

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

Amira Khairunissa¹, Santi Novani²

^{1,2}School of Business and Management, Institut Teknologi Bandung

ABSTRACT: Strategic investment in indigenous creative economies allows for a strong intersection between cultural preservation and sustainable development. This paper attempts to explain contradictions within the Tenun Donggala artisan community located in Palu, Indonesia. This community is rich in both culture and potential economic development opportunities, yet their systemic barriers remain limited entrepreneurial skills, poor market access, and weak institutional support frameworks. This paper attempts to move beyond a review of the literature by proposing a conceptual model that attempts to tackle this "wicked problem." This model attempts to bridge the gaps within the three theoretical constructs of Service Science, Indigenous Entrepreneurship, and Systems Thinking: specifically, the use of Problem Structuring Methods (PSMs) and Soft Systems Methodology (SSM) and Strategic Options Development and Analysis (SODA). Sustainable economic empowerment is a mediated outcome of strategic adoption of Service-Dominant Logic and participatory PSMs within the controlling socio-cultural and institutional milieu. This led to the creation of four propositions that defined these conditions. As such, this paper offers the first integrated systemic and participatory framework to advance indigenous creative economies.

KEYWORDS: Indigenous Entrepreneurship, Service Science, Soft Systems Methodology (SSM), Strategic Options Development and Analysis (SODA), and Tenun Donggala

I. INTRODUCTION

The integration of economic growth and the preservation of culture involves the development of indigenous creative economies. Despite being a national focus (BPS, 2022), local artisans continue to be sidelined, as exemplified by the case of the Tenun Donggala weavers in Palu (BPS, 2023), and evidence of inequity in the formal Geographical Indication (GI) Holding (Fahmi et al., 2023; Gerta & Ramadhani, 2020). This disconnect occurs even in the face of national growth (BPS, 2024b) and low unemployment figures, which conceal extensive underemployment (BPS, 2024a). Market access and entrepreneurial resources remain elusive for artisans (Fattah, 2021; Zahara, 2015), creating a "wicked problem" from which top-down legal frameworks provide no grassroots empowerment and where livelihoods and cultural heritage are under threat (Maddusila, 2020).

Solutions must acknowledge that Indigenous entrepreneurship invests in cultural and community well-being rather than focusing on revenue generation (Kamaludin et al., 2021; Yu et al., 2023). Legal mechanisms that protect Indigenous Cultural and Intellectual Property (ICIP) must be addressed (Maddusila, 2020). However, legal mechanisms alone are inadequate (Gultom et al. 2023). Research on cultural tourism and the opportunities it provides in the creative economy (Niarta, 2024; Sutomo et al. 2024) coincides with the national objective outlined in (Darmayanti et al., 2022). However, the gap between tourism and artisans remains, characterized by a lack of promotion and inadequate public awareness (Adrian et al., 2020) and a failure to communicate the deep semiotic richness and symbolic value embedded within the craft (Suparni et al., 2023).

Berkes et al. (2000) describe the need for innovative thinking for such social-ecological issues (Kennedy, 2020). We suggest a two-pillar approach to these "messy" issues. Driven by Systems Thinking, the first of the pillars, Problem Structuring Methods (PSMs) Soft Systems Methodology (SSM) scopes the problem by integrating multiple stakeholder perspectives (Gates, 2016; Radebe & Maphela, 2019) and Strategic Options Development and Analysis (SODA) uses cognitive mapping to build consensus (Abuabara & Paucar-Caceres, 2021; Eden & Ackermann, 1998). The second pillar, Service Science, leverages Service-Dominant (S-D) Logic to shift the focus of understanding the craft from the tangible end product to the co-creation of value within a service ecosystem (Lusch & Nambisan, 2015) whilst emphasizing the narrative and experiential worth of that service (Novani et al., 2023; Pal, 2016).

Although these fields have been investigated in relative isolation, the integration of Service Science, Indigenous Entrepreneurship, and Systems Thinking presents a significant and clear gap in the literature. This paper proposes a new

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

conceptual model to address that gap. The intent of this model is to provide a comprehensive, integrated and theory-driven approach for participatory interventions on the creative economy of Tenun Donggala. The model elaborates on the interrelations of strategic actions, contextual variables, and sustainable community empowerment.

II. METHOD

A. Search Strategy

A literature search was performed in Google Scholar for publications dated 2015-2025. The search utilized three structured keyword strings which is:

Context-Specific: To identify literature on the specific artisan community and their general challenges.

- ("Tenun Donggala" OR "Kaili tribe" OR "Central Sulawesi traditional textile*") AND (challenge* OR barrier* OR obstacle* OR "market access" OR "economic development" OR empowerment OR "entrepreneurial skill*")

Methodological Framework: To find studies applying relevant problem-structuring and strategic analysis methods to community development.

- (("Soft Systems Methodology" OR "SSM") AND ("Strategic Options Development and Analysis" OR "SODA")) AND ("economic development" OR empowerment OR "entrepreneurial skill*") AND ("indigenous communit*" OR "artisan sector" OR "creative economy" OR "community development")

Theoretical Lens: To locate research that uses a service-oriented perspective for market access and value creation in artisan contexts.

- ("Service Science" OR "service-dominant logic" OR "S-D logic" OR "value co-creation") AND ("market access") AND ("artisan*" OR "cultural tourism service*" OR ("Tenun Donggala"))

B. Selection and Exclusion Criteria

We aimed to clarify the scope of the review by articulating the selection and exclusion criteria. For the studies to be included, they needed to be peer-reviewed journal articles, conference papers, and books published in English or Indonesian and pertinent to the research questions. Nevertheless, certain exclusion criteria were established during different points of the review process. During the initial screening, publications such as editorials, letters, and other non-pertinent items were disqualified. During the assessment of full texts, studies were excluded for the reasons indicated in the PRISMA flow diagram: (1) the full text was inaccessible or could not be retrieved; (2) the paper's central issue did not address the research questions and lacked enough analytical discourse on the methodologies or artisan empowerment; (3) the paper's context was inappropriate, such as targeting large-scale industrial manufacturing as opposed to small-scale artisan communities; and (4) the paper was a duplicate not caught in the first automated removal process.

C. Selection and Exclusion Criteria

The screening procedure adhered to the 4 stages of the PRISMA workflow. This began with the identification of initial records from the database search. Then, during the screening stage, duplicates were removed, and the titles and abstracts of the remaining records were reviewed for relevance. In the third stage, the full texts of the screened articles were evaluated for the inclusion and exclusion criteria. This final stage inclusion results in the set of qualifying studies for the qualitative synthesis. This entire selection procedure was precisely captured with a flow diagram in PRISMA.

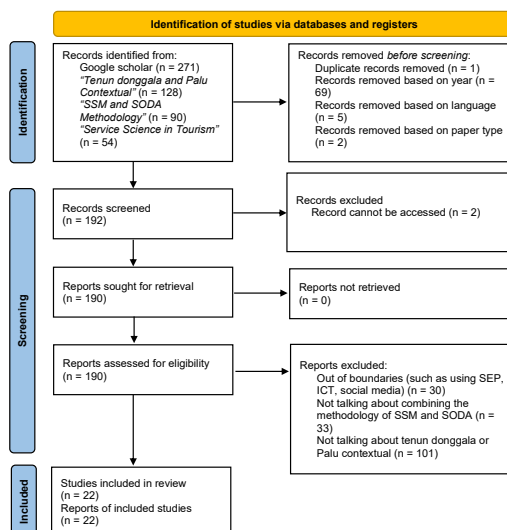


Figure 1. PRISMA Diagram

III. RESULT AND DISCUSSION

A. Descriptive Analysis of Reviewed Literature

In trying to find the relevant literature, I found 22 academically relevant documents, spanning the years 2016 to 2025. Figures 3 conveys how the literature has been published over the years, and it shows how I've concentrated my research in the most recent years. The research articles have increased tremendously as more than 80% of the relevant articles were published in 2020 and the years after. This shows there is a current focus on indigenous entrepreneurship, service science, and systems thinking.

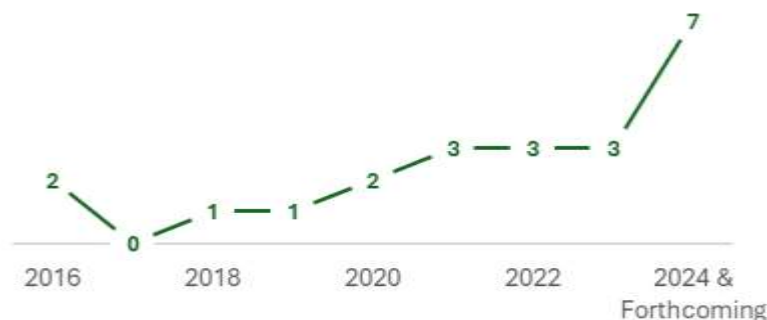


Figure 2. Number of Publications per Year

As shown in Figure 2, the reviewed literature also has a variety of different approaches. Conceptual papers and system reviews take the largest share, and this indicates that there is a predominant focus on knowledge and theory development. There is a strong emphasis on qualitative designs which indicates the need for comprehensive contextual appreciation, particularly with respect to culture and community.



Figure 3. Methodology Number of Studies

Greater qualitative research availability explains the reliance on in-depth interviews and document analysis, as outlined in Table 1. These approaches provide valuable primary data and a real-world framework for comparative analysis.

Table 1. Number of Data Collection Method

Data Collection Method	Number of Studies Utilizing Method*
In-depth Interviews	8
Document / Content Analysis	8
Observation / Ethnography	4
Systematic Literature Review (SLR)	3
Questionnaire / Survey	2
Focus Group Discussion (FGD)	2
Case Paper	2
Action Research	1

The writings under review stem from multiple theoretical traditions. Table 2 illustrates that the theoretical foundations for the three core pillars of this SLR—Indigenous Entrepreneurship and Local Wisdom, Service Science, and Systems Thinking—are all adequately strong, ensuring a solid theoretical foundation for the synthesis that follows.

Table 2. Theory/Conceptual Framework

Theory / Conceptual Framework	Studies	N
Indigenous Entrepreneurship, Local Wisdom, & Cultural Expressions (EBT)	Ahdiah et al. (2024); Ahmar & Azzajjad (2025); Jaya et al. (2021); Lahandu (2018); Maddusila (2020); Norhidayat (2023); Rafiqi (2025); Suciati et al. (2024); Suparni et al. (2023)	9
Service Science, S-D Logic, & Value Co-creation	Kamaludin, Mohd Fairuz; Xavier, Jason Anthony; Amin (2021); Novani et al. (2014); Pal (2016); Sutomo et al. (2024); Yu, Kexin; Zhang, Yating; Huang (2023); S. Yu & Sekiguchi (2024)	6
Systems Thinking (SSM, SODA, PSM)	Abuabara, Livia; Paucar-Caceres, (2021); Gates (2016); Kennedy (2020); Khan (2013); Novani et al. (2014); Radebe & Maphela (2019)	6
SME Performance & Sustainability	Rao, Pooja; Verma, S.; Rao, A. A.; Joshi (2023); Zhahir et al. (2025)	2
Platform Dependence & Digital Ecosystems	Novani et al. (2023); S. Yu & Sekiguchi (2024)	2

Lastly, findings described in Table 3, Research Geography, indicate that much research is concentrated on Indonesia, especially on Central Sulawesi. This additional contextualized body of evidence is useful to understand the several issues and prospects associated with the Tenun Donggala community.

Table 3. Geographic Location of Studies

Geographic Location	Number of Studies
Indonesia - Central Sulawesi (Palu, Donggala, Sigi)	9
Indonesia - Other Regions (Sleman, Bandung, Samarinda)	3
South Africa	1
Global / Conceptual / Not Specific	9
Total	22

B. Thematic Analysis of Factors Affecting Sustainable Economic Empowerment

The thematic analysis below organizes findings from the reviewed papers according to the variables outlined in the conceptual framework.

Independent Variables: Interventions for Empowerment

Literature cites two primary types of strategic interventions: a basic mindset change regarding service and value co-creation, and a framework of participative problem-solving.

Service-Dominant Logic and Value Co-creation

A major conclusion in the literature revolves around the strategic value of changing the perspective from focusing on goods to seeing service. For example, Maddusila (2020) frames Tenun Donggala not simply as a commodity, but as a Traditional Cultural Expression (EBT), a type of community intellectual property. This view is important to S-D Logic, which argues that value is co-created through service ecosystem interactions (Pal 2016; Yu & Sekiguchi 2024). This idea is implemented in the Tourism Value Chain (TVC) where a craft is an essential part of an authentic cultural service experience that is co-created with a tourist (Sutomo et al., 2024) and in the adynamic digital platforms which serve as service ecosystems for interactions between a creator and a consumer (Yu & Sekiguchi 2024).

Problem-Solving and Strategic Frameworks (SSM & SODA)

Tenun Donggala artisans experience challenges that are "wicked problems." These problems do not have easy, straightforward solutions (Kennedy, 2020). Within the literature, SSM and SODA are classified under Problem Structuring Methods (PSMs) and Integral Frameworks (Kennedy, 2020). SSM is known for providing a participatory framework that shifts the focus from the problem to learning about the problem as a whole (Gates, 2016; Radebe & Maphela, 2019). SODA

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

enhances this by providing cognitive mapping, which highlights the distinct stakeholder perspectives and overlaps these with a group map for consensus and strategic option negotiation (Abuabara & Paucar-Caceres, 2021; Novani et al., 2023).

Mediating Variable: Entrepreneurial Skills and Market Access Capabilities

Implementing these interventions coincides with building vital entrepreneurial skills and capabilities. Participatory SSM or SODA processes are seen as a form of capacity building (Gates, 2016). Across the literature, eliciting business fundamentals has also been noted. Zhahir et al. (2025) noted that financial literacy is a significant direct driver of SME success in Palu City. These interventions are also recognized as vital to improving access to markets. Contributions to the literature, however, consistently emphasize the gaps of weak market integration, under-exploited supply chains, scarcity of resources, and other critical features as barriers (Lahandu, 2018; Rao, Pooja; Verma, S.; Rao, A. A.; Joshi, 2023)

Moderating Variable: Socio-Cultural Context and Institutional Support

The environment that surrounds any intervention will always influence its outcomes. In Central Sulawesi, the socio-cultural context can be very positive. In Kaili culture, the women are the “backbone” (bulonggo) of the family, and traditions are weaved and looked after by them (Ahdiah et al., 2024; Norhidayat, 2023). This culture contains prominent local wisdom that embraces the value of harmony. This culture is expressed visually through its weaving motifs (Suciati et al., 2024). However, the context of institutional support is culturally shaped and is likely a major barrier. Many studies show that ineffective government action closely aligns with the needs of the community, and this is seen in resource rights (Lahandu, 2018). Rights of traditional knowledge are claimed by the numerous disconnected legal and protective systems (Maddusila, 2020; Rafiqi, 2025).

Dependent Variable: Sustainable Economic Empowerment

The goal here is to examine a complete form of sustainable economic empowerment. This encompasses more than just the financial aspect (Zhahir et al., 2025) but also the important goal of preserving culture and identity (Jaya et al., 2021; Suciati et al., 2024). This also closely involves the social and economic empowerment of women (Ahdiah et al., 2024; Norhidayat, 2023). Finally, the community's ability to self-sustain and self-determine is the last component of true sustainability (Maddusila, 2020; Sutomo et al., 2024).

Conceptual Model

In the proposed model, multiple theoretical streams are combined to describe the resulting sustainable economic empowerment of indigenous artisans. This constructs a moderated mediation scenario, whereby through the focus of key capabilities, strategic interventions impact a substantive outcome. The entire process, however, is controlled by the environment.

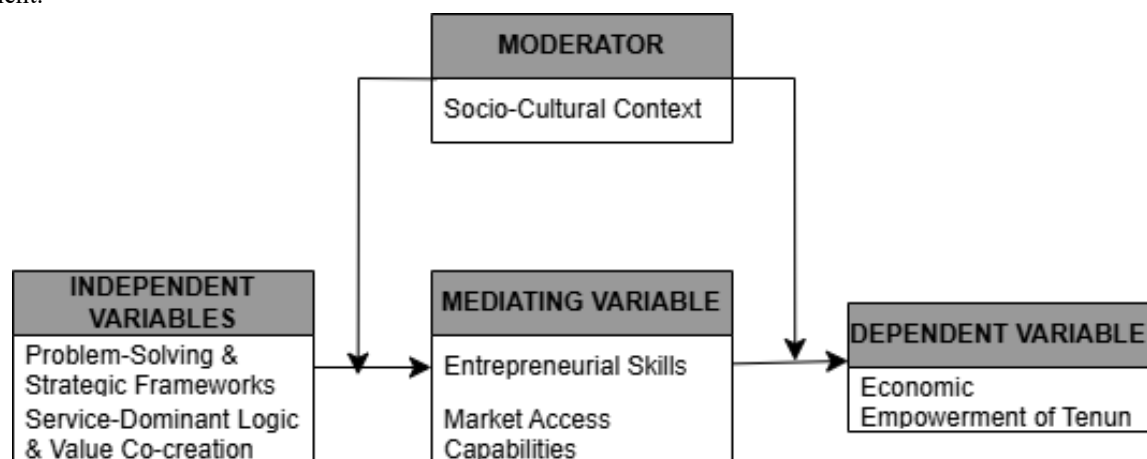


Figure 4. Conceptual Model

Strategic interventions trigger the model's independent variables. These include the more advanced adoption of a Service-Dominant Logic & Value Co-creation perspective and the Problem-Solving & Strategic Frameworks (SSM & SODA) application. These are independent in nature, as they are positioned outside the system and, thus, can be introduced to the system to begin a positive change process.

The model suggests that while these interventions do not have a direct effect on the final outcomes, they nevertheless influence outcomes indirectly through a set of mediating variables. These are the Entrepreneurial Skills and Market Access Capabilities of the artisans, which includes competencies such as the manipulation of a market and the numerous level of market access. These skills are mediators because the model hypothesizes that the strategic interventions develop these particular skills and competencies, which ultimately lead to the direct outcomes of empowerment.

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

The entire phenomenon occurs in a particular context, which acts as a moderating variable within the embedded holistic process. The Socio-Cultural & Institutional Context, which includes the positive socio-cultural assets of the Kaili tribe and the negative institutional factors of their environment, can either enhance or inhibit the impacts of the interventions as well as the evolution of capabilities.

The main aim of this process is the Sustainable Economic Empowerment of Tenun Donggala Artisans. This is a complex and inclusive outcome. This includes better financial outcome together with cultural identity preservation, women empowerment, and community self-reliance. This is the dependent variable because it is the finishing point that the model intends to explain and accomplish. From these connections, we propose the following for future empirical research.

Proposition 1: The Influence of Strategic Interventions on Artisan Capabilities

The different relationships in the model begin with the strategic interventions and how they relate to artisan capabilities. The use of Service-Dominant Logic requires artisans to go beyond production and think about the entire customer experience. This requires learning new skills in marketing, branding, and service delivery (Pal, 2016; Sutomo et al., 2024). When artisans view their work as a craft, they are expected to manage customer relationships through communication, appreciate the cultural value of their work, and combine their offerings with service ecosystems, such as tourism. This requires a transition from a technical skillset to basic entrepreneurial skills. Noting that most forms of participatory PSM processes also constitute building capacity, the PSM processes within SSM and SODA equips participants a skills set that include systems thinking, strategic planning, and negotiation (Gates, 2016; Novani et al., 2023) and, the community specializes on solving intricate issues and pioneering complex strategies to self-manage their development. Each of these interventions identifies key pathways to market access, which include cultural tourism, collaborative networks, and identifying opportunities through problem analysis. So, we can say:

P1: The application of (a) Service-Dominant Logic and (b) Problem Structuring Methods will have a positive effect on the development of artisans' Entrepreneurial Skills and Market Access Capabilities.

Proposition 2: The Influence of Artisan Capabilities on Sustainable Empowerment

For the model's second, primary connection, it says that the capabilities that were recently developed, function the drivers of sustainable empowerment. The connection between the two is backed by many documents. When it comes to enhanced entrepreneurial skills, especially financial literacy, is shown to have a notable and positive impact on financial performance of SMEs in the Palu region (Zhahir et al., 2025). Artisans who have the business skills to manage their finances and who innovate their products (Jaya et al., 2021) and who market their distinct cultural narrative successfully, are in a better standing to attain economic viability and move away from subsistence level activities. The integration of tourism (Sutomo et al., 2024) to digital platforms (S. Yu & Sekiguchi, 2024) (Ahdiah et al., 2024; Norhidayat, 2023) improves access to the market, and that improves the sales and income opportunities. This allows the community to achieve durable empowerment in a holistic manner, which includes feeling self-reliant and emotionally empowered (Kamaludin et al., 2024; Sutomo et al., 2024).

P2: An increase in artisans' Entrepreneurial Skills and Market Access Capabilities will have a positive effect on their Sustainable Economic Empowerment.

Proposition 3: The Moderating Influence of Context on the Intervention-Capability Link

Every situation involves a set of components and can either help or hinder the strategic interventions. Having a supportive environment can help amplify initiative outcomes, while a restrictive environment can help negate outcomes altogether. Interventions do not automatically gain and build on the capabilities of the environment. For example, the socio-cultural environment may envision women as weavers and preserve local wisdom, as noted in (Ahdiah et al., 2024; Norhidayat, 2023), a community participatory PSM will likely be accepted, resulting in more effective skill advancement. If the institutional environment includes robust legal protections around culturally expressive weaver women and supportive aligned programs, the shift to a service-based model will likely succeed in pursuing new market opportunities. On the other hand, institutional environments characterized by resource-poor conflicts and lack of effective policy (Lahandu, 2018; Rafiqi, 2025) will cause poor capabilities to build in any meaningful way, regardless of how well the interventions are designed, as the necessary support will be absent.

P3: The positive relationship between Strategic Interventions (IV) and Artisan Capabilities (MV) will be strengthened by a supportive Socio-Cultural & Institutional Context and weakened by a constraining one.

Proposition 4: The Moderating Influence of Context on the Capability-Empowerment Link

Having contextual factors will affect the relation of the capabilities and the final stage of empowerment. High-level sustainable empowerment won't be possible for artisans, no matter how strong entrepreneurial capabilities they acquire or how much access they get to different markets. Consider how exploitive and short-lived success within the market might be if the institutional frameworks do not safeguard traditional knowledge (Maddusila, 2020). Their business knowledge will be irrelevant if they do not have access to the natural resources for the dyes and fibers needed for their production (Lahandu,

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

2018). To translate their capabilities into genuine, meaningful self-directed empowerment, as opposed to simple short-lived economic empowerment, the community needs to move beyond the environment of sustained economic empowerment.

P4: The positive relationship between Artisan Capabilities (MV) and Sustainable Economic Empowerment (DV) will be strengthened by a supportive Socio-Cultural & Institutional Context and weakened by a constraining one.

C. Discussion

As described in previous literature, the model delineated in the results section shows thematic congruence, and this section illustrates the interrelations among the model's components, as described in the results section. This section provides several testable propositions, which, as articulated in the literature review, derive from the domains of Service Science, Systems Thinking, and Indigenous Entrepreneurship.

The first intersection is between the interventions and the capabilities. In the context of Service-Dominant Logic (Pal, 2016; Sutomo et al., 2024). Entrepreneurial activity pivoting from production to the overall customer experience entails the acquisition of new competencies, especially in the coupling of advanced services marketing and integration as well as service technical skills. However, in participatory PSM, this is more direct. In this context, the structured dialogue of SSM and SODA provides stakeholders with systems thinking and strategic planning (Gates, 2016; Novani et al., 2023), thus getting the community empowered to co-design civic action plans to leverage new market access opportunities, such as cultural tourism.

Here, it can be explained that these capabilities are the immediate drivers of sustainable empowerment within the model. The linkage is closely documented in the literature as stronger entrepreneurial skills and, for instance, financial literacy (Zhahir et al., 2025) and product innovation (Jaya et al., 2021) lead to improved financial outcomes. This entrepreneurial skill, together with improved access to tourism and other digital platforms (Sutomo et al., 2024; S. Yu & Sekiguchi, 2024), expands income earning opportunities. Enhanced to a greater extent, these capabilities provide holistic empowerment that includes financial relief and self-sustained ownership of cultural patrimony (Kamaludin et al., 2024; Sutomo et al., 2024).

Artisans are proposed as the context that moderates the effect of these interventions. A positive context that is socio-culturally placed and appreciates the contribution of women weaver roles (Ahdiah et al., 2024; Norhidayat, 2023) may bolster participatory PSMs impacts. On the other hand, more constraining institutional contexts such as resource conflicts and ineffective policies (Lahandu, 2018; Rafiqi, 2025) are likely to negate the effect of even well-designed interventions and impede capability building.

Finally, contextual factors might affect the connection between skills and empowerment. Weak institutional frameworks may block even the best craftspeople. For example, Maddusila (2020) mentions how unprotected traditional knowledge can result in loss-making policies and lead to market losses. Similarly, production will always be precarious and no amount of business skills will help an artisan whose unstable control over natural resources (Lahandu, 2018). Moving from skills to economic self-empowerment will always need a more supportive context to equate the economic benefits with self-empowerment.

IV. CONCLUSION

This paper examined one of the reconceptualized approaches to the economic empowerment of Tenun Donggala artisans focusing on the complex issues it encountered in proposing one to the sustainable economic empowerment Tenun Donggala artisans community. The paper described the fundamental community's richness gap of endogenous cultural hindering progress. Consequently, this paper proposing an constructs integrates the thinking the discipline of service, systems theory, and indigenous entrepreneurship to provide and an differently novel approaches and holistic and community encompass all potential aspects to empowerment the resolution of woes Tenun Donggala artisans sustainable economic empowerment.

This conceptual paper describing the focal point sustainability integrates development entrepreneurship some aspects of culture and systems. The author proposes the novel intervention the mechanism the S-D logic of Service and Problem Structuring Method and Soft Systimateci and SODA as central thrust means of and and primary sustainability tools constructs dimension in rational and relational. In tis respect, advocating the entrepreneurship, and the market. The balance of power described in tis model the proposes the socio-cultural and relate to institional order and development of actors which system. The model proposes four propositions as potential of the paper for future work empirical exploratory appliocation of the proposed the model based, on the planned purpose of the proposed to capture empowerment enigmas of the Tenun Donggala artisans community. The four propositions of the paper summarize the potential future work.

Empowerment of the creative economy in a Tenun Donggala context, as argued in this paper, requires a systemic, participatory, and culturally integrated approach. Addressing the skill set gaps versus market access does not provide a stand-alone solution, hence a comprehensive approach becomes imperative; one that simultaneously capitalizes on the craft's cultural service as an intangible asset and integrates the community in problem and strategy solution development. The proposed framework in this paper addresses this gap, as it distils the bottom-up lived experience of indigenous artisans as a counterpoint to

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

the top-down policy frameworks. It offers researchers, practitioners, and policymakers a clearly articulated, albeit adaptable, approach to assist in the development of autonomous indigenous creative economies that aspire to sustainability and self-determination.

REFERENCES

- 1) Abuabara, L., & Paucar-Caceres, A. (2021). Surveying applications of Strategic Options Development and Analysis (SODA) from 1989 to 2018. *European Journal of Operational Research*, 292(3), 1051–1065. <https://doi.org/10.1016/j.ejor.2020.11.032>
- 2) Adrian, D., Siahaan, C., & Samuel, Y. P. (2020). The Strategy Duta Batik of Palu City to Promoting "Tenun Ikat Donggala" Fabric as Cultural Heritage through Instagram. *International Journal of Multicultural and Multireligious Understanding*, 534–541.
- 3) Berkes, Fikret; Folke, Carl; Colding, J. (2000). *Linking social and ecological systems: Management practices and social mechanisms for building resilience*. Cambridge University Press.
- 4) BPS (Central Bureau of Statistics) (2022). *Profil Industri Mikro dan Kecil Provinsi: Provinsi Central Sulawesi 2021*. BPS (Central Bureau of Statistics). Profil Industri Mikro dan Kecil Provinsi: Provinsi Central Sulawesi 2022/2023, 3(1).
- 5) BPS (Central Bureau of Statistics) (2023). *Kota Palu Dalam Angka 2023*. Retrieved from <https://palukota.bps.go.id/id/publication/2023/02/28/820d365ccbee26ed1038a63f/kota-palu-dalam-angka-2023.html>.
- 6) BPS (Central Bureau of Statistics). (2024b). Pertumbuhan Ekonomi Central Sulawesi Triwulan III-2024. Retrieved from <https://sulteng.bps.go.id/id/pressrelease/2024/11/05/1324/pertumbuhan-ekonomi-sulawesi-tengah-triwulan-iii-2024.htm>.
- 7) Darmayanti, E. F., Thresia, F., Anggoro, D., & Rahayu, S. R. (2022). *Pendampingan Membatik dan Digitalisasi Marketing dalam Upaya Peningkatan dan Pengembangan Daya Tarik Wisata Di Desa Banjarrejo dikukuhkannya batik Indonesia sebagai Masterpieces of the Oral and Intangible Heritage of Humanity akan dicabut kemb.* 6(2), 293–299.
- 8) Eden, Colin; Ackermann, F. (1998). *Making strategy: The journey of strategic management*. Sage Publications.
- 9) Fahmi, Finda Z.; Krismiyaningsih, Endang; Sagala, S.; Rustiadi, S. (2023). Creative industries and disaster resilience: A focus on arts and culture-based industries in Indonesia. *International Journal of Disaster Risk Reduction*, 99, 1815–1826.
- 10) Gates, E. F. (2016). Re-examining the implications of systems thinking for evaluation. *American Journal of Evaluation*, 37(4), 551–567.
- 11) Gerta, R., & Ramadhani, S. F. (2020). Analisis Kain Tenun Donggala Di Kota Palu. *HomeEC*, 15(2), 19. <https://doi.org/10.59562/homeec.v15i2.15427>
- 12) Gultom, Erwin; Wartini, S. (2023). The Effectiveness of Geographical Indication Legal Protection for MSMEs Products in Indonesia. *Jurnal Magister Hukum Udayana (Udayana Master Law Journal)*, 12(2), 438–450.
- 13) Kamaludin, M. F., Xavier, J. A., & Amin, M. (2024). Social Entrepreneurship and Sustainability: A Conceptual Framework. *Journal of Social Entrepreneurship*, 15(1), 26–49. <https://doi.org/10.1080/19420676.2021.1900339>
- 14) Kamaludin, Mohd Fairuz; Xavier, Jason Anthony; Amin, M. (2021). Social entrepreneurship and sustainability: A conceptual framework. *Journal of Social Entrepreneurship*, 14(1), 105–130.
- 15) Kennedy, A. (2020). *Macro-social marketing insights: Systems thinking for wicked problems*.
- 16) Lahandu, J. S. U. sulaiman M. H. K. (2018). The Access of Kaili Community to the Natural Resource of the Central Sulawesi Grand Forest Park. *Journal of Culture Society and Devellopment*, 41, 8–17.
- 17) Lusch, R. F., & Nambisan, S. (2015). Service innovation: A service-dominant logic perspective. *MIS Quarterly: Management Information Systems*, 39(1), 155–175. <https://doi.org/10.25300/MISQ/2015/39.1.07>
- 18) Maddusila, S. F. (2020). The potential of traditional cultural expression of woven fabric as a communal intellectual property in supporting community economy. *IPR-Review*, 3(1), 155–168.
- 19) Muhammad Ashoer, Dkk. (2021). Ekonomi Pariwisata. In *Yayasan Kita Menulis* (Issue February). [http://repository.usahid.ac.id/2428/1/buku EKONOMI PARIWISATA SUB.pdf](http://repository.usahid.ac.id/2428/1/buku%20EKONOMI%20PARIWISATA%20SUB.pdf)
- 20) Niarta, I. P. P. A. (2024). PENGEMBANGAN KAIN TENUN CEPUK SEBAGAI. *Seminar Nasional Trilingual Bahasa Sastra Dan Pariwisata II*, 1(July), 191–195.
- 21) Novani, S., Cyntiawati, C., Kijima, K., Hasyimi, V., Trianto, A. S., Mayangsari, L., Alamanda, D. T., & Anggadwita, G. (2023). Empowering digital creative ecosystem using problem structuring method and a service science perspective: A case study in Cimahi and Bandung, Indonesia. *Asia Pacific Management Review*, 28(2), 215–228. <https://doi.org/10.1016/j.apmr.2022.09.003>
- 22) Pal, R. (2016). Sustainable design and business models in textile and fashion industry. In *Sustainability in the textile industry* (pp. 109–138).

A Systemic Framework for Empowering Indigenous Creative Economies: A Conceptual Model for The Tenun Donggala Artisans

- 23) Radebe, N., & Maphela, B. (2019). Effectiveness of the local economic development strategy of Emakhazeni local municipality, South Africa. *International Journal of Entrepreneurship*, 23(4), 1--9.
- 24) Rao, Pooja; Verma, S.; Rao, A. A.; Joshi, R. (2023). A conceptual framework for identifying sustainable business practices of small and medium enterprises. *Benchmarking: An International Journal*, 30(6), 1806–1831.
- 25) Suparni, S., Mardiah, M., & ... (2023). Semiotic Exploration: Decoding the Symbolic Richness in the Nosaviraka Ngana Ri Toya Traditional Procession of the Kaili Doi Tribe. *Pulchra Lingua: A ...*, 2(2), 94–112. <https://ejournal.kyadiren.or.id/index.php/pulchra/article/view/28>
- 26) Sutomo, Y. A. W., Sianipar, C. P. M., Hoshino, S., & Onitsuka, K. (2024). Self-Reliance in Community-Based Rural Tourism: Observing Tourism Villages (Desa Wisata) in Sleman Regency, Indonesia. *Tourism and Hospitality*, 5(2), 448–471. <https://doi.org/10.3390/tourhosp5020028>
- 27) Yu, K., Zhang, Y., & Huang, Y. (2023). Entrepreneurship at the Bottom of the Pyramid: A Systematic Literature Review. *Sustainability (Switzerland)*, 15(3), 1–24. <https://doi.org/10.3390/su15032480>
- 28) Yu, S., & Sekiguchi, T. (2024). Platform-Dependent Entrepreneurship: A Systematic Review. *Administrative Sciences*, 14(12), 1–18. <https://doi.org/10.3390/admsci14120326>
- 29) Zahara, Z. D. (2015). Peran Manajemen Sumber Daya Manusia dan Orientasi Pasar terhadap Kinerja Industri Sarung Tenun Donggala di Sulawesi Tengah. *Jurnal Aplikasi Manajemen*, 13(3), 371–376.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.