** Tourism Cluster; Collaborative Governance; Mandalika Special Economic Zone; Social Network Analysis; Stakeholders; MSMEs; Sustainable Tourism.

## INTRODUCTION

Tourism has developed into one of the most strategic sectors of the global economy in contemporary times. According to data from the UNWTO World Tourism Barometer and Statistical Annexe 2021, the tourism sector contributes about 10% to global gross domestic product (GDP) [1]. It creates one in every 10 jobs worldwide. Growth not only reflects the increasing mobility of humans but also structural transformation in the increasingly globalised economy, which is dependent on the services sector. In developing

countries like Indonesia, tourism not only serves as a source of foreign exchange but also as an instrument for strategic development, poverty eradication, and the conservation of cultural heritage. As part of the national strategy to accelerate tourism development, the Indonesian government has adopted a policy to develop Special Economic Zones (KEK) for tourism. The policy is based on Law No. 39 of 2009 on Special Economic Zones, which establishes a special economic zone with specific regulations to attract investment and encourage economic growth. Until now, it has set several tourism SEZs, including

the Mandalika SEZ in Lombok, the Tanjung Kelayang SEZ in Belitung, and the Likupang SEZ in north Sulawesi.

Mandalika Special Economic Zone in Central Lombok, West Nusa Tenggara, is one of the strategic national zones that has received special attention. This area, covering 1,035 hectares, is projected to become a world-class tourist destination, capitalising on the beautiful potential of beaches such as Kuta Mandalika, Tanjung Aan, and Serenting. According to the report [2], the development of Mandalika Special Economic Zone is based on consideration of the potential natural resources, which outside normal, location geographical which strategic close together with Bali, as well as support infrastructure, which Keep going developed, including Airport International Lombok and Harbor Statistical data sheet from ITDC Mandalika show development which significant in amount visit tourists. In 2020, the area welcomed 152,331 tourists, then increased by 34.88% to 205,447 in 2021. A surge in dramatic events occurred in 2022, with a 142.78% increase to 498,756 tourists, followed by a 65.78% increase in 2023 to 827,047 tourists, and in 2024, it will reach 1,241,742 tourists, with a growth of 50.14%. Growth is exponential; this is not an out-of-control event, international in prestige like MotoGP on the Circuit Mandalika, which has become a magnet for new tours and is capable of attracting global attention [3]. However, the success of a destination is not measured solely by growth in visitor numbers and the development of physical infrastructure. An equally important aspect is how the managed area is treated as an ecosystem industry, which is effective and empowered to be competitive.

In this context, the draft cluster industry becomes very relevant. According to the author [4], clusters in "Clusters and the New Economics of Competition" are geographic concentrations of companies and institutions that interact with one another in a given field. A cluster creates an environment that supports collaboration, innovation, and efficient operations, which ultimately increases global power competition. In context tourism, a cluster can encompass various entities, such as hotels, restaurants, tour operators, transportation service providers, attractions, as well as institutions and supporters, such as government, educational institutions, and professional associations. Collaborative tourism brings together tourism businesses to deliver high-quality, well-coordinated products and services.

Authors [5] deepened their research on cluster tourism in England, showing that clusters can increase operational efficiency and drive innovation in new products and services. Research [6] shows that cooperation among tourism businesses can generate shared benefits that support local economic growth and regional development. From a theoretical perspective, coordinated destination initiatives aim to improve efficiency, encourage innovation, and promote sustainability [7].

However, in practice, the development of the Mandalika Special Economic Zone reveals a clear gap between the draft cluster ideal and its on-the-ground reality. Some studies indicate that the challenge of existence is complex in the management area. Authors [8] note a multi-level management (multi-level governance) dilemma in the development of the Mandalika Special Economic Zone, marked by weak coordination among local government and related actors. Authors [9] show that the absence of framework management across actors clearly dominates policy development, leaving it in the hands of developers and the government centre, without input from society, local institutions, and academic research. Dominant actors are big in the cluster; also, potential marginalised perpetrators, such as MSMEs and local communities, are small, creating an ecosystem that is neither inclusive nor profitable for certain parties. However, various studies has study implementation draft cluster in development industry tourism, part of big Still focus on aspect physical infrastructure, growth visit tourists, or success implementation macro policy research the tend see cluster as economic entities that integrated in a way structural, but ignores dimensions connection social, communication, and dynamics collaboration between perpetrator which form the cluster itself [10]. Until now, not yet. There are studies that, in a way, explicitly discuss the structure, patterns, communication, and interactions among elements in a cluster in field practice.

In fact, success in a tourism cluster is very much determined by the strength of synergy author [11], and the harmony of stakeholders' interests [12, 13]. Inequality, weak coordination, and domination by certain individuals often inhibit academic attention [8, 14]. In addition, the lack of studies on the role of non-governmental actors and the creative economy in the implementation cluster is precisely a main strength [15]. Based on identification gap study said, appears need

urge for A study which in a way explicit analyse How structure, pattern communication, and interaction between government, industry (such as hotels, travel agents) travel, and restaurant), community local, academics, and association can create synergy which support growth tourist which sustainable research this no only relevant to development of the Mandalika Special Economic Zone, but Also for destination other tourist attractions in Indonesia and countries develop which own potential for develop cluster industry tourist.

Thus, research on the structure and dynamics of the tourism cluster industry in the Mandalika Special Economic Zone is highly significant for both academic knowledge development in tourism and practical management of the area. Findings from this study can contribute to the development of Indonesian tourism, leading to a more inclusive, sustainable, and empowered global competition.

## METHOD

Study this qualitative approach, using methodological case studies, to analyse the structure and dynamics of the tourism industry in the Mandalika Special Economic Zone. Data collection was carried out through in-depth interviews with six key stakeholders who represent all stakeholders' interests – government, actors, community, local, academic, and association- and continued until data saturation. Primary data collected through semi-structured, non-participant observation, and documentation field, while secondary data obtained from documents, policies, reports, official, and publications related to the Mandalika Special Economic Zone. All processes were conducted from June to October 2025, in accordance with notice, principles, and ethics, including informed consent and the confidentiality of informants. Data analysis follows the model of Miles and Huberman, which covers data reduction, data presentation, and withdrawal conclusion. Data were analysed using a thematic analysis approach [16] and Social Network Analysis (SNA) [17] to map connections between stakeholders' interests. Data validity is maintained through triangulation of sources.

## RESULTS AND DISCUSSION

*Network Structure and Implications for the Evolution of Tourism Clusters.* The stakeholder network

structure in the Mandalika Special Economic Zone (SEZ) exhibits an imbalance of power. This pattern indicates that the Mandalika tourism cluster has not yet developed into a competitive cluster. Within a healthy cluster framework, competitiveness is not built on a single actor's dominance but on an interdependent network that enables the exchange of benefits, knowledge transfer, and collective innovation. The dominance of a single actor in the network indicates that Mandalika is still in the early stages of cluster formation, with an institutional structure that is more administrative than relational. This condition is important to observe because the long-term success of the cluster is determined not only by infrastructure investment but also by the actors within it, and their ability to co-create value.

The implication is that the capacity cluster for development, in a way, becomes organic and limited. When flow knowledge, opportunities, and decision-making are centralised on one actor, potential innovation that emerges from interactions across stakeholders' interests is hampered. In fact, in the context of destination tourism, innovation extends beyond technology to include the development of local cultural products, hospitality business models, and marketing cooperation.

The network configuration in Mandalika shows a potential for low cluster spillover; this means that the benefits of development have not yet fully flowed to the perpetrator's local area. This condition becomes a serious challenge because, without distribution benefits, the economy and access to equal roles, clusters tend to develop into economic enclaves, connected in ways to the public around them but separated in ways that are functional and social, in a network-like fashion. Also, a potential weakness in the eyes of the public, especially when a policy or decision is made without process, is a confession to the voice community. In the context of term length, factors that can become obstacles to cultural sustainability for a destination include emerging social resistance, distrust, and a low sense of belonging.

*Collaboration as an Indicator of Governance Maturity.* Dynamics collaboration, which has no stable show that process order management multi-stakeholder is not yet fully internalised in system management, Mandalika. Collaboration appears especially during big events or shows; connec-

tion is inter-actor, still nature reactive, not strategic. Dependence on external momentum shows that order management is collaborative. Still weak in the aspect of institutionalisation. In the context of destination tourism, the strategic gap is this: the destination will not be able to build a competitive advantage in the long term if coordination is only functional under pressure or in the context of an international agenda—governance, which is prone to change policy centres, dynamics of politics, or interests of investors.

In addition, the pattern shows that they have not yet formed a room together for equal dialogue. When multi-stakeholder meetings occur only for objective coordination, not as a forum to build a shared vision, the process of collaboration does not produce shared ownership or commitment toward the direction of development and the destination. In a collaborative framework, success in development is measured not only by physical outputs such as infrastructure, branding, or tour statistics, but also by the quality of connections among actors. When connections are not parallel, then coordination is only a matter of formality, not practice or order management, which ripens.

Because of that, the situation reflects that Mandalika Still is in a phase of transition, moving to an order-managed-based collaboration; true, this is the most critical time in the cycle development. If no intervention leads to equalisation of room participation, then network order management will remain asymmetric and could hinder local synergy.

*Capital Social as a Foundation or Obstacle Transformation Destination.* Findings on low inter-actor connectedness within the actor core provide an important perspective on social capital in the context of destination tourism, which is complex and involves many interests. Capital social is a source of power, not a tangible one, and determines the dynamics of collaboration. Low capital social bridging shows that inhabitants are not yet fully part of the ecosystem destination. They are present in the performance operational area, but not yet connected in the process conceptual. As a result, there is a distance between the owner's authority and the perpetrator's local authority, not a collaborative relation but an administrative one.

At the destination, strong social capital and collaboration appear not as a demand for structural change but as a collective practice. In the case of

Mandalika, its absence can hinder the cluster's ability to develop into an inclusive and adaptive capital social ecosystem. Also, determine what is called institutional trust: a sense of trust that processes orders, manages, walks fair, transparently, and gives equal chance. When trust is this weak, resistance to social norms can emerge, even though, in a sense, formal policy has been implemented in accordance with procedure. Therefore, capital social not only adds value to the development destination but also becomes a determinant factor in the direction of transformation in Mandalika, whether toward a sustainable destination or an enclave tourist destination.

*Opportunity Transformation Through Repair Governance Model.* Although there are structural and dynamic challenges, there are also some opportunities for improvement. Momentum event international, for example, shows that actors can work together when there is a clear objective. Phenomenon: This shows that capacity collaboration is not yet in place, but it will be activated systematically. Potential transformation can develop if a network formal is built not only for technical coordination, but also as an arena for cross-interest dialogue. forums such as this are not just a room for administration, but arenas for negotiation, marking place, perpetrator, local build identity together in landscape order to manage destination. In addition, the transformation cluster Mandalika depends on the actor core release part's ability to control and share the room's influence. Things that are challenging in model-based investment management but become mandatory conditions for the value destination: not only measured by hotel occupancy and return on capital, but also by citizen involvement, narrative identity, and social welfare.

*Significance: Academic and Contextual Findings.* The study's findings contribute not only to the development of Mandalika but also to the discourse on destinations in Indonesia. In the development destination strategy, dominant investors and a top-down approach are often considered the fastest way to reach target development. However, research shows that an effective approach is only a natural term short if not followed by development-related inter-factors. In the framework theory used, the results strengthen the understanding that a cluster is not a structure but a system of relationships. Destination tourism is not just an economic space, but also a social space. and governance manages not only

structure and authority but also mechanisms for negotiation, identity, roles, and objectives.

Overall, the discussion shows that the development of the Mandalika Special Economic Zone is at a critical point. A cluster has formed in a structural, but not yet functional, way as interconnected ecosystems strengthen. Capital social is there, but not yet connected across groups. Collaboration happened, but not yet institutionalised. Thus, the upcoming period of Mandalika is highly dependent on actors' ability to key-switch from model-order-managed authority to governance-managed network-based collaboration, which is fair.

## CONCLUSIONS

Based on the research results, it can be concluded that the tourist cluster in Mandalika has been formed formally through the presence of key actors, organisational structures, and development agendas. However, clusters that are not yet functioning as ecosystem collaborative-competitive research have also found that social capital among actors is not yet optimally developed. The perpetrator has strong local attachments and strong internal social connections, but the cross-structure connection with the decision-maker remains limited. Imbalance this impact on access to information, representation roles and abilities in the ecosystem destination. Findings confirm that social capital not only supports but also becomes a determinant of integration clusters and the formation of a sense of collective ownership of the destination.

Dynamics of collaboration in Mandalika look natural and event-driven, especially when the international agenda demands more intense coordination. However, the pattern is not yet producing stability in multi-party institutional governance. Without formal mechanisms for structured, ongoing collaboration, relationships between stakeholders remain risky, still hierarchical, and pressure-dependent, external.

In a way, research overall confirms that development is not only determined by macro infrastructure, investment, and vision, but especially by quality intersectoral connections and inclusive governance practices. Strengthening the cluster Mandalika will depend heavily on the ability to shift logic management from a single authority to a governance based on a just, dialogical, and growing network of trust across the

Mandalika group, at the point strategic where success in the long term requires a shift from physical development to relational and institutional development.

This study concludes that the development of the Mandalika Special Economic Zone as a strategic national tourist destination has not yet walked the walk as idealised in the cluster model of competitive, collaborative, and inclusive tourism. Formally, the structure of relevant actors for the form cluster already available consists of government, perpetrators, industry, MSMEs, local academics, and professional associations. However, the existence of actors that are not yet functioning as interconnected ecosystems continues to strengthen; this shows that Mandalika is not yet at the stage of structural development, but is at the stage of functional development.

The disconnect between actors explains the cluster's weak integration. Social capital between the perpetrator local and stakeholders' core interests appears strong, but it is necessary to connect the perpetrator local to these interests; they remain weak. Low bridging capital is associated with a limited sense of belonging, minimal trust, and low public involvement in strategic decision-making. In other words, they are developing walking, but not yet fully feel it as their own.

Temporarily, the collaboration process remains situational or momentum-driven, not a sustainable mechanism. Collaboration strengthens when there is a major agenda, such as an international event. However, it subsides when there is no external driver. The absence of a permanent dialogue platform makes the coordination process more nature-oriented than participatory. The conditions indicate that governance in Mandalika is still in transition towards an established collaborative model.

In a way, overall, the main conclusion from the study is that success in Mandalika development again depends only on infrastructure and investment, but on the quality of the relationship between stakeholders' interests. The development direction to the front must shift from an authority-based approach to governance-based strengthening of network participation, trust, and distribution roles.

Recommendation:

a) Do a longitudinal approach to see the change dynamics network from time to time;

- b) Expand participation in the informal sector;
- c) Testing governance intervention models collaboratively to identify the most effective strategies for creating an inclusive, adaptive cluster of tourist destinations.

Thus, research confirms the urgency of building governance and equitable collaboration as a foundation for sustainability in Mandalika, a featured national destination.

## ATTACHMENT

### Appendix 1 – Instruments Study

#### *A. Questions for the Government / KEK Manager*

- 1) How should cluster tourism be structured in the Mandalika Special Economic Zone from the perspective of government/KEK managers?
- 2) How does pattern communication and coordination between stakeholders' interests work in the Mandalika Special Economic Zone?
- 3) What obstacles are often faced in creating synergy in tourist clusters?
- 4) The government's strategy? In support of sustainable tourism development in the region, this?
- 5) How does the mechanism of public local participation work in making decisions related to the development of tourism?
- 6) Whether there is a forum or receptacle coordination routine? How? Its effectiveness?

#### *B. Questions For Tourism Industry Players (Hotels, Restaurants, Travel Agents, etc.)*

- 1) How does pattern communication and cooperation with the government and the local community work?
- 2) What obstacles have you experienced in collaboration between the perpetrator industry?
- 3) How does role innovation in support development business work for you?
- 4) How far do you feel involved in taking policy decisions?
- 5) Whether there is room or a chance for innovation together between the perpetrator cluster?
- 6) Do you see the existence benefits of being in one tourist attraction?
- 7) Whether you experience loss or a negative impact of clustering?

#### *C. Questions For Community Local*

- 1) How does your experience relate to the impact of the existence of the Mandalika Special Economic Zone on the community?
- 2) Whether the public is involved in planning and managing tourism?
- 3) What obstacles are felt in participating in cluster tourism?
- 4) To what extent are the benefits social and economic already felt from the development of tourism?
- 5) What are the community's expectations for the development cluster in the future?
- 6) Whether you experience loss or have a negative experience of clustering?

#### *D. Questions for Academics/ Institutions Education*

- 1) How do academic institutions support development cluster tourism in Mandalika?
- 2) Is there research collaboration or devotion to the public with perpetrators, industry, and government?
- 3) How does the contribution of knowledge and innovation increase the Power competition cluster?
- 4) Obstacle: What obstacles are faced in involving academics in the development of tourism?

#### *E. Questions For Association*

- 1) How does pattern communication and cooperation between member associations, as well as with stakeholders' interests, differ?
- 2) What challenge do you face in building synergy and collaboration between the perpetrator industry in this area?
- 3) How does the government support associations in the development of tourism in the Mandalika Special Economic Zone?
- 4) What role does association in push practice tourism play in the region?
- 5) How to see the association opportunity, innovation, and collaboration for increasing the power of the competition cluster tourist?
- 6) According to you, what needs to be fixed so that the association is more effective in building synergy and representing the interests of its members?

**Appendix 2 – Transcript Interview**

| Stakeholders       | Agency                                      | Interview Results                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Academics          | Polytechnic Lombok Tourism (Poltekpar)      | Polytechnic of Tourism has been actively involved since 2018 through an MoU with the Mandalika Special Economic Zone. Playing a role in research, community service, and power provision. Work professionally. Form collaboration: training in hospitality, management, homestay, and research together—obstacles: public participation; differences in landowners' motivation. There is a formal collaboration forum through the P3M Potekpar. |
| Local government   | Tourism Office Regency Central Lombok       | Support the development of the Mandalika Special Economic Zone as a strategic national area. Collaborate with state-owned and private companies on HR training. The main: garbage, children selling, and coordination of inter-OPD overlap. Strategy: socialisation, formation of special UPT, and increasing events. Recommendation: formation of an integrated office service (one-stop office) for cross-agency coordination.                |
| Community & Travel | Pokdarwis and Mandalika Transport Community | Society plays a big role in accommodation, restaurants, and transportation services. Local travel is combined with transport and the work community. The same with hotels and ITDC. Obstacles: bureaucracy                                                                                                                                                                                                                                      |

| Stakeholders                       | Agency                                                | Interview Results                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    |                                                       | and dependence on personal relationships. Collaboration across parties is still limited, not yet. There is a strong commitment to official regulations to ensure that residents receive priority.                                                                                                                                                                                                                    |
| MSME actors                        | Culinary MSMEs in the Mandalika Special Economic Zone | MSMEs feel helped by the economy from major events and ITDC/government support, and are involved in event and local procurement and consumption—obstacles include miscommunication between agencies, weather, and changes to rules (parking/location). Not yet. There is an association official; there is only a WhatsApp group for coordination. Need training in communication with tourists.                     |
| Transportation Association & Forum | Mandalika One Time Bazaar Cooperative                 | ITDC provides facility kiosks; MSMEs bear operational costs. MSMEs are divided into two types (culinary and souvenirs) to ensure order—obstacles: access for visitors, uneven parking, and policy changes. The village and regency governments support the use of local products. Cooperation strengthens legality, and cooperation with hotels and travel. Still need MSMEs' involvement in formulating the policy. |



### Appendix 3 – Documentation Field



Central Lombok Tourism Office



Perpetrator business tourist and POKDARWIS



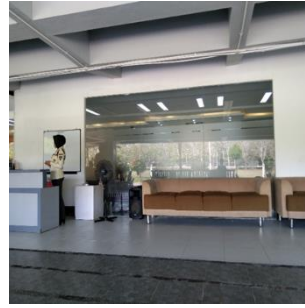
Lombok Polytechnic of Tourism



MSME actors



Associations and Networks business



ITDC Mandalika



Mandalika Bazaar Area



## Attachment 4 – Letter and Document Official



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PASCASARJANA  
**PROGRAM STUDI MAGISTER PERENCANAAN  
KEPARIWISATAAN**  
Jalan Pendidikan No. 37 Mataram 83125 Lantai 3 Gedung Pascasarjana Unram  
Telepon: (0370) 623873 Fax: 634918  
Website: [www.pasca.unram.ac.id](http://www.pasca.unram.ac.id) Email: [mpkw@unram.ac.id](mailto:mpkw@unram.ac.id)

Nomor : 101/UN18.F9.M17/TU/2025 Mataram, 23 September 2025  
Lampiran : -  
Perihal : Permohonan Izin Penelitian

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Kepala Dinas Pariwisata Lombok Tengah  
di Tempat

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Nama : Ahmad Khaerudin Yasin  
NIM : I2R02310002  
Program Studi : Magister Perencanaan Kepariwisataan  
Judul Tesis : Analisis Struktur dan Dinamika Kluster Dalam Mengembangkan Industri Pariwisata di Kawasan Ekonomi Khusus (KEK) Mandalika

Sehubungan dengan itu, kami mohon kesediaan Bapak/Ibu untuk memberikan izin kepada mahasiswa kami untuk melakukan pengumpulan data, baik melalui observasi lapangan, wawancara, maupun akses dokumen yang relevan.

Demikian surat ini kami sampaikan. Atas perhatian dan kerja sama Bapak/Ibu, kami ucapkan terima kasih.

Ketua Program Studi  
  
Dr. Dwi-Putra Buana Sakti, SE., MM  
NIP. 19730413 199703 1 001



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Nama : Ahmad Khaerudin Yasin  
NIM : I2R02310002  
Program Studi : Magister Perencanaan Kepariwisataan  
Judul Tesis : Analisis Struktur dan Dinamika Kluster Dalam Mengembangkan Industri Pariwisata di Kawasan Ekonomi Khusus (KEK) Mandalika

Sehubungan dengan itu, kami mohon kesediaan Bapak/Ibu untuk memberikan izin kepada mahasiswa kami untuk melakukan pengumpulan data, baik melalui observasi lapangan, wawancara, maupun akses dokumen yang relevan.

Demikian surat ini kami sampaikan. Atas perhatian dan kerja sama Bapak/Ibu, kami ucapkan terima kasih.

Ketua Program Studi  
  
Dr. Dwi-Putra Buana Sakti, SE., MM  
NIP. 19730413 199703 1 001



## Appendix 5 – Matrix Data Analysis

| Stakeholder                                                   | Role                                                                                                                         | Form Col-laboration                                                                                                           | Challenge                                                                                                                                |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Academics (Lombok Tourism Polytechnic)                        | Professional HR provider, implementer, researcher, and devotee of society, as well as a driving force of innovation tourism. | MoU with ITDC and local government, hospitality training and homestay management, P3M forum as a receptacle for collaboration | Public participation is low; there is a difference in motivation between the perpetrator and the training schedule, which often clashes. |
| Government Region (Service Tourist Central Lombok Regency)    | Facilitator policy, driving force promotion, and liaison across levels of government.                                        | Coordination with state-owned and private companies in HR training and tourism events.                                        | Problem: trash, children under age, selling, coordination inter-OPD not yet synced.                                                      |
| Community & Travel (Pokdarwis, Mandalika Transport Community) | Perpetrator field: Which provides service transportation, accommodation, and service tour.                                   | Cooperation with hotels and ITDC, and involvement in the big events area.                                                     | Dependence on personal networks and cross-party collaboration is still weak.                                                             |
| MSMEs (Traders / Culinary) Mandalika)                         | Provider product, culinary and consumption local, regional economic drivers.                                                 | Cooperation with ITDC and the local government through events, communication via WhatsApp groups, and cooperation.            | The weather and miscommunication between the agency, which is not yet involved in policy formulation.                                    |
| Transporta-                                                   | Institutional                                                                                                                | ITDC pro-                                                                                                                     | Visitors do not                                                                                                                          |

| Stakeholder                        | Role                                                                              | Form Col-laboration                                                                     | Challenge                                                                                                                                        |
|------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| tion Association & Forum Mandalika | economy, local and liaison between perpetrator businesses (SMEs, hotels, travel). | vides facilities; cooperatives manage operations; cooperation with hotels and villages. | access the area evenly; authorities frequently change parking rules; and local actors play only a minimal role in the perpetrator's involvement. |

| Informant Initials/ Code | Title/ Position                                                                                    | Agency/ Group                                     | Date Interview     |
|--------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------|--------------------|
| Informant: 1-05          | Head of Study Program Business Journey Tourism (UPW)                                               | Polytechnic Lombok Tourism                        | September 26, 2025 |
| Informant: 1-01          | Head of HR Department                                                                              | Tourism Office Central Lombok Regency             | September 24, 2025 |
| Informant: 1-06          | Member Pokdarwis and Travel Managers                                                               | Tourism Group Mandalika & Local Travel            | September 26, 2025 |
| Informant: 1-03          | Member Pokdarwis and Travel Actors                                                                 | Tourism Group Mandalika & Local Travel            | September 26, 2025 |
| Informant Initials/ Code | Title/Position                                                                                     | Agency/Group                                      | Date Interview     |
| Informant: 1-04          | Culinary MSME Actors                                                                               | Dita Seafood, Mandalika SEZ Area                  | September 19, 2025 |
| Informant: 1-02          | Chairman of Culinary UMKM & Chairman of the Association Kuta Transportation; Owner of Warung Sasak | Association Bazaar Mandalika" & Trans Kuta Lombok | September 19, 2025 |

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