

Polemic of stakeholders' objectives in the decision of revitalization and relocation of the Sukawati traditional market as the most distinguished art market in Bali, Indonesia

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ABSTRACT

Sukawati Art Market is one of the distinguished art markets in Bali for decades, which is also close to the Sukawati Public Market. The government is making efforts to revitalize the Sukawati Public Market to become the Sukawati Art Market, while the Sukawati Public Market is being relocated to a new location far from settlements. So that during the two years of the market revitalization and reallocation program it was quiet and triggered the emergence of traders around the old market area which disturbed public order. The purpose of this research is to analyze the polemic of stakeholders' objectives regarding the Sukawati Market revitalization and relocation program, using MACTOR analysis. The results of the analysis show that local government, village government, and custom village are regulatory actors, while traditional markets' sellers are the main target of the project and serve as mediation to other actors. Actors still have polemic interests, especially traders outside the market. Therefore, the local government needs to control, educate, and make innovation to facilitate the sellers around outside the traditional market. The revitalization program and market relocation are successful, the traditional markets' sellers return to selling, and the market will be busy again.

1. Introduction

Market (especially the public market) plays an important role in driving the economy of the Indonesian people. Apart from being an estuary for people's products, the market also functions as a place to work which is very meaningful for the community, as well as selling output produced by the public (Merlinda & Widjaja, 2019). Since hundreds of years ago, traditional market activities and their traders have developed naturally. The market is a place where there is interaction between sellers and buyers. The market contains three elements, namely: sellers, buyers, and goods or services whose existence cannot be separated, where meetings between sellers and buyers lead to buying and selling transactions (Majid, 1998). Markets arise because of excess production after their own needs have been met, requiring a channel to be sold, in addition to fulfilling the need for goods, it requires a practical place to obtain goods either by exchanging or buying (Nastiti, 2003). According to its shape, the market is divided into traditional markets and modern markets (Sabatiny & Martini, 2018). Where in Regulation of the Minister of Trade Number 21 of 2021, traditional markets are called the People's Market nomenclature, which is defined as a place of business that is organized, built and managed by local governments, the private sector, state-owned enterprises, and/or regionally-owned enterprises, can in the form of shops/kiosks, stalls, and tents owned/managed by small and medium traders, non-governmental organizations, or cooperatives as well as SMEs with the

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process of buying and selling goods through bargaining. The strategic position of traditional markets or people's markets can be explained as follows:

- 1) Traditional markets are still the main place for selling basic needs products produced by medium, small and micro economic actors. They are farmers, fishermen, craftsmen and home industry (people's economy). Their number is tens of millions and they rely heavily on traditional markets.
- 2) Traditional market is a place to get various needs and basic needs of the majority of the population in the country. They can get it at an affordable price.
- 3) Traditional markets have always been a national indicator in relation to movements in the level of price stability or domestic inflation. In calculating inflation, the prices of the population's basic needs sold in traditional markets such as rice, sugar and nine other basic needs are the object of monitoring by statisticians every month.

There are several threats to the continuity of traditional markets, namely:

- 1) Traditional markets cannot be freed from negative images as places that are dirty, chaotic, muddy, dirty, high crime, uncomfortable, minimal facilities (limited parking space, poorly maintained toilets, smelly trash cans, flammable electrical installations, and narrow passage).
- 2) Traditional markets are still filled with informal traders who are difficult to manage and regulate themselves. Market managers are still experiencing difficulties in making more orderly arrangements for them. This condition makes traditional markets chaotic and uncomfortable to visit.
- 3) Markets with modern management patterns are increasingly emerging as an alternative place to shop that is less chaotic and comfortable. Residents with high incomes welcome the arrival of modern markets which are increasingly spread across various regions and are located in places that are easy to reach.

There are several people's markets in Gianyar Regency that have been revitalized and relocated in 2021 and 2022, including the Gianyar Market, Sukawati Market and Ubud Market. Especially for Sukawati Market, apart from revitalization, market relocation was also carried out. Prior to the revitalization, the Sukawati Market area complex consisted of one main art market building, one main public market building, and the surrounding stalls (Appendix 1).

After revitalization, Sukawati Art Market consists of three main buildings (Block A, Block B and Block C). Block C Sukawati Art Market was built at the location of the Sukawati public market, so that the Sukawati Public Market was relocated to another location. For information, the Sukawati Public Market sells the community's primary needs, such as food ingredients, rituals, and the like. The map in Figure 1 shows the relocation of the Sukawati public market. When observed in Fig. 1, the new location of the Sukawati Public Market is far from residential areas, different from the previous location which was in the middle of a settlement. The traders are considered to have made a deal that is considered a blunder with the Gianyar Regency Government, Bali. They agreed that the revitalized market would change its function to become an arts market, no longer selling daily necessities or grocery.



- Where:
-  Sukawati public market (before relocation)
 -  Sukawati public market (existing)

Fig. 1. Map of Sukawati public market
Source: googlemaps.com (processed)

For the past two years, it can be said that the relocation of the Sukawati Public Market did not operate well because the market was empty of visitors and eventually the traders decided to close and sell elsewhere (Fig. 2). Then an impromptu market appeared which was to the east of the previous Sukawati Public Market, making it difficult to organize the area.



Fig. 2. Portrait of the block C Sukawati market building, and the relocation of the Sukawati public market
Source: own documentation

On the other hand, the Sukawati Art Market Block C, which was the former Sukawati Public Market, was also quiet, because there weren't many sellers selling, and there were also few buyers in this area. This phenomenon is interesting because a market with a "magnificent" building is apparently not followed by "lively" buying and selling activities. In addition, it turns out that market relocation does not automatically restore buying and selling activities like in the old location. Based on these problems, it is necessary to carry out a comprehensive study regarding the revitalization and relocation of the People's Market in Gianyar Regency, because it is alleged that there is a conflict of interest of stakeholders. Grindle's (1980) approach to policy implementation (including revitalization and relocation policies) states that implementing a policy depends on the content of the policy (content) and the context of implementation, and the level of success depends on the conditions of the three components of implementation resource variables to consider, namely: strength, the interests of the actors involved, the character of the agency, and the level of compliance (Ariani & Subawa, 2017). This study aims to analyze the polemic of stakeholder interests that hinder the success of the traditional market relocation and revitalization program in Bali.

2. Material and method

2.1 Revitalization of traditional market

In epistemology, revitalization means the process, how, or intensified action to turn back. In general, the traditional market in Indonesia is likely to concern both from the physical side of the building or its management (Prastyawan & Isbandono, 2017). The main goal of revitalizing traditional markets is to develop traditional markets and the economic conditions of local communities (Putra & Rudito, 2015), so that they can also increase competitiveness with the increasing number of modern markets (Alfianita et al., 2015).

The current revitalization of traditional markets in Indonesia must refer to Indonesian national standards a.k.a. SNI on the public market (a.k.a. people's market). In accordance with SNI Pasar Rakyat covering aspects of trade space, accessibility and zoning, the availability of re-measuring posts and re-trial sessions, public facilities, building elements, building safety, lighting, air circulation, drainage systems, availability of clean water, wastewater management, waste management and telecommunications facilities support. In addition, it also covers the fulfillment of aspects of market management principles, the main tasks and functions of market management, market management work procedures, market management human resources, empowering traders and market development or development (National Standardization Agency, 2015).

2.2 Revitalization stakeholders and Grindle's Policy Implementation Theory

The relationship between stakeholders and the revitalization process of traditional markets is part of the administrative process for the success of participation-based stakeholders (Ma et al., 2020; Maskrey, 2016). The involvement of the stakeholder model in the revitalization process can be illustrated in Fig. 3.

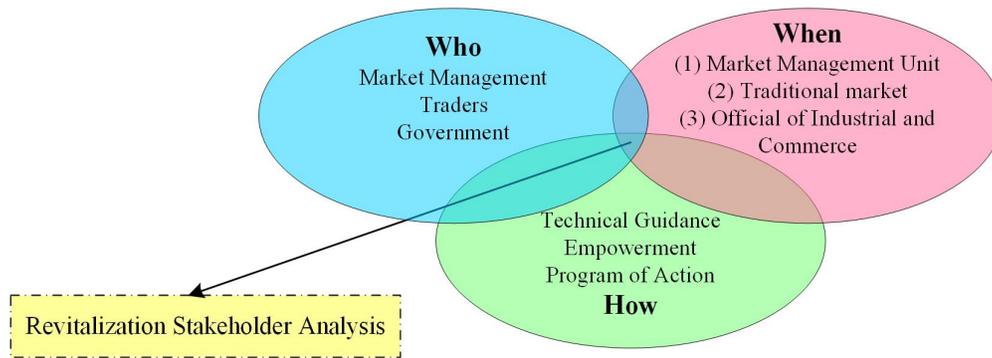


Fig. 3. Stakeholders model in the traditional market revitalization
Source: Developed from Maguire et al. (2012) and Haryono & Sentanu (2021)

As previously mentioned, Grindle's framework states that the success of implementation is determined by the degree of implementation of the policy, namely: (1) content of the policy (including: interest affected, type of benefits, extend of change envisioned, site of decision making, implementing programs, and committed resources); (2) context of implementation (including: power, interest, and strategies of actors involved, institution and regime characteristics, compliance and responsiveness) (Prihatin & Wicaksono, 2021). More clearly, Grindle's framework is presented in Fig. 4.

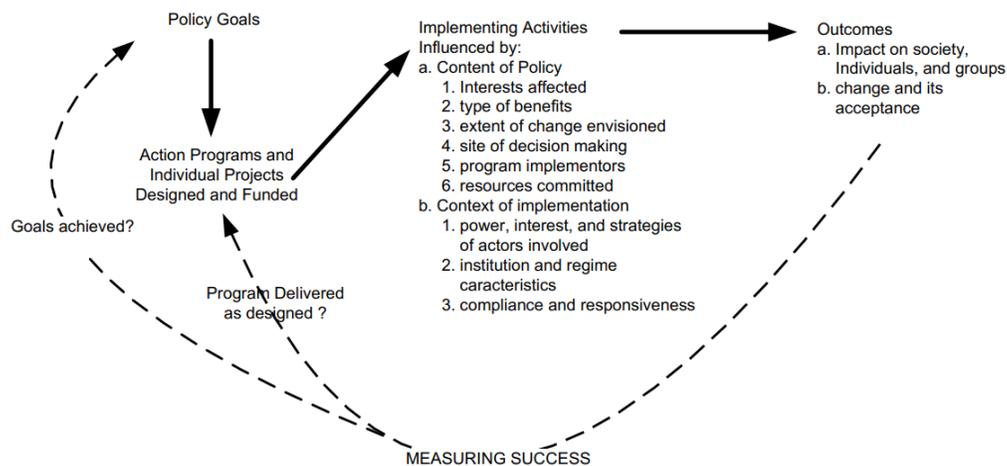


Fig. 4. Implementation is a political and administrative process
Source: Grindle, 1980

2.3 Research design

Various previous studies related to the revitalization of traditional markets (especially in Indonesia) were carried out using both quantitative and qualitative approaches, which predominantly analyzed the effectiveness of revitalization and surveys of traders or buyers only. Meanwhile, this study uses sustainability analysis, taking into account that the success of policies related to traditional markets is not only analyzed from an economic perspective, but also from a social and environmental perspective, which is the principle of sustainability. In the early stages of sustainability analysis, it is necessary to analyze actors and factors that will answer the "what" and "who" aspects as important components in the sustainability aspect (Fauzi, 2019). Therefore, this study uses the MACTOR analysis technique (Matrix of Alliances, Conflicts, Tactics Objectives and Recommendations), which can analyze the relative strength of actors or stakeholders and explore similarities and differences in various problems and goals to be achieved (Bendahana et al., 2003; Jaziri & Bousaffa, 2016). The input for MACTOR analysis was obtained through FGD (Focus Group Discussion) involving experts.

2.4 MACTOR method

The MACTOR technique is prepared based on two input matrices which is developed in consultation with the involved stakeholders and through the organized workshops (Ben Nasr & Bachta, 2018). The input data only concerns direct influence among actors, which takes into consideration indirect influence that is exercised through the use of influence with other intermediary actors (Fig. 5) (Godet, 2013).

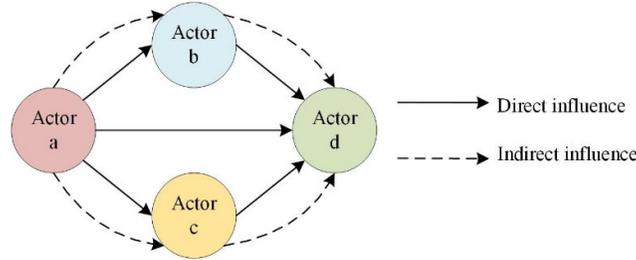


Fig. 5. Direct and indirect influences between actors*

*The influence of ‘a’ on ‘b’, is the sum of the direct influence it has on ‘c’ and of all indirect influences it gains through all the other third actors (here ‘b’ and ‘d’).

Source: Ben-Daoud et al., 2021

Direct and indirect influences: The calculation of the matrix of direct and indirect influences (MDII) is done through formula (1). This matrix contains, for each pair of actors, the direct influence added to the sum of the indirect influences of each possible intermediate actor (Lakner et al., 2018; Munteanu & Apetroae, 2007).

$$MDII_{ab} = MDI_{ab} + \Sigma_k(\min(MDI_{ac}, MDI_{cb})) \tag{1}$$

where:

$MDII_{ab}$ = The direct influence that actor ‘a’ has on actor ‘b’

$\Sigma_k(\min(MDI_{ac}, MDI_{cb}))$ = The sum of all indirect influences that actor ‘a’ exerts on actor ‘b’ and that transit through a relay actor ‘c’

Two indicators are calculated from the MDII matrix according to Eq. (2) and Eq. (3).

$$I_a = \sum_b (MDII_{ab}) - MDII_{aa} \tag{2}$$

$$D_a = \sum_b (MDII_{ba}) - MDII_{aa} \tag{3}$$

where:

I_a = The degree of direct and indirect influence of each actor

D_a = The degree of direct and indirect dependence of each actor

Balance of Power between actors: balance of power makes it possible to assess an actor’s relative weight in the regulation of the water management system. This balance of power is measured by calculating a synthetic indicator called the Balance of Power (R_a) from the matrix (MDII), according to the Eq. (4) (Fetoui et al., 2021; Godet, 2010).

$$R_a = \left(\frac{I_a - MDII_{aa}}{\Sigma_a(I_a)} \right) \cdot \left(\frac{I_a}{I_a + D_a} \right) \tag{4}$$

The (R_a) coefficient is normalized in 1, therefore, if all the actors had the same relationship, all the (R_a) quotients would be equal to 1. An actor that has a normalized balance of power greater than 1 has a relationship superior to the mean (Godet, 2013; Lakner et al., 2018). Normalization is given by its mean, defined as (Formula 5):

$$Q_i = \bar{R}_a = \frac{\Sigma R_a}{n} \tag{5}$$

where:

n = number of actors

Therefore, the normalized (Q_i) quotient is the one shown below (Formula 6):

$$Q_a = n * \frac{R_a}{\Sigma R_a} \tag{6}$$

Actors Objectives Relationship: The actor/objective plan is derived from a factorial correspondence analysis (FCA) performed on the Weighted valued position matrix (3MAO) using the MACTOR tool. This matrix is obtained automatically by multiplying the Valued position matrix (2MAO) by (Ri) coefficient according to the Formula 7 (Godet, 2013).

$$3MAO_{ab} = 2MAO_{ab} \times R_a \quad (7)$$

Indeed, this process makes it possible to identify the stakeholders' position in an influence/dependence map.

Convergence and divergence between actors: The 3MAO matrix was used to obtain the convergence matrix (3CAA) as Formula 7, and divergence matrix (3DAA) as Formula 8. This matrix identifies for a couple of actors the number of common positions they have on the objectives. This makes it possible to identify the number of possible alliances between actors (Munteanu & Apetroae, 2007).

$$3CAA_{ab} = \frac{1}{2} \sum ((|3MAO_{ac}| + |3MAO_{bd}|) \cdot (3MAO_{ab} \cdot 3MDII_{bd} > 0)) \quad (8)$$

$$3DAA_{ab} = \frac{1}{2} \sum ((|3MAO_{ac}| + |3MAO_{bd}|) \cdot (3MAO_{ab} \cdot 3MDII_{bd} < 0)) \quad (9)$$

MACTOR is an analytical tool which will allow us to make better use of the informational added value contained in actors strategies tables. The MACTOR method includes 7 phases (Elmsalmi & Hachicha, 2014): (1) building the table: 'actors strategies'; (2) identify strategic issues and related objectives; (3) positioning actors on their objectives; (4) prioritize the objectives for each actors; (5) evaluate the relationships of power and formulate strategies recommendations for each actor, in keeping with the actor's objective priorities and available resources; (6) integrate power relation in the analysis of convergence/divergence between actors; (7) formulate policy recommendations and key issues of the future.

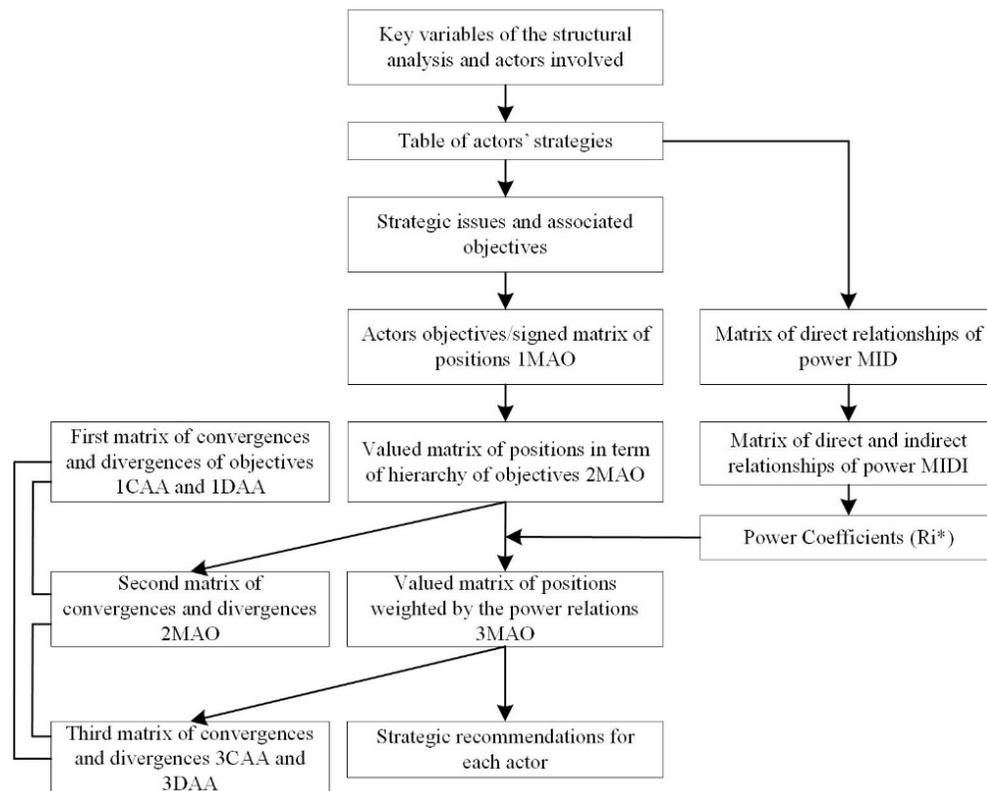


Fig. 6. Flow chart of the MACTOR method
Source: Godet (1991)

2.5 Actors and objectives identification

Based on the literature review and FGD, it is possible to identify factors related to the revitalization and relocation of Sukawati Traditional Market, as presented in Table 1.

Table 1
Stakeholder actors related to the revitalization and relocation of Sukawati traditional market

No	Long Label	Short Label	Source
1	Traditional market's seller	seller.in	Prastyawan & Isbandono (2017), Susanti et al. (2020), Minarniwati & Sudibia (2021), Mardani et al. (2021), Marlinda & Widjaja (2019)
2	Buyer	buyer	Mardani et al. (2021), Susanti et al. (2020)
3	Traditional market management	mngmnt	Marlinda & Widjaja (2019), Saragih & Meak (2021), Prastyawan & Isbandono (2017), Susanti et al. (2020),
4	Government official	official	Prastyawan & Isbandono (2017), Saragih & Meak (2021), Susanti et al. (2020)
5	Local community	community	Susanti et al. (2020), Mardani et al. (2021)
6	Village government	village	Prastyawan & Isbandono (2017),
7	Custom village	custom.vil	Li et al. (2023), Susanti et al. (2020)
8	Commodity supplier	supplier	Susanti et al. (2020)
9	Seller around outside traditional market	seller.out	Susanti et al. (2020)

Furthermore, Table 2 presents the objectives which are related to the revitalization and relocation of Sukawati traditional market.

Table 2
Stakeholder actors related to the revitalization and relocation of Sukawati traditional market

No	Theme	Long Label	Short Label	Source
1	Economy	Income of traditional market's seller	seller.in.incom	Saragih & Meak (2021), Aliyah et al. (2014)
2	Economy	Income of seller around outside market	seller.out.incom	Susanti et al. (2020), Aliyah et al. (2014)
3	Economy	Revenue of custom village	cust.vil.incom	Susanti et al. (2020)
4	Economy	Revenue of village	vil.incom	Susanti et al. (2020)
5	Economy	Development of micro/real economics sector	micro.eco	Saragih & Meak (2021)
6	Economy	Modernization of traditional market governance	modern.market	Susanti et al. (2020), Aliyah et al. (2014)
7	Economy	Fulfillment of community needs	filling.need	Susanti et al. (2020)
8	Economy	Increase in the number of sellers	more.seller	Aliyah et al. (2014), Susanti et al. (2020)
9	Economy	Increase in the number of buyers	more.buyer	Susanti et al. (2020)
10	Social	Spatial orderlines of the area around the market	spatial.ord	Aliyah et al. (2014)
11	Social	Orderliness of the environment around the market	public.ord	Susanti et al. (2020)
12	Social	The existence of social interaction in the market	soc.interac	Aliyah et al. (2014), Marlinda & Widjaja (2019), Li et al. (2023), Susanti et al. (2020)
13	Social	The location of the market is close to residential/strategic	location	Aliyah et al. (2014)
14	Infrastructure	Convenience, safety, and cleanliness of the market environment	condusive.mrkt	Mardani et al. (2021), Aliyah et al. (2014)
15	Infrastructure	Market arrangement and facilities utilization	mrkt.arrange	Marlinda & Widjaja (2019)
16	Infrastructure	Ease of mobility (in-out) of commodities	in.out.commodities	Susanti et al. (2020)
17	Infrastructure	The market building is multi-storey and spacious	building.size	Li et al. (2023), Marlinda & Widjaja (2019), Mardani et al. (2021)

Source: Own elaboration (2022)

3. Results and Discussion

Output of MACTOR analysis menyajikan several graphic representations and aggregate coefficients to help in the interpretation of model results.

3.1 Direct and indirect influences

Interaction and power relations among involved stakeholders related on revitalization and relocation of Sukawati Traditional Market dapat dinilai dari influence (direct and indirect) among actors dalam Matrix of Direct and Indirect Influence, as follows.

Table 3
Matrix of Direct and Indirect Influences (MDII)

MDII	seller.in	buyer	mngmnt	official	community	village	custome.vil	supplier	seller.out	li
seller.in	16	14	7	5	7	5	5	11	11	65
buyer	10	9	5	3	4	3	3	8	8	44
mngmnt	9	8	7	2	3	2	2	8	7	41
official	14	13	9	5	8	6	6	10	11	77
community	10	8	3	4	9	7	7	5	11	55
village	10	9	4	4	4	9	7	6	11	60
custome.vil	10	9	4	4	4	10	7	6	12	62
supplier	8	8	6	2	2	3	2	7	6	37
seller.out	11	11	6	4	4	6	5	6	11	54
Di	82	80	44	28	28	50	37	60	77	495

Source: Output of MACTOR

The summing matrix' rows (Ii) represents the degree of direct and indirect influence of each actor, meanwhile the summing matrix columns (Di) represents the degree of direct and indirect dependence of each actors. Following the calculation of both (Ii and Di), it was noted that actors/stakeholders with high values of influence (Ii) (i.e. official, seller.in, custom.vil, and village), have lower values of dependence (Di) (Fig. 7).

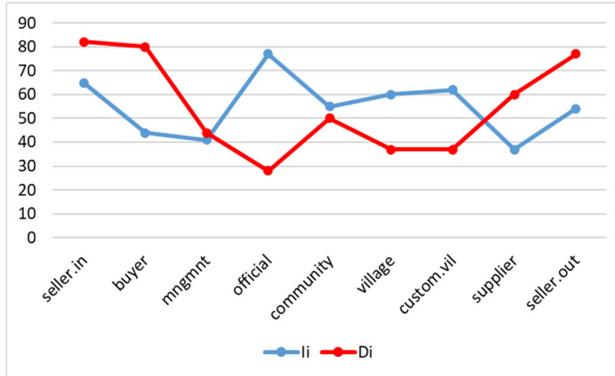


Fig. 7. Comparison between both indicators (Ii) and (Di)

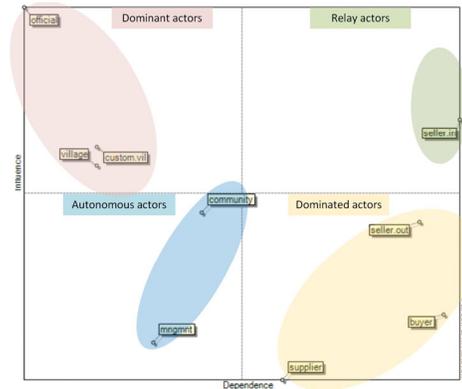


Fig. 8. Map of influences and dependences between actors

3.2 Map of influences and dependences among actors

The map of influences and dependences among actors shows their power relationships or dominant and dominated actors (Fig. 8). The figure shows that there are three actors as dominant actors, namely government officials, village government, and custom village. In fact, influential actors are policy makers or regulatory actors. Meanwhile, the dominant actors are represented by buyers, sellers around outside the traditional market, and commodity suppliers. Actors included in this category tend to be sensitive and depend on the actions of other actors. There are also actors who can influence other actors, but are also sensitive/dependent (relay actors), namely traditional markets' sellers. It can be said that these traditional markets' sellers can influence other actors (i.e. yer, sellers around outside traditional markets, and commodity suppliers), but are also influenced by other actors (i.e. government officials, village government, and custom villages). Apart from these three actors, there are also actors who are autonomous and tend to be unstable because they are not too influential and are not involved in the relocation and revitalization of traditional markets, namely the market management of the local community. Market management only carries out its duties according to guidelines from government officials, in this case Industry and Commerce Officials, without being able to carry out many innovations. Likewise, local communities cannot provide direct treatment in market revitalization and relocation.

3.3 Balance of power between actors

The calculation of the actor's balance of power (Ri) allowed to measure its relative weight in the revitalization and relocation of traditional markets. It can be said that when Ri is low, then actors are in a low position to defend their interests in revitalization and relocation of traditional markets.

Through the results of the analysis of direct and indirect influences of the actors, it is possible to classify actors based on four groups (Fig. 9), as follow (Ben-Daoud, 2021):

- A first group with a very high-power ratio, composed of two dominant actors, such as government officials, custom village, and village government, where these actors are the entry point and determinant in the decision to revitalize and relocate the Sukawati market.
- A second group with a high degree of power, which is enabling the actors to defend their position in the revitalization and relocation of traditional markets. This group is represented by local community and traditional markets' sellers.
- A third group consists of sensitive actors, such as sellers around outside the traditional market and market management. These actors have a significantly weaker balance of power than average, which does not allow them to impose their positions.
- A fourth group of actors, represented by buyers and commodity suppliers, which is the weakest power relations in the revitalization and relocation of traditional market decisions

Furthermore, the potential power balance (Qi) value has also been calculated based on the power balance value (Ri).

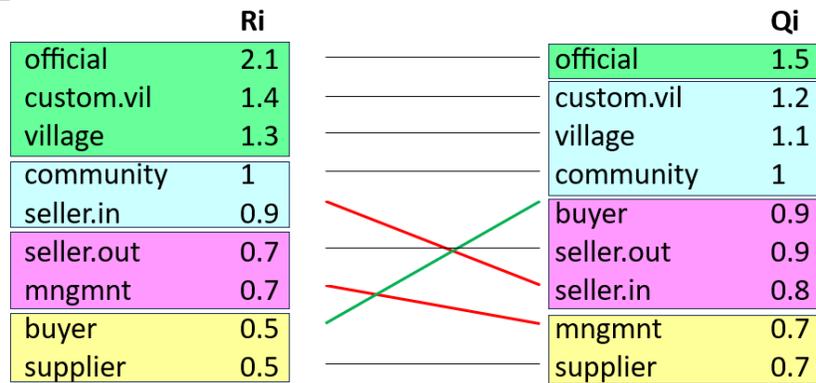


Fig. 9. Comparison between the Ri and Qi indicators

Comparison between the values of Ri (apparent situation) and Qi (potential situation) shows the weight of certain actors, where some actors experience changes in potential power ratios. For example, buyers experienced an increase in potential power ratios (from 0.5 to 0.9), whereas traditional markets' sellers experienced a decrease in weight (from 0.9 to 0.8), and market management experienced a decrease in position (from rank 7 to rank 8). In general it can be said that the concentration of actors around the average weight between apparent and potential situations shows high connectivity between actors.

3.4 Actors objectives relationship

Godet (2010) explains that actors' objectives relationship presents consensual characters from all actors around objectives during activities. Matrix 2 MAO (Matrix Actors-Objectives) determines the position of each actor in each objective (pro, against, neutral, or indifferent). This matrix is the expert's initial information and also presents marginality.

Table 4 Valued position matrix (2MAO)

2MAO	seller.in:inc	seller.out:income	cust.vil:income	vil:income	micro:eco	modern:market	filling:need	more:seller	more:buyer	spatial:ord	public:ord	soc:interac	location	condusive:mknt	mrkt:arrange	in:out:commodities	building:size	Absolute:sum
Seller.in	4	-2	-2	-2	2	4	2	-3	4	3	3	3	4	4	3	3	-1	29
buyer	2	1	0	0	3	3	4	4	2	3	3	3	4	3	2	1	-3	35
mngmnt	3	0	0	0	2	4	2	4	4	2	3	3	4	4	4	3	1	43
official	3	1	1	1	3	3	3	3	3	4	2	2	1	4	4	3	3	44
community	1	1	2	2	3	3	4	2	2	3	3	3	-1	3	4	0	1	36
village	3	3	2	4	4	2	3	3	2	4	2	2	2	3	3	2	2	46
custome.vil	2	2	4	1	3	2	3	3	2	3	3	3	2	2	1	0	2	38
supplier	3	0	1	1	2	3	1	1	2	3	0	0	2	2	2	4	2	33
seller.out	0	4	-2	-2	1	-1	3	-2	3	-1	1	-1	3	1	-2	0	2	8
Number of agreements	21	12	10	9	23	24	25	23	4	25	20	19	22	26	23	16	13	
Number of disagreements	0	-2	-4	-4	0	-1	0	-5	0	-1	0	-1	-1	0	-2	0	-4	
Number of positions	21	10	6	5	23	23	25	18	26	24	20	18	21	26	21	16	9	

Table 4 shows that in several objectives, there are actors who give negative, neutral or positive. So that this further clarifies the polemic of interest between actors over objectives related to the revitalization and relocation of traditional markets. Table 2MAO also presents a measurement of the degree of involvement of each stakeholder in all objectives by adding up the absolute values in rows, and also presents a measurement of stakeholder engagement by adding up the absolute values in columns (Ben-Daoud et al., 2021). It is known that actors who have a high degree of involvement are village government, official government, and market management. While the objectives that have the highest importance value for all actors are an increase in the number of buyers and a conducive market.

3.5 Actors/objectives correspondence map

Actors-objectives map is determined by MACTOR to present possible positions of actors with each other and their goals for each objective in revitalizing and relocating traditional markets, namely through the 3MAO (Weighted Value Position) matrix.

Taking into account the analysis results as shown in Table 6 and the map in Figure 10, the factorial axis F1 is the most explanatory with 39.57% of the information, which reflects the dominant tendency of government officials, as a regulatory actor in the revitalization and relocation of traditional market decisions. There are as well as two other regulatory actors represented by the government village and custom village, and they have medium values because they are located in the gravity point of the map.

Traditional markets' sellers are the actor that makes the highest relative contribution to the explanation of the F2 axis (28.45% information). Even if it is less explanatory, it brings important information because these actors are the main target of traditional market revitalization and relocation. So that it can be said that the F1 axis reflects the aspects related to "regulatory" or "policy maker", and the F2 axis is the main object as well as intermediary for other stakeholders (such as buyers and suppliers) for the successful revitalization and relocation of traditional markets.

The correspondence map can also be interpreted by the degree of proximity among the points that are represented by "stakeholder/actor", "stakeholder/objective" and "objective/objective. The closeness between stakeholders in the map (Fig. 10) means that they have similar profiles in terms of commitment to objectives (Godet, 2013). Likewise, the closeness between actors and objectives also indicates attractiveness between actors and actors/objectives. Conversely, two opposite points on the map indicate repulsion. An example is the actor of traders around outside the market as opposed to traders in traditional markets.

3.6 Convergence and divergence between actors

The 3CAA and 3DAA matrix is used to measure the degree of convergence among stakeholders, which is determined by identifying the number of common positions that the pair actors have on the objectives (for or against) (Ben-Daoud, 2021). So that if the actors are close to each other, the more intense is their convergence (Godet, 2013), and so is divergence.

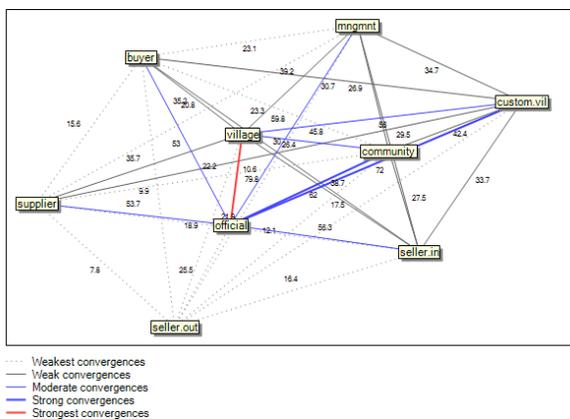


Fig. 11. Convergence network between actors

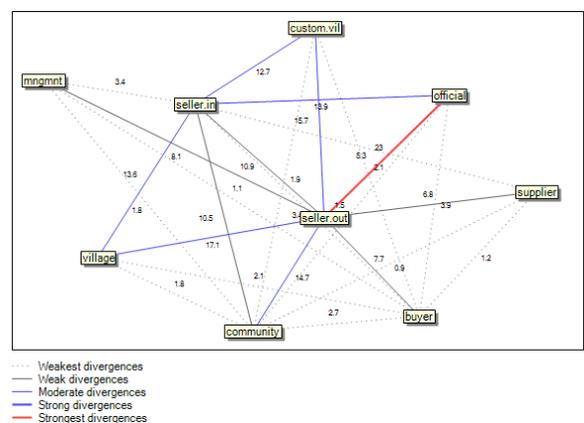


Fig. 12. Divergence network between actors

Fig. 11 shows the convergence link between actors, where the highest convergence value is between the official government and the village government. Meanwhile, sellers outside the market are actors with the lowest convergence with other actors. This is in line with Fig. 12, where the actor has a high divergence from other actors. Traders around Sukawati Market currently tend to create a "spill market" area and use public areas, such as pedestrians and road borders, thus making the local government and village officials make efforts to control it. This also indicates that there is a polemic of interest among actors in the revitalization and reallocation of the Sukawati Market.

4. Conclusions

This paper is designed to clearly explain the polemic between actors regarding the interest in the revitalization and reallocation of Sukawati Market. As previously explained, the revitalization of the Sukawati Public Market (currently the Sukawati Art Market block C) and its reallocation to a location far from settlements has become a boomerang because market conditions have been quiet for the past two years, traders have abandoned them, and new traders have emerged in around the market area that sells out of place. This not only disrupts public order, but also makes regional spatial planning chaotic.

The MACTOR analysis results show that the official government, village government, and traditional villages are the regulatory or policy makers in the revitalization and relocation of the Sukawati Traditional Market. Meanwhile, traditional

markets' sellers are the main object of the program which will mediate for other actors in responding to this program. There is still a polemic of interest between actors, especially with local traders outside traditional markets.

As a follow-up to this research, it is recommended that the local government control traders who sell improperly. In addition, it is also necessary to provide education regarding spatial planning for the community, including traders. Furthermore, the government together with market management can design innovations so that traders return to selling at the Sukawati Public Market in new locations, such as holding regular "bargain market" events. Apart from that, the utilization of the Sukawati Art Market Block C (ex. Sukawati Public Market) needs to be optimized so that traders sell, so that buyers and tourists are interested in visiting and shopping. Moreover, Sukawati Market Block A and Block B have started to be visited by tourists as Bali tourism recovers.

Acknowledgement

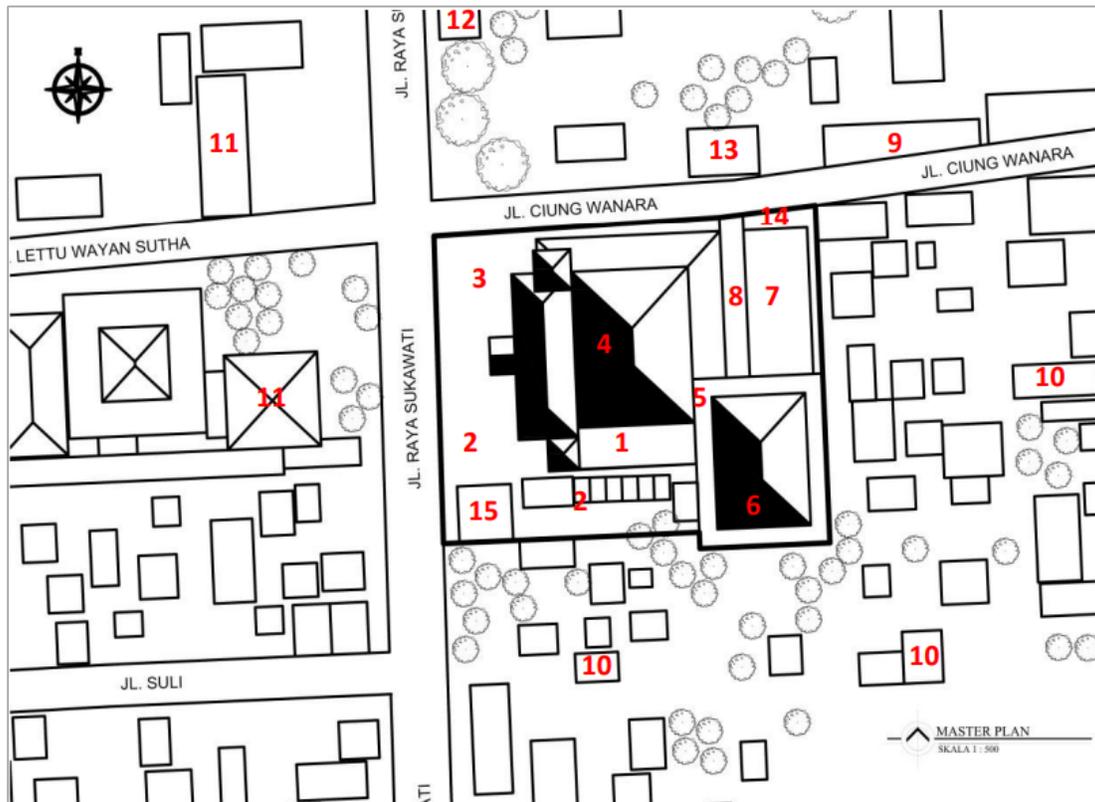
We would like to thanks to the Directorate General of Higher Education, Research and Technology and Udayana University (through the Institute for Research and Community Service) who have supported the implementation and funding of this research in accordance with the 2023 Higher Education Research Program Implementation Contract for Fiscal Year between the Chair of the LPPM of Udayana University and the Chair Researcher, Number: B/603-16/UN14.4.A/PT.01.03/2023.

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Site Plan of the Sukawati Market Complex Before Revitalization



Source: openstreetmap.org (diolah)

Where:

- | | | |
|--|---|--|
| 1. Seller with booth | 6. Kiosk, Block A, Floor 3 | 11. Sukawati Art Market |
| 2. Transport station & yard seller | 7. Temple Floor 3 & Kiosk Block C Floor 2 | 12. Sukawati Palace |
| 3. Motorcycle parking area & yard seller | 8. Motorcycle parking area | 13. Grocery stalls |
| 4. Kiosk Block A | 9. Shopping precinct | 14. Car parking area & loading-discharging |
| 5. Kiosk Block B | 10. Community residents | 15. Security post |



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