



Singhasari Special Economic Zone Development Strategy in Malang Regency

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ABSTRACT

The government desires to accelerate equitable economic development by developing Special Economic Zones in various regions of Indonesia. This research focuses on analyzing the Policy Formulation for the through a Study of Strategy, Planning and Priority Scale and obtaining alternatives/recommendations for good problem-solving. The theory of public policy formulation is a way to solve a public problem and overcome existing public problems from several alternatives. Alternative problem-solving is selected using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The analytical tool used in this research is a SWOT analysis approach. In contrast, the approach used is descriptive, namely collecting data through a perspective on a critical documentation approach. This research concludes that the planning for developing the Singhasari special economic zone (SEZ) is through the SO (Strength, Opportunities) Strategy, namely creating employment opportunities supported by the surrounding areas covering education and human resources. As well as the WT (Weaknesses, Threats) strategy, namely increasing the attractiveness of the Singhasari Special Economic Zone to foreign investors by making investment easier. The two priority programs were taken as the author's recommendations were given to be used as a discussion for preparing regulations. The government can propose two priority programs for the Singhasari Special Economic Zone in the current year.

Keywords: Policy Formulation, Policy Strategy, Special Economic Zones, SWOT Analysis.

1. INTRODUCTION

Indonesia is a vast country with a population of approximately 250 million people. The Central Statistics Agency (BPS) stated that the interval for Indonesia's population projections for 2010-2035 based on the results of the 2010 population census will enter a period where the number of population ages or resources Productive human resources (HR) (15-64 years) are more significant than the non-productive age population (0-14 years and 65 years and over) or what is called the demographic bonus. 2030 the productive age group aged 15-64 is estimated to reach 200 million people. The demographic bonus can benefit the Indonesian economy considerably if utilized as well as possible. However, if not, it could have a negative impact on Indonesia, such as increasing poverty rates. This is something that Indonesia needs to consider in the context of serious development to improve people's welfare. The Indonesian government is taking several steps to accelerate development to ensure regional development is equitable in free market competition while still paying attention to the problem of reducing disparities. The latest development program in Indonesia must currently be oriented towards social, cultural, biodiversity, and animal values, and it must pay attention to the region's natural conditions.

The development of Special Economic Zones is a form of development that considers economic, environmental and community factors. Special Economic Zones are limited to particular areas. The speciality of Special Economic Zones is development related to geoeconomics and geostrategy. The government's seriousness in building and developing special economic zone (SEZ) in Indonesia is the issuance of Law Number 39 of 2009 concerning Special Economic Zones, which regulates several matters related to development. National Council Secretariat (DN) Special Economic Zones, as a function of carrying out the implementation of Special Economic Zone policies, also carry out promotional functions to various parties, both from within and outside the country.

Malang Regency is one of the regencies where the central government allowed work on this SEZ. The location is Singosari District. The government designated Singosari District as a Special Economic Zone in 2019. With a population composition of productive age (15-64 years) of around 68.64 per cent, the Malang Regency Government needs to develop strategies and policies to create jobs with high value and improve and develop the economy. The policies formulated to create jobs must be able to increase the production growth rate of Malang Regency and increase the growth of National Production so that it has significant implications for economic growth. This policy focuses on improving the quality of Indonesia's human resources, encouraging increased investment so that many job opportunities are opened, providing guarantees of legal certainty and providing facilities and convenience to encourage the current uncertain economy.

Malang Regency is a district that has a Special Economic Zone in East Java Province because the Singosari area in Malang Regency has geoeconomic and geostrategic potential and advantages. The regional geostrategic advantage that Singosari has is the tourism sector with the theme of heritage and historical tourism. This theme is supported by the surrounding area, which has historical royal sites in Indonesia. This area will also become a tourist centre in the Bromo-Tengger-Semeru National Park. Special Economic Zone Concept Singhasari will develop a digital economic platform. Therefore, the Singhasari Special Economic Zone is projected to synergize between tourism development and the digital economy.

Currently, the basic infrastructure of the economic area, which focuses on the tourism sector and technology development, is claimed to have reached 100 per cent. Physically, SEZs engaged in tourism and technology development are smaller than other places engaged in industry. However, SEZs like this have added value to human resources. Singhasari Special Economic Zone has an area of 120.3 hectares. This area is divided into several clusters: education, content, computing, trade and tourism. Singhasari Special Economic Zone currently has 20 studios with several creators reaching 500 people using a plasma system.

Collaborative governance is a process in which various parties, including government, the private sector, civil society, and international organizations, work together to achieve common goals through coordination and partnership mechanisms. The central or regional governments can carry out collaborative governance, depending on each party's scale and level of authority. The regional geostrategic advantages that Singosari has are the tourism sector with heritage themes and historical tourism. This theme is supported by the surrounding area, which has the value of historical sites of the Indonesian kingdom. The Singhasari area is needed by the surrounding Malang Regency community, where there is a place and ecosystem for economic development and exceptionally creative economic activities which will be helpful in improving the welfare of the Malang Regency community as a whole.

This research aims to describe and analyze the Special Economic Zone Policy Formulation, Singhasari, by studying the strategy, planning, and priority scale for developing the Singhasari Special Economic Zone, Malang Regency. The benefits of this research are as material for analysis of policy formulation in the Singhasari Special Economic Zone in Malang Regency to realize public policies that are right on target in the future and as a discourse on the treasures of science regarding forecasting as input in policy formulation.

2. THEORETICAL BASIS

2.1 Public Policy Concept

The definition of policy is the principle or way of action chosen to direct decision-making. Every public policy formulation begins with the formulation of problems that have been identified, and then the implementation of the policy is aimed at overcoming problems that occur in society. Thus, a policy is a provision containing principles to direct ways of acting that are planned and consistent in achieving specific goals. Thomas R. Dye said that state policy is a study that includes efforts to describe the content of state policy, assessment of the impact of forces originating from the environment on the content of state policy, analysis of the effects of various institutional arrangements and political processes on state policy, the consequences -the impact of various state policies on the political system, and evaluation of the impact of state policies on society (both planned and unexpected impacts). (Dye, 1998:4 - 5).

Public Policy Process In making a policy, it cannot be separated from a process, so the process is very influential in policy making. According to Winarno (2012: 28-30), in a public policy, there are several stages that must be carried out, namely the stage of preparing the agenda for elected and appointed officials who find problems on the public

agenda. Policy adoption stage From various policy alternatives that policy formulators have offered. Policy formulation stage Problems included in the policy agenda are then discussed by policymakers. Policy implementation stage: A policy program will maintain good records if the program is not implemented. The final stage is the policy assessment stage.

2.2 Creative Economic Zone Concept

In his book *The Creative Economy: How People Make Money*, John Howkins introduced the term creative economy. Howkins realized the birth of a new creativity-based economic wave after seeing that in 1997, Howkins explained the creative economy as "economic activities in a society that spends most of its time generating ideas, not just doing routine and repetitive things. Because for this society, producing ideas must be done for progress. The Ministry of Trade of the Republic of Indonesia (2008) formulated the creative economy as an effort to develop the economy sustainably through creativity with an economic climate that is competitive and has renewable resource reserves.

According to Smith (Abdul Hakim, 2000; 64), there are three determining variables for a country's production process in producing total output: available natural resources, human resources (population), and the existing stock of capital goods. According to Schumpeter in his book *Business Cycles* (1939), the main factor that causes economic development is the innovation process, and the perpetrators are innovators or entrepreneurs (entrepreneurs). The economic progress of a society can only be implemented with innovation by entrepreneurs. Economic progress is interpreted as an increase in society's total output. According to Schumpeter, economic growth is an increase in society's output caused by increasing production factors. This is related to the availability of reliable human resources and a better marketing network compared to small cities.

Sustainable tourism is a non-oil and gas industry used to generate foreign exchange in several countries. Tourism is one type of industry that can increase rapid economic growth, provide employment opportunities, increase income and living standards, and stimulate other industrial sectors, such as the handicraft and souvenir industries. Pendit (1994; 4) Lane (in Sharpley, 2000: 8) states that sustainable tourism is a balanced triangulation relationship between tourist destination areas (host areas) with their habitat and people, making holiday packages (tourism), and the tourism industry, where no single stakeholder can disturb the balance. The basic principles of sustainable tourism development, according to Sharpley (2000:9-11), refer to the basic principles of sustainable development. A holistic approach is critical.

The creative economy development model as a driving force for the tourism sector can be adapted from creative city models. Creative cities rely on the quality of human resources to form (can be in the form of design or redesign) creative spaces (UNDP, 2008). In tourism, creative spaces are needed for artisans to produce products typical of tourist areas that cannot be found in other areas. A workshop or studio is one of the most important places for an artisan to produce work. Forming a creative space is necessary to stimulate the emergence of creative ideas because humans placed in a conducive environment can produce creative products of economic value. Cultural festivals are one form of creative space creation that successfully attracts tourists. Thoughts about the concept of special economic zones generally depart from the empirical experience of several countries that have recognized and implemented special economic zones. The terms Economic Zone or Special Economic Zone are generally used to designate a particular area in a country created for economic purposes or to support the economic activities of the country concerned.

3. RESEARCH METHOD

3.1 Research Approach

In this research, the researcher used a qualitative approach because this approach was considered appropriate in analyzing and studying the problems raised in this research. In choosing a research method, the consideration is that this research examines problems that occur in society, as stated by Pasolong (2012: 8), namely that this type of qualitative research is based on phenomenological philosophy. A qualitative research method is also interpretive because the research data relates to data obtained from the field. Therefore, the data that has been collected and analyzed is qualitative.

3.2 Scope of Research

There needs to be a scientific scope as a limitation in conducting scientific research. The author describes the explanation obtained about the limitations of a subject on the problem. With research limitations, the author will focus more on obtaining solutions to the problem. The scope of this research is limited to the formulation of special economic zone policy formulations. Singhasari, through a study of strategy, planning, and priority scale for developing the Singhasari particular economic area in Malang Regency.

3.3 Research Location

The location of the research will be carried out by researchers at the Singhasari Special Economic Zone Office with regional officials (as executives) related to the Culture and Tourism Service and the Industry and Trade Service in Malang Regency. The consideration in determining a research site is that the place is a research location and is closely related to the parties involved in the problem that the researcher will study.

3.4 Research Focus

The research focus is determined to limit the object of study so that when conducting research, the object being studied does not expand and becomes biased so that researchers do not experience difficulties determining the required data. Some of the research focuses that researchers have determined are strategic issues using SWOT analysis and the stages or process of formulating particular economic zone policies. Singhasari studies the strategy, planning and priority scale for developing the Singhasari particular economic area in Malang Regency.

3.5 Data Types and Sources

The data source in research is the subject from which the data can be obtained (Arikunto, 2006:129). The data source for researchers first uses documents to obtain data through written materials in the form of regulations or written rules and other data related to the research topic. Documents related to this research are on the National Council for Special Economic Zones of the Republic of Indonesia website, Government Regulation of the Republic of Indonesia Number 68 of 2019 concerning Special Economic Zones, Singapore. The second is the informant, and the third is the event data source, which can be obtained by looking at events or occurrences related to the research topic.

3.5 Data Collection and Data Analysis Techniques

In collecting data and information, the author uses data collection techniques like observation, interviews (if needed), and documentation. Data analysis carried out by researchers was processing data generated from data in the field and SWOT analysis. The data collection results will conclude and find the best solution to deal with problems that arise on the topics taken with stages in the form of data reduction by selecting which parts to code, which ones to discard, and which patterns summarize several scattered parts and stories. -what story is developing. The next stage is data presentation, and the last is data verification.

4. RESULTS AND DISCUSSION

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is used to sharpen efforts to obtain good problem-solving alternatives. However, Morrisey prefers to call it SLOT (Strength, Limitation, Opportunity, Threats). According to him, the term Weakness tends to have a negative connotation, namely the existence of irregularities that need to be corrected. At the same time, Limitations are not so associated with irregularities (Morrisey, 1997:26). Various factors and values influence the above policies. It is clear that two critical aspects influence policy formulation, namely:

- 1) Internal aspects of policymakers include personal traits, perceptions, fundamental values held, and experiences.
- 2) External aspects include the dynamics and demands of the real world, organizational habits/traditions, social environment, values, politics, organization, and ideology.

Table 1. Internal Factors

No	Strength	Weakness
1	Potential in various leading sectors (Tourism Sector and Technology Development) in Singhasari Special Economic Zone	Limited authority in special economic zone development efforts (such as legal umbrella for technical implementation and overlapping regulations)
2	Support from the Regional Government of Malang Regency (there are regulations/policies in the special economic zone Agency/Administrator Decree, Regional Regulations related to Retributions, special economic zone Office)	Limited budget and investors in supporting the development of the area around the Singhasari Special Economic Zone
3	One of the National Strategic Projects is listed in PP no. 80/2019	There is no detailed spatial planning plan that regulates space utilization plans around the area
4	It is an educational area, so it can provide sufficient human resources.	Nearby, there are several Batu Tourism Areas.

Table 2. External Factors

No	Opportunity	Threat
1	Location of the SEZ area, which is considered strategic (connected with toll access, airport and near the port of Surabaya)	Changes in the function of land around the special economic zone area that need to be managed according to the special economic zone function (Tourism Zone and Technology Development Zone)
2	There is support from universities (overseas and domestic) and other educational institutions	Support from the Central Government and Provincial Government in the form of non-overlapping regulations
3	Adequacy or availability of a supporting network	Competitors/Competition with developing regions or developed countries
4	Creating Job Opportunities and Increasing PAD	Global Economic Uncertainty

4.1 Internal Environmental Analysis (IFAS) of the Singhasari Special Economic Zone.

The internal environmental analysis consists of the strengths and weaknesses variables in the Singhasari Special Economic Zone. These variables shape the atmosphere and conditions in which the work is carried out. This variable includes the Creative Industry, Infrastructure Tourism, Digital Technology Development, Investment and Human Resources (HR) through PTN/PTS/Overseas University Education activities. The interview results and fill-in questions to evaluate and place internal factors appropriately according to the problem are in the table.

Table 3. Calculation of Weights and Ratings

<i>Strength(Strength)</i>				
No	Factor	Weigh t	Ratings	Score
1	Potential in various leading sectors (Tourism Sector and Technology Development) in Singhasari Special Economic Zone	0.125	3,652	0.456
2	Support from the Regional Government of Malang Regency (there are regulations/policies in the special economic zone Agency/Administrator Decree, Regional Regulations related to Retributions, special economic zone Office)	0.175	3,826	0.669
3	One of the National Strategic Projects is listed in PP no. 80/2019	0.100	3,522	0.352
4	It is an educational area, so it can provide sufficient human resources	0.150	3,522	0.528
Total Strength Score		0.550		2,005
<i>Weakness(Weakness)</i>				
No	Factor	Weigh t	Ratings	Score
1	Limited authority in special economic zone development efforts (such as legal umbrella for technical implementation and overlapping regulations)	0.125	1,957	0.244
2	Limited budget and investors in supporting the development of the area around the Singhasari Special Economic Zone	0.150	2,043	0.306
3	There is no detailed spatial planning plan that regulates space utilization plans around the area	0.100	1,739	0.173
4	Nearby, there are several areas which are Batu Tourism Areas	0.075	1,348	0.101
Total Weakness Score		0.450		0.824
Total (Strengths + Weaknesses)		1.00		2,829

Information:

Ratings are determined as follows:

4 = Great strength

3 = Little strength

2 = Minor weakness

1 = Major weakness

Based on the IFAS matrix results table, the Singhasari Special Economic Zone score is 2.005, above the average value of 1.414 for all internal factors. This is also shown by the strengths value being more significant than the weaknesses, with a score of 2.005, which is more excellent than 0.824.

4.2 External Environmental Analysis (EFAS) of the Singhasari Special Economic Zone

The external environmental analysis consists of opportunity and threat variables outside the Singhasari SEZ and is not specifically within short-term control. These variables form the conditions in which the Singhasari SEZ is located. This variable includes Creative Industries, Tourism Infrastructure, Digital Technology Development, Investment and Human Resources (HR) through PTN/PTS/Overseas University Education activities. The results of interviews and filling in questions to evaluate and place external factors appropriately according to the problems of Mojokerto shoe MSMEs are in the table4.

Table 4. Calculation of Weights and Ratings

<i>Opportunities(Opportunity)</i>				
No	Factor	Weigh t	Ratings	Score
1	Location of the SEZ area, which is considered strategic (connected with toll access, airport and near the port of Surabaya)	0.125	3,652	0.46
2	There is support from universities (overseas and domestic) and other educational institutions	0.150	3,826	0.57
3	Adequacy or availability of a supporting network	0.100	3,522	0.35
4	Creating Job Opportunities and Increasing PAD	0.150	3,522	0.53
Total Opportunity Score		0.525		1.91
<i>Threats(Threat)</i>				
No	Factor	Weigh t	Ratings	Score
1	Changes in the function of land around the Singhasari Special Economic Zone area that need to be managed according to the Singhasari Special Economic Zone function (Tourism Zone and Technology Development Zone)	0.125	1,957	0.24
2	Support from the Central Government and Provincial Government in the form of non-overlapping regulations	0.175	2,043	0.36
3	Competitors/Competition with developing regions or developed countries	0.100	1,739	0.17
4	Global Economic Uncertainty	0.075	1,348	0.10
Total Threat Score		0.475		0.87
Total (Opportunities + Threats)		1.00		2.78

Information:

Ratings are determined as follows:

4 = Great opportunity

3 = Small chance

2 = Little threat

1 = Great threat

Based on the EFAS matrix results table, the Singhasari Special Economic Zone score is 2.78, above the average value of 1.29 for all internal factors. The results also show that the value of Opportunities (opportunities) is greater

than that of Threats (threats), with a score of 1.91, which is more significant than 0.87. The author can develop four main strategies, namely (SO), (WO), (ST), and (WT). Each of these strategies has its characteristics, and later in their implementation, they will be carried out together and mutually support each other. Analysis of the four strategies, namely:

<p>Internal Aspects</p> <p>Strategy analysis</p> <p>External aspect</p>	<p>Strengths</p>	<p>Weaknesses</p>
	<ol style="list-style-type: none"> 1. Potential in various leading sectors (Tourism Sector and Technology Development) in Singhasari Special Economic Zone 2. Support from the Regional Government of Malang Regency (there are regulations/policies in the Singhasari Special Economic Zone Agency/Administrator Decree, Regional Regulations related to Retributions, special economic zone Office) 3. One of the National Strategic Projects is listed in PP no. 80/2019 4. It is an educational area, so it can provide sufficient human resources 	<ol style="list-style-type: none"> 1. Limited authority in special economic zone development efforts (such as legal umbrella for technical implementation and overlapping regulations) 2. Limited budget and investors in supporting the development of the area around the Singhasari Special Economic Zone 3. There is no detailed spatial planning plan that regulates space utilization plans around the area 4. Nearby, there are several areas which are Batu Tourism Areas
<p>Opportunities</p>	<p>SO Strategy</p>	<p>WO Strategy</p>
<ol style="list-style-type: none"> 1. Location of the SEZ area, which is considered strategic (connected with toll access, airport and near the port of Surabaya) 2. There is support from universities (overseas and domestic) and other educational institutions. 3. Adequacy or availability of a supporting network 4. Creating Job Opportunities and Increasing PAD 	<ol style="list-style-type: none"> 1. Improve information/marketing of existing potential in strategic locations 2. Take advantage of supportGovernmentCentral/Regional in developing special economic zone 3. With the availability of facilities provided as a strategic project, they need to be maximized 4. Job opportunities are created, which are supported by education and human resources in the surrounding areas 	<ol style="list-style-type: none"> 1. Make efforts to create regulations that mutually support strategic SEZ locations 2. Support from several universities in improving human resources will make investors want to work together 3. Built-in facilities are available and utilized for planning utilization spatial 4. Proposing to the government to create an industrial centre/tourist attraction

<i>Threats</i>	ST Strategy	WT Strategy
<ol style="list-style-type: none"> Changes in the function of land around the special economic zone area that need to be managed according to the special economic zone function (Tourism Zone and Technology Development Zone) Support from the Central Government and Provincial Government in the form of non-overlapping regulations Competitors/Competition with developing regions or developed countries Global Economic Uncertainty 	<ol style="list-style-type: none"> Utilizing the special economic zone Regional Zone, which is still significant, to carry out Zone Divisions for both Tourism and Digital Industry Consult overlapping Regulations immediately followed up Singhasari is a Strategic Project with a Strategic Area Superior Human Resources Superior Economy 	<ol style="list-style-type: none"> Utilizing land functions that have been regulated to attract investors Carrying out Collaborative Government between the Central Government and Regional Governments in creating regulations that can support special economic zone Carry out marketing intensively and consistently Marketing the attractiveness of special economic zone to foreign investors

EFAS IFAS	Opportunities (O)	Threats (T)
Strengths (S)	Strategy (SO): $= 2.005 + 1.91$ $= 3.915$	Strategy (ST): $= 2.005 + 0.87$ $= 2.875$
Weaknesses (W)	Strategy (WO): $= 2.005 + 0.824$ $= 2.829$	Strategy (WT): $= 0.824 +$ $= 1.694$

Figure 2. Formulation of the SWOT Matrix Strategy Combination

Source: Research Results

Figure 2 shows the most significant value score for the Strengths Opportunities (SO) strategy of 3.915, the Strengths Threats (ST) strategy of 2.875, the Weaknesses Opportunities (WO) strategy of 2.829 and the Weaknesses Threats (WT) strategy of 1.694. Furthermore, an explanation of the strategy that Singhasari Special Economic Zone must carry out can be seen in the table above.

4.3 Internal External (IE) Matrix Analysis

The analysis in Table 1 shows that for the strength factor, the score is 2.005, and for the weakness factor, the score is 0.824. Meanwhile, the opportunity factor in Table 2 has a score of 1.91, and the threat factor is 0.87. From the calculation results, the summation results in Table 1 show that internal factors have a total score of 2.829 and Table 2 shows that external factors have a total score of 2.78. Next, the IE matrix is used to determine the position of Singhasari Special Economic Zone in its efforts to maintain its business from year to year.

The matching stage is the second stage of the marketing strategy formulation process, which combines the company's strengths and weaknesses with the opportunities and threats to the company from the internal and external environment to formulate alternative strategies for the company. The tools used at this stage are the IE (Internal-External) matrix and SWOT analysis. The following is an IE matrix based on the internal and external

factors grouping shown in Figure 3. The internal-external (IE) matrix is as follows:

IFAS EFAS	Strong 4.00 – 3.00	Medium 2.99 – 2.00	Weak 1.99 – 1.00
High 4.00 – 3.00	I	II	III
Medium 2.99 – 2.00	IV	V	VI
Low 1.99 - 1.00	VII	VIII	IX

Figure 3. Internal – External Matrix

Source: Research Results

Figure 3. is an internal-external (IE) matrix that groups the IFAS and EFAS matrices. The value score is used as a determinant of the value of the IE matrix. Based on this position, it can be determined that the position of Singhasari Special Economic Zone is in cell IV. This position indicates that the Singhasari SEZ is in a growth and build position. Strategies that can be implemented include the Strengths Opportunities (SO) strategy by maximizing existing strengths and paying attention to all market opportunities. This strategy must be supported by efforts to increase human resource performance, market penetration, and product development.

4.4 Strategic Formulation

In this case, the Malang Regency Government has issued a Policy or Regulation regarding the Ease of Investing in Regional Regulation number 05 of 2022. However, this still needs to be answered regarding the implementation in the field and the development of the Singhasari SEZ itself. Some policies can be implemented immediately. Still, some have to be translated again with regulations below that are more operational or policies that can answer problems that arise after the policy has been established but have yet to answer these problems. The SWOT analysis results show that Figure 4 shows the position of the Singhasari Special Economic Zone in Quadrant IV. This shows that the Singhasari Special Economic Zone has quite good internal and external strength and is in a moderate position. This quadrant IV position also shows that the Singhasari Special Economic Zone is in a position to grow and build.

In this case, it shows a value of 3.915, so the right strategy is Strengths Opportunities (SO) by formulating the following things creating employment opportunities supported by the surrounding area, education and human resources, which includes increasing information/marketing of existing potential in a suitable location. Strategic, utilizing Central/Regional Government support in developing special economic zone, and with the availability of facilities provided as strategic projects, this needs to be maximized.

Apart from the SO Strategy as the primary strategy that must be implemented, the ST, WO and WT strategies are also still needed to increase the achievements of the Singhasari Special Economic Zone. In this case, it shows a value of 1.694, so the right strategy is Weaknesses – Threats (WT) by formulating several things, namely utilizing land functions that have been regulated to produce investor attraction, carrying out Collaborative Government between the Central Government and Regional Governments in creating regulations that can support special economic zone, carry out marketing intensively and consistently, and market the attractiveness of special economic zone to foreign investors.

The SWOT analysis and IE matrix results are not an absolute strategy that the government must carry out in developing the Singhasari Special Economic Zone. This matrix only produces alternative strategy formulations that can be presented for consideration by the government and the Singhasari Special Economic Zone Implementer. This is in accordance with the theory which states that SWOT analysis is essential in making

long-term policies by paying attention to internal and external factors of the company in the form of strengths, weaknesses, opportunities, and threats faced by the company (Sondang, P. Siagian, 2000 and Pearce, JA and Robinson, R.B. 2008).

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Based on the research results, the researcher concluded that two factors and values influence policy, namely internal and external aspects. Internal aspects in the form of policy makers include personal traits, perceptions, fundamental values held, and experiences. Meanwhile, external aspects include the dynamics and demands of the natural world, organizational habits/traditions, social environment, values, politics, organization, and ideology. The analysis of the internal environment in the Singhasari special economic zone consists of the strengths and weaknesses variables in the Singhasari Special Economic Zone. This variable includes creative industries, tourism infrastructure, digital technology development, investment and human resources (HR) through foreign PTN/PTS/university education activities. Based on the analysis, the strength factor is in the form of potential in various leading sectors (tourism sector and technology development) in the Singhasari Special Economic Zone, and the weakness factor is in the form of limited authority in efforts to develop the special economic zone (such as legal umbrellas for technical implementation and overlapping regulations).

Meanwhile, the external environmental analysis (EFAS) of the Singhasari Special Economic Zone consists of opportunity and threat variables outside the Singhasari SEZ and are not expressly subject to short-term control. The opportunities factor could be the location of the SEZ area, which is considered strategic (connected with toll access, airports and near the Port of Surabaya), and the threats factor could be the support of the central government and the provincial government in the form of non-overlapping regulations. The results of the IFAS and EFAS matrix grouping can determine that the position of Singhasari Special Economic Zone is one of growth and development. Strategies that can be implemented include the Strengths Opportunities (SO) strategy by maximizing existing strengths and paying attention to all market opportunities. This strategy must be supported by efforts to increase human resources, market penetration, and product development.

5.2 Suggestions

Based on the conclusions from the research results stated above, suggestions can be given as the Singhasari special economic zone needs to conduct international and global market research to always pay attention to world developments by paying attention to designs and developments in fashion trends that are currently developing or innovating to create the latest designs that interestingly, the Singhasari special economic zone must continue to pay attention to the surrounding environment and maintain the local wisdom of the Singhasari region so that it can become an area that is considered suitable for the Singhasari SEZ and can compete with similar areas to meet the needs of economic development, and must be able to carry out creative and industrial innovation. Tourism is becoming more diverse in types to meet various changes.

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