

Research Article

Good Governance in International Relations: Integrity Management and Locality in Nasrafa Painting Fabric

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Abstract

In the era of globalization, product internationalization is crucial for a company to reach the global market. The success of local businesses in reaching international markets needs to be supported by the involvement and collaboration of various actors. This research offers a unique insight into painted fabrics, an innovation of batik cloth as an original identity and cultural heritage of Solo (Central Java), which is a relatively new commodity that potentially penetrates international market. This study aims to examine and analyze the efforts of Nasrafais painting in Jebres Solo to penetrate the global market by exercising good governance and fostering collaborative relationships among various actors in multitrack diplomacy. As one of the producers of painting fabric, Nasrafa has implemented local values and, as a result, earns prestigious national awards and grows foreign buyers. This research used the qualitative method, collecting primary data through interviews and discussing the collaborative effort between government, local business, and society in international relations, especially in the application of Good Governance. The results showed that the success of the export business was driven by massive, structured support from the government, corporations, and local citizens. An optimal, collaborative system can help establish the right conditions for industries to build domestic and international cooperation. This system is reflected in the production of Nasrafa painting fabric, indicating that the implementation of good governance can support multi-track diplomacy to accelerate the development and cooperation among actors in developing countries.

Keywords: *Good Governance; Painting Fabric; Nasrafa; Internationalization; Locality*

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INTRODUCTION

Globalization has rapidly spread cultural values, information, and products from one region to another in today's international system. Globalization causes drastic changes in economic development, employment, and income distribution, frequently without identifying inequality within and between countries (Lee & Vivarelli, 2006). Globalization in the economic field creates a new space known as economic globalization, which includes cross-border flows of goods and services, international capital flows, tariff, and trade barrier reduction, immigration, and the spread of technology and knowledge across borders. This development provides prospects for local business units to engage in foreign activities in search of trade opportunities.

There are various opportunities available for local businesses to develop, including worldwide access, which increases the volume of information that can be utilized to position plans in the business. Locality and internationalization are two key terms in this process that describe actions aimed at expanding chances for local enterprises (Nordqvist et al., 2013). These two ideas show how local elements might be turned into competitive advantages to improve performance. At the same time, competitive advantage creates numerous options for a local company unit to internationalize. Adding local value to a product that is exported to a worldwide market is known as internationalization (Lionbridge, 2021). Internationalization, in the context of trade, refers to the expansion of items or businesses into other markets. It involves adding local value to a product that is exported to a worldwide market. Local firms should seize the opportunity to initiate internationalization as efficiently as possible, with the involvement and collaboration of various actors. The government, as a policymaker, plays a crucial role in creating a pathway for local firms on the global stage. As a major player in foreign affairs, the government can accelerate the expansion process of local enterprises into global markets, reflecting the principles of good governance.

According to UNDP (2014), good governance is a relationship between the government and the community through policy-making mechanisms related to economic, and socio-political activities, and the use of natural and human resources. Some of the principles of good governance are participation, legal certainty, transparency, responsibility, agreement-oriented, fairness, effectiveness and efficiency, accountability, and strategic vision. This study examines how good governance principles are applied as the expectedly best method for opening up local business with local characteristics to achieve internationalization.

Batik has been a distinctive feature of Indonesia's cultural products. Batik is so well-known that UNESCO designated batik as an Intangible Cultural Heritage of Humanity on October 2,

2009. This title has created opportunities to establish batik as an international commodity that potentially brings more wealth to the nations. Recently, the potential innovation for processing cultural goods, including batik, has emerged strongly in the global economic system and batik is seen as a new resource of the national brand. Therefore, it is crucial to develop batik as a cultural legacy to allow a growing market at the international level. Nasrafa Painting Fabric in Jebres, Solo, is among many Batik painting workshops that have succeeded in exporting their products to the global market by increasing the local values of the products. The pattern of Nasrafa painting is inspired by indigenous flora patterns in Indonesia. Also, strong human resource management is another cultural value embedded in Nasrafa practices, especially by empowering street children in the Solo area who used to paint on walls, highways, or public buildings to work in Nasrafa.

Some research has explored strategies to sustain Batik in the global market (Eskak, 2020; Krismawan, 2021; Rahutami & Lestari, 2009; Sukmawati & Kurniawan, 2020; Wening et al., 2013), revealing that the success of a product to enter the global market is through product innovation to encourage product competitiveness (Eskak, 2020; Rahutami & Lestari, 2009; Wening et al., 2013). Sukmawati and Kurniawan (2020) stated that is essential for government to fully promote the globalization of batik through policies and initiatives embodied in the good governance concept which refers to the collaboration between the public sector, the government, and society. This multi-party collaboration can boost government efficiency and effectiveness, enhance accountability and transparency, and obtain the most advantages in internationalization.

This research provides insights into actors (governments, businesses, and society) that introduce Nasrafa Jebres Solo Painting Fabric products imbued with local values to penetrate the global market. It aims to investigate the process of internationalizing local values through Solo painting, as well as the involvement of the government, private sector, and civil society in the process of internationalizing painting products. This study expects to contribute a driving factor to the emergence of innovative community products for internationalization and to fill the gap in the nuance of good governance and internationalization of local products led by government initiatives. Henceforth, this study offers a novelty in explaining that the multi-track diplomacy approach is applicable to improving good governance at the local level through improving community participation in decision-making and empowering communities and local businesses to collaborate to achieve internationalization.

Accordingly, two approaches were applied in this study framework – good governance and multitrack diplomacy concept – to explain the internationalization of local products through collaboration. Good governance is employed as an analytical tool to examine the roles of the gov-

ernment, the private sector, the community, and other parties in the internationalization of Nasrafa's painted cloth products. The role of each actor is needed to support the achievement of national interests. More specifically, the government plays vital role in connecting domestic companies with consumers and supporting local products to be presented in the international market. Multi-track diplomacy is an important instrument to achieve good governance, especially through civil society participation and dialogue between the involved parties (Staats, 2019). In this case, multilateral and bilateral diplomacy can contribute to creating new patterns of political behavior and promoting mutually beneficial goals (Petrovsky, 1998). Through a multi-track approach, negotiations can be conducted with multiple parties at multiple levels to reach a more inclusive and sustainable agreement.

Good Governance

All forms of international policies are always formulated based on the domestic conditions of each country. While good governance is known as a domestic concept, it is derived from the notion of the United Nations Development Program (UNDP) to create a good democratic state. According to UNDP, good governance refers to a good governance relationship between the government and society through policymaking related to economic, and socio-political activities, and the use of natural and human resources (UNDP, 1997). The World Bank defines good governance as implementing development management in line with democratic principles, having solid and responsible governance conditions, preventing corruption, managing good administration, and having an efficient market (World Bank Group, 1992). Good Governance is the common main foundation for good and effective governance that upholds and exercises participation, legal certainty, transparency, responsibility, agreement-oriented, fairness, effectiveness and efficiency, accountability, and strategic vision.

This research would focus on the participation and efficiency in the collaboration between the government, private sector, and society where each actor plays its respective roles and functions. Previous studies have explained collaboration in good governance upon which this study is initiated. Mardiasmo (2009) stated that good governance is an approach oriented to the development of the public sector and good governance. The Cadbury Committee of the United Kingdom in Agoes & Ardana (2011) mention good governance as the act of regulating and governing the relationship between shareholders, management (managers), creditors, government, employees, and internal and external stakeholders packaged in regulations to regulate their rights and obligations. There are three actors in good governance: the state, the private sector, and civil society

(Serdarmayanti, 2012). The roles of government synergize with those of the community and form appropriate policies and supports the productivity of the private sector.

Multi-track diplomacy

The existence of international markets has enhanced competitiveness among companies in many countries because their business competitors are not only from their respective countries of origin but also from other countries around the world (Suprijanto, 2011). Additionally, an integrated international market increases consumers' buying interest because the distribution process has now become easier and faster, so consumers from one country can buy products directly from other countries without intermediaries and a lengthy distribution process. Technological developments have also impacted the growing interest in consumer buying in international markets. It is evident from the emergence of multiple applications or international payment tools, such as PayPal, Wise, and the like, which automatically change the sender's currency to the recipient's currency without the need for exchange beforehand (Yirmibeşoğlu, 2017).

The success of the export business of local products to the global market is the outcome of good governance in multi-track diplomacy practice. If diplomacy related to policy formulation and peace efforts is carried out through a formal government process, business channels or multinational companies are used to address issues related to economic interests, such as cooperation between multinational companies, exporters, importers, etc. Business diplomacy could be used to promote domestic products to international markets. Diplomacy through civil society is practiced to promote peace and the growth of the international community (McDonald, 2012). In addition to being influenced by globalization and technological developments, the success of local products to enter the international market is inseparable from the *multi-track diplomacy* carried out by various international relations actors. *Multi-track diplomacy* is a diplomatic strategy that involves both state actors as diplomacy actors and many non-state actors from multinational companies to educational institutions and civil society (McDonald, 2012). This strategy originated from the concept of *track one and track two diplomacy* coined by Joseph Montville in 1981, in which *track one* is carried out by the government and *track two* by non-governmental institutions. This concept was later developed by the United States diplomat, John W. McDonald, into five lines, namely government channels, conflict resolution expert lines, business lines or multinational companies, civil society lines, and media (McDonald, 1999). Then, McDonald's (1999) redeveloped these five lines into nine lines as known today in Figure 1.

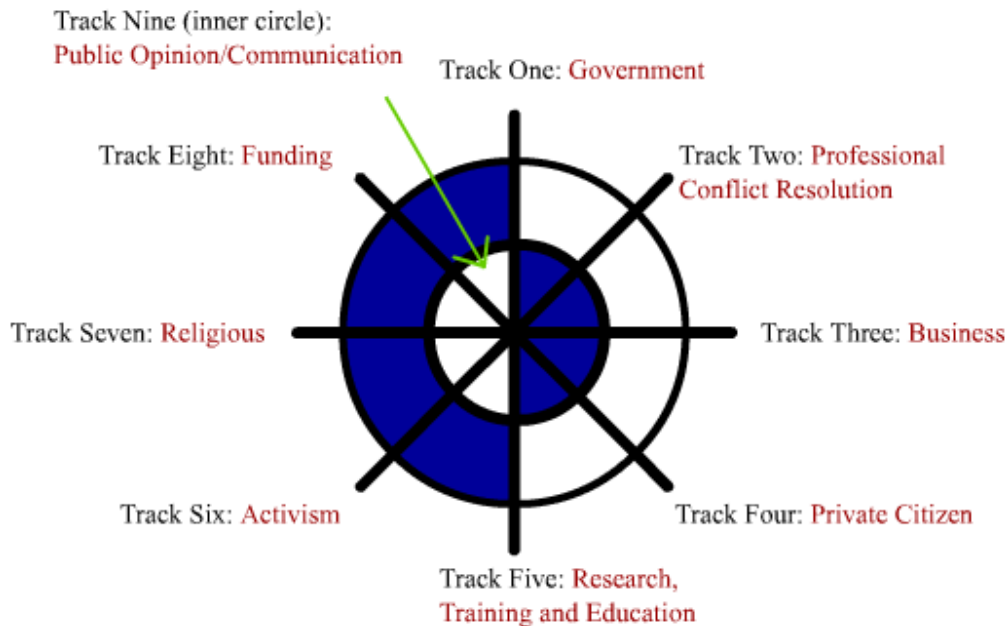


Figure 1. Multi-track Diplomacy

Source: McDonald, 2012

The first track is general diplomacy through formal forums officially held by the governments of the countries. The second track is the involvement of professionals that work with the government in the process of international conflict resolution. The professional field includes expert staff appointed by the government, and private bodies who can be trusted to resolve and manage conflicts. The third track is diplomacy by businesses participating in the development process for the purpose of peace through providing economic opportunities and prosperity, as well as encouraging international cooperation. Business or private actors have an important role in supporting the government to achieve community development and welfare, as well as encouraging economic dependence between countries. Track four is diplomacy carried out by civil society and NGOs. In diplomacy, civil society has an important role in promoting international friendship and understanding through people-to-people interaction and communication. While the fifth, sixth, seventh, eighth, and ninth track is diplomacy which is carried out in general by civil society and NGOs that specifically work in certain activities such as researchers, activists, religious groups, and funding. International relations (IR) used to discuss politics, law, and cooperation between countries in the context of war and security, but now it also investigates international trade. In this research, we examine the relations and collaboration between actors in track one (government), track three (business), and track four (private citizen).

The concepts of multi-track diplomacy and product internationalization have interrelated relationships, especially in the context of globalization and increasingly open markets. The success of the export business of local products to the global market is the outcome of good governance in multi-track diplomacy practice. If diplomacy related to policy formulation and peace efforts is carried out through a formal government process, business channels or multinational companies are used to address issues related to economic interests, such as cooperation between multinational companies, exporters, importers, etc. Business diplomacy could be used to promote domestic products to international markets. Diplomacy through civil society is practiced to promote peace and the growth of the international community (McDonald, 2012).

RESEARCH METHOD

In this qualitative study, the researchers conducted a field study in Solo and Semarang cities in 2022 and collected the primary data from in-depth interviews with Yani Mardiyanto, the owner of Nasrafa Painted Fabric on 18 February 2022, and Ema Rachmawati, the Head of the Cooperative and Small Medium Enterprises Office (CSMO) of Central Java on 17 February 2022. The gathered data were subjected to in-depth analysis, linking them with relevant theories. Nasrafa Painting Cloth is one of the Small, and Medium Enterprises (SMEs) in Jebres area, Solo. Established in 2011, Nasrafa Painting Cloth was patented in 2015 and has engaged in the fashion sector with various fabric-based products.

The secondary data were collected through literary studies on books, journals, and online research to complement and support primary data in this study. The literary study was conducted by classifying, allocating, and organizing subjects relevant to this research, namely good governance, internationalization of local products, and SMEs. These subjects support the research analysis to answer how painting fabric firms create painted cloth (a relatively new invention) that can compete in the international market.

RESULTS AND DISCUSSION

Internationalization Process of Nasrafa

Internationalization is a vital process for businesses aiming to expand globally (Hollensen, 2014). It involves five key stages: deciding to internationalize, selecting target markets, formulating market entry strategies, designing global marketing programs, and implementing and coordi-

nating these programs. Knight (2015) views internationalization as a process of integrating international, intercultural, or global dimensions based on product purpose, function, and direction. Calof & Beamish (1995) define it as strategic management of resources to engage effectively with the international community. Country-specific conditions and government policies significantly influence the internationalization process of companies and products.

Nasrafa is one of the Small and Medium Enterprises (SMEs) located in the Jebres area, Solo, Central Java Province, Indonesia. Established in 2011, Nasrafa has been successful in implementing internationalization process and penetrated the global market through innovation strategies, international market knowledge strategies, and network relationships. These three variables are the key strategies that enable Nasrafa to maintain global sales performance. While knowledge market and innovation drive Nasrafa's comparative advantages to compete with other art products, networking with the government and creating an integrated supply chain management are the stepping stone for Nasrafa to enter the internationalization process.

Product innovation has been widely accepted as a component to maintain and boost competitive advantages. According to Trott (2017), innovation is the management of all activities involved in the process of idea generation, technology development, manufacturing, and marketing of a new (or improved) product or manufacturing process or equipment. OECD (2004) clearly defines product innovation as "the introduction of new or significantly improved goods or services concerning their characteristics or uses." In this case, developing diverse products can help SMEs maintain their brand performance in the midst of diverse market environment and shifting consumer needs so that SMEs can survive in the market competition. Also, product innovation and market orientation positively affect competitive advantages to improve sales performance. According to Mardiyanto (in an interview with the Owner of Nasrafa, 2022), '*Nasrafa produces art products or industrializes art*'. Painting fabric is an art product that applies to many others products and tends to follow market developments. More specifically, Nasrafa's product is painting fabric that stresses uniqueness, uses various designs and patterns and traditional techniques of manufacture to preserve the originality of the artwork. In their business practice, Nasrafa engages and empowers human resources with multiple backgrounds. Local artists are recruited because they have unique, creative, and artistic values to produce distinctive products imbued with strong cultural values. Nasrafa also encourages these artists to use the promotion system provided by the government to enhance their performance at work. Also, students of Semarang State University (UNNES) and Dian Nuswantoro University (UDINUS) give their contribution to support Nasrafa and other SMEs according to their education background. For example, the Ac-

counting students help in financial accounting system, the IT students assist in maintaining business websites and help packaging, while Management students help in product management.

Nasrafa creates painting materials and transforms them into a wide range of fabric-based goods like headscarves, bags, hats, umbrellas, and others. They emphasize locality in raw materials (mainly burlap sacks), natural colors, and floral patterns distinctive to Indonesia. This combination has opened new opportunities for Nasrafa painting fabrics to meet international market demands. It encourages them to maintain significant product development, supported by the knowledge of foreign markets. Thus, painting fabric products is the comparative advantage of Nasrafa in maintaining sales performance in the global market.

Product innovation is reflected in the process of internationalization by SMEs' knowledge of the global market. This knowledge is obtained from networking that encourages foreign business relationships and enables communication with external parties, thus helping managers and staff get ideas and creativity. According to Cooper et al. (1997), network is a group of actors who are connected, consisted of relations between managers and employees, but can also be created at the intercompany and global levels. A "Business Network" is an interconnected business relationship that is built and conceptualized by actors collectively (Johanson & Vahlne, 1977). In other words, companies learn about the global market through communication and business networks and begin to establish networks to help them improve their market knowledge. Nasrafa aims to build a network of local and international businesses to facilitate product creation. In local context, Nasrafa engages local producers to supply the essential materials for art products, such as bags, clothes, cloth, and others. They also ties with other business activists and local SMEs to establish local identity and promote their products. Thus, Nasrafa's supply chain depends on local suppliers and the knowledge of the market.

In international context, Nasrafa is fully dependent on the support of local governments to build a Business Network at the early stages of penetrating the international market. In our interview with Mardiyanto, the owner of Nasrafa (Interview, 2022), he mentioned that 'the initial entry into the international market was through an expo held by the government, and the government also introduced directly to foreign distribution'. He also admitted that the government remained the key party assisting the promotion and export activities. Through cultural exhibitions worldwide, Nasrafa gained connections and began to build communication with buyers, distributors, and other entrepreneurs. For instance, in Manila Fame, Nasrafa managed to attract clients from the Philippines who purchased painted cloth products in a large volume. They also found purchasers through business and individual contacts, such as buyers from France, in culture exhibitions.

It is evident that Nasrafa utilizes a networking strategy with both local and international entrepreneurs to expand their target market. This strategy results in positive outcomes as shown by their success in getting new customers from France and other countries. The government is involved in the internationalization process to promote Nasrafa's performance in foreign market through numerous exhibitions and other facilities. The integration of networking innovation strategy and local Indonesian cultural values as expressed in the product patterns and materials and business performance of Nasrafa, resulting in effective internationalization and sustainable performance of their products in the global market.

Good Governance in the Process of Internationalization

According to UNDP (2014), good governance is a good governance relationship between the government and society through policymaking that is related to economic and socio-political activities, and the use of natural and human resources. The government is essentially one of the actors in the governance conception, but not necessarily the dominant actor. The role of the government as the providers of services and infrastructure in development has shifted to be the driving force in creating an environment that can facilitate all parties in the community, such as the private sector and the public sector. Good governance is an implementation of solid and responsible development management that is in line with the principles of democracy and an efficient market. According to Sedarmayanti (2012), good governance encourages openness of active participation that involves the government, the private sector, and civil society. In this regard, the government runs the state activities, while the private sectors are engaged in business interactions and market activities that include manufacturing, trade, banking, cooperatives, and informal sectors. Civil Society is a community group between the government and individuals and other community groups that interact socially, politically, and economically.



Figure 1. Good Governance in Internationalization of Nasrafa

Source: the results of author analysis

In the internationalization of Nasrafa, as shown in Figure 1, the local government that is represented by the Cooperative and Small and Medium Enterprise Office (CSMEO) of Central Java plays a critical role in stimulating the private sectors, particularly SMEs. CSMEO cooperates with the Indonesian Diaspora worldwide to maximize the opportunity in the network. Based on our interviews with the CSMEO Central Java, we found that they established a partnership with Osaka to deliver one million dollar worth of multiple items, such as painted fabric, wooden watches, and others for marketing in several malls in Japan. At this level, internationalization has achieved an integrated management from the concept of good governance that includes the CSMEO of Central Java (the government), Nasrafa (the private sector), and Indonesian Diaspora (the civil society). Good governance provides opportunities for local products to compete in international markets.

There are seven roles of the government specifically aimed at encouraging the internationalization of Nasrafa Painting Fabric. First, the government organized and supported virtual exhibition events in 2020. The pandemic outbreak that significantly affected the economic growth of many businesses, particularly SMEs, did not discourage the Indonesian government from initiating virtual events to invite buyers from both domestic and international markets. This initiative sought to provide new opportunities for Nasrafa to reach a larger market. Some of the countries involved in this virtual expo were Malaysia, Dubai, and Australia.

Second, the local government, represented by the CSMEO of Central Java, actively conducts and maintains good relations with Indonesian Consulate Generals in foreign countries, aiming to create wider networking for overseas entrepreneurs who may have the potential to be suitable business partners for Nasrafa Painting Fabrics. Third, the CSMEO helps connect Nasrafa with diaspora communities in European countries like Belgium and France. Diaspora Indonesia manages the exhibition of Indonesian products to invite consumers from these countries in Europe. In other countries, like Japan, Nasrafa products are showcased in one of the city malls in Osaka.

The fourth role is the government provides assistance and negotiations. The penetration of Nasrafa's market to the international market is met with obstacles, including language barriers. Therefore, the government assists Nasrafa in negotiations or business deals with overseas partners. Fifth, the government provides assessments in the form of feedback for design, color, and pricing to ensure that Nasrafa's products are effectively designed. Sixth, the government encouraged the display of Nasrafa's products at numerous international airports, including Semarang and Yogyakarta. Finally, the government supports branding through social media to increase potential consumers specifically for Nasrafa Painting Fabric.

More specifically, the diaspora plays a significant role in Nasrafa's internationalization. In the trade sector, the diaspora is a vital mediator between producers (Nasrafa) and consumers (overseas markets) in both home and other countries. In Japan, Diaspora Indonesia is a member of the Indonesia-Japan Businessman Association (IJB). IJB helps create opportunities for SMEs, including Nasrafa, to connect them with buyers from abroad, assist in export activities, conduct export training, and hold exhibitions of Indonesian products in Japan. In other words, Diaspora provides assistance for SMEs to enter the international market and promote Indonesian products. In order to boost this mechanism, the Indonesian government is expected to create wider opportunities by mobilizing Diaspora to promote Indonesian products. Effective engagement of the Indonesian diaspora in the creative economy is essential for enhancing the national image. Therefore, utilizing diaspora network marketing campaigns can be effective to improve the branding of local SMEs in foreign markets.

Regarding the integrated participation between the government, SMEs, and Civil Society, there is an integrated model applied in the internationalization process of Nasrafa. The government actively participates in creating business development initiatives, establishing partnerships, and organizing international exhibitions by collaborating with various local producers. The private sectors or local SMEs assist Nasrafa in imbuing more local values in the global market. The Civil Society, represented by Diaspora Indonesia, collaborates with the government to build network to encourage Nasrafa to gain knowledge acquisition of foreign market environment, foreign market demands, and opportunities to minimize losses in the internationalization process. In other words, we found that in integrated management, every actor has his typical role and collaborates with others to boost the internationalization process of Nasrafa. The implementation of good governance has become a positive trend to create relations between enterprises and civil society, bring the market close, and promote Indonesian art products in the global market.

Multi-Track Strategy in Internationalization of Nasrafa

Multitrack diplomacy is a method of diplomacy that involves a network of interconnected actors including government agents, the private sector and civil society as well as professionals who are integrated in government efforts in diplomacy. The multi-track strategy can be divided into nine tracks, namely government, professionals in conflict resolution, business, private citizen, education, activism, religious, funding, and public opinion (see Figure 1). We argue that the internationalization strategy can be achieved through the implementation of a multi-track diplomacy strategy of three tracks, namely: government, business, and private citizens. The track ac-

tivity is a collaboration by actors carried out in the process of good governance namely CMSO, Nasrafa, and diaspora.

The increasing number of international relations actors in the diplomatic process is in line with the concept of multi-track diplomacy which involves nine pathways or nine actors (see Figure 1). Regarding the three actors of good governance, the multi-track diplomacy route used the first, third, and fourth channels, namely the government, business or multinational companies, and civil society, respectively. The rise of non-state actors such as diaspora in this case in international relations is also influenced by rapid technological developments and globalization. These two factors enable markets in various countries to integrate to form a complementary international market. In the first and second tracks, government actors through intermediaries with the Indonesian Embassy, Consulate General, and Indonesian Trade Promotion Center (ITPC) conduct inter-governmental communication for product purchases and organize various international exhibitions, such as the Virtual Expo 2020 that engaged Malaysia, Dubai, Australia, and Manila Fame. In the third track (business), Nasrafa Painting Fabric maximizes the opportunity by applying an integrated model and networking with local and international entrepreneurs in to expand their target market. In the fourth track (civil society), the Indonesian Diaspora participates in the internationalization process created in the relationship between entrepreneurs with distributors, and consumers.

The government plays a crucial role in supporting SMEs' internationalization by creating new markets (Katz, 2021) and providing information, financial incentives, and assistance that directly influence the outcome of SMEs (Gherghina et al., 2020). Government programs should enhance SMEs' capabilities, offer business services, and assist them in meeting international market standards (Akhmad et al., 2018). This support is essential for SMEs to improve their competitiveness in the global market (Zahan & Zim, 2019).

In the case of Nasrafa's internationalization, good governance becomes a critical factor in facilitating the involvement of various actors and implementing effective multi-track strategies. By exercising good governance principles, such as transparency, accountability, and collaboration, the government can create an enabling environment for Nasrafa to develop its international presence. This includes providing necessary permissions, policies, tax incentives, and distribution support (Dalimunthe et al., 2022).

In accordance with the explanation above, we highlight the important role of government in providing information, facilitation, and facilitating the network for Nasrafa to enter the international market. It is related to the concept of multi-track diplomacy and good governance. Multi-

track diplomacy helps Nasrafa expand its global business network and strengthen its relationship with consumers, while good governance would strengthen internationalization of Indonesian products and encourage the government in an effort to establish public participation in initiatives and programs. Through the implementation of good governance and multi-track diplomacy, companies can achieve the competitiveness of local products and expand their product markets abroad.

CONCLUSION

This study has found significant contributions from the government's proactive participation in implementing business development initiatives, forging new connections, and hosting international exhibitions in conjunction with numerous local producers. Furthermore, this idea suggests that it is ideal for the private sector or other local businesspeople to assist Nasrafa in promoting local values through painted cloth or batik products.

Nasrafa has succeeded in entering the global market because it established an integrated management to boost the internationalization process. Integrated management is maintaining product innovation, network, and foreign market knowledge by the 'good governance concept'. The roles of the three actors (the government, the private sector, and civil society) stimulate the internationalization process of Nasrafa Painting Fabric. The government is involved in establishing networks with other governments across the world, organizing international exhibitions, assisting with evaluation and evaluation initiatives, and even participating in product promotions through social media. The private sectors are involved in the internationalization process to establish networking, attract buyers, and collaborate with foreign distributors and consumers. At last, civil society assists in product and market expansion to the foreign market. The collaboration between actors demonstrates a dynamic relation through actions aiming to present Nasrafa products in the international market.

The CSMEO also connects Nasrafa with Diaspora Indonesia, which is an essential approach to entering the international market. The phenomena of internationalization observed in this study demonstrate the success of the notions of good governance and multitrack diplomacy.

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