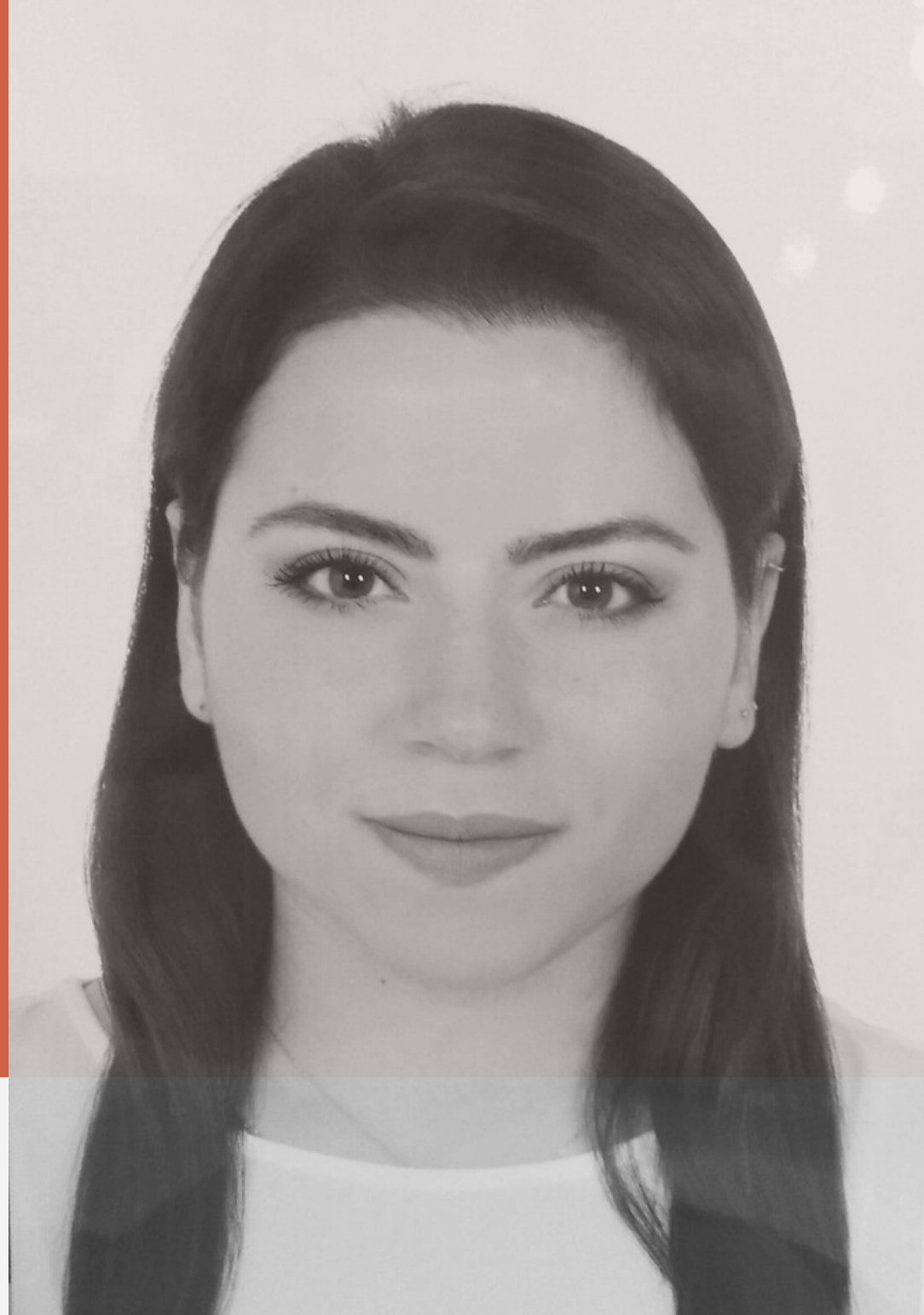


Business Inspiration Report

THIS IS THE RESULT OF MY MASTER IMAGINEERING RESEARCH WITH CELTH TO FIND OUT HOW CAN THE DIASPORA COMMUNITIES IN EUROPE PLAY A ROLE IN THE DEVELOPMENT OF THEIR COMMUNITIES IN LAKE TOBA

BY ROUAIDA MAHFOUZ

ABOUT ME



Master Degree in Architecture

Humanitarian Field

Master Imagineering

The Imagineering approach fits in a range of new emerging complexity-based approaches aiming at innovation by empowering collective creativity, in a strategically envisioned direction. The Imagineering programme includes aspects of design thinking, appreciative inquiry and complexity theory.

Rouaida Mahfouz

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Challenge

With an emerging touristic development in Lake Toba, CELTH (centre of Expertise in Leisure, Tourism and Hospitality) is supporting with the governance process. Being there from the beginning will potentially help avoid making unnecessary mistakes.

CELTH initiated the living LAB as a concept of a community based approach and to give a voice to the different communities around Lake Toba.

"Living Lab, which essentially is a community based, grassroot, bottom-up approach on interventions and development. By definition small scale, experimental, learning-oriented." - Guido Aerts

What CELTH tries to integrate in the Living Lab approach is the specific elements of the BATAK culture and communities. The collaboration with the diasporas might result in a better understanding on how they can contribute to Lake Toba development, since they are very aware of the culture and mindset back in their homeland.



What Happened?

Interviews

- Reach out to 33 contacts using different methods
- Snowball strategy
- Resistance
- 16 interviews conducted in total
- Almost everyone communicated via WhatsApp (Expect experts)

Diasporas: Individual originally from Lake Toba who is living outside Lake Toba

Name	Location	Generation
Mariani Sidabutar	Denmark	First
Cinthya Tambunan	Germany	First
Fenty Siringoringo	Germany	First
Elizabeth Ayu Hasibuan	Netherlands	First
Nakman Manurung	Netherlands	First
Sjahdian Siregar	Netherlands	Second
Rio Manik	Switzerland	First

Returned diasporas: Individuals originally from Lake Toba who left the area and came back

Name	Location	Generation
Agung Prabowo	Lake Toba	First
Patrick Lumbanraja	Lake Toba	First

Diasporas and experts: Individual related to Lake Toba and actively engaged in activities

Name	Location	Generation
Daniel Ompusunggu	Jakarta	First
Henry Manik	Netherlands	First
Paul H G Harean	Netherlands	Second
Nelly Andon	United Kingdom	First

Experts: Individual originally not from Lake Toba and is/was actively engaged with Lake Toba

Name	Location
Ayu Masita	Lake Toba
Dr. Pauline K.M. van Roosmalen	Netherlands
Sandra Niessen	Netherlands

Creative Session

- Combining gathering with the workshop
- Involvement of community leaders
- Limitations of language and COVID-19
- 13 participants in total (4 out of 5 interviewees joined)



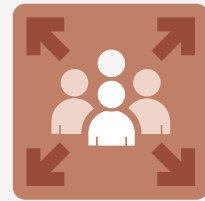

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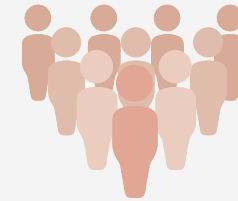


Key Findings



Not one community

There is not one diasporas community for Lake Toba. The fragmentation that we see back in Toba is duplicated within the Diasporas as well. Based on families, villages, Batak tribe, etc. However, they do share their deep connection to the land, common interest for the culture and more or less similar future desires for Lake Toba development. They all show great proudness to their belonging and try to pass on that to their children even.



Types of Diasporas

- **The community leaders:** very devoted to their homeland, they actively invest time and energy to take initiatives like planning gatherings, events even fundraising events for a cause in their homeland. They play an important role in mobilizing their communities.
- **The followers:** loyal to their community or tribe. And are willing to support the community leaders when they ask for it.
- **The curious:** don't have a lot of contact with diasporas but were curious to understand and analyze more where they stand.
- **The missing:** people I didn't get any answer from, or even people I'm not aware of and not sure how to find.



Government

the government somehow lack collaboration with the diasporas. Participants expressed the need of the government to officially reach out and work with the diasporas. And there is an obvious distrust for the government hidden motives for many years. The diasporas focused a lot on the need to develop a more official relationship between the government and the diasporas, an active and maintained relationship, so there are more chances of collaboration and growth in the future.

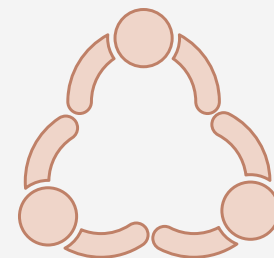


Trust

Even though diasporas are individuals who are living in a western context and understand it very well and function well in it, there's still a cultural dilemma.

What might look easy, in terms of getting the diasporas to work together turned out to be more complex and highlighted the need to work on the relationships. I experienced some resistance from some people before finally agreeing on the interviews. But investing enough time and effort, finally got them to participate.

Key Findings



The Social Aspect

It plays a huge role in terms of engagement. Some people mentioned during the interviews that they usually experience resistance when it comes to the engagement from other diasporas. Diasporas show more interest to gather, to have fun, to sing together. Rarely do they invest time and energy to discuss their homeland development or to actually take initiatives.



Collaboration

Although everyone has more or less the same concept for collaboration. Still it was highlighted how difficult is it to apply collaboration between Batak people.

Collaboration is considered to be more of a western approach. The hierarchical mindset is still there, and the words "leader" kept coming out throughout the process.

The Concept

The aim of this concept is to initiate a transformation or a movement within the diasporas in Europe that will result in a sustainable growth and engagement to collaborate together with the Living LAB and their homeland towards the development of Lake Toba ecotourism.

To mobilize the diasporas to collaborate with the living Lab and Lake Toba Communities, a crucial step needs to be created.

“Real change starts with direct interpersonal contact; when people, from the diaspora and development organisations, sit at a table and connect” - Yannicke Goris, Kiza Magendane

As we can see:

- Diasporas in the Netherlands are now fragmented into sub communities.
- Even though I introduced the Living Lab several times, they didn't bring it up in the creative session, nor did anyone ask me for a contact afterwards. The concept for the diasporas is still blurry so they show resistance.
- A community driven and people grassroots approach is more a western concept for the current community. Which reflects the need of a leader
- The diasporas want to have an official relation with the government, because it has the power and can help making a difference.

Below you can see the creative tension engine (CTE) that will help enabling the collaboration of these communities.



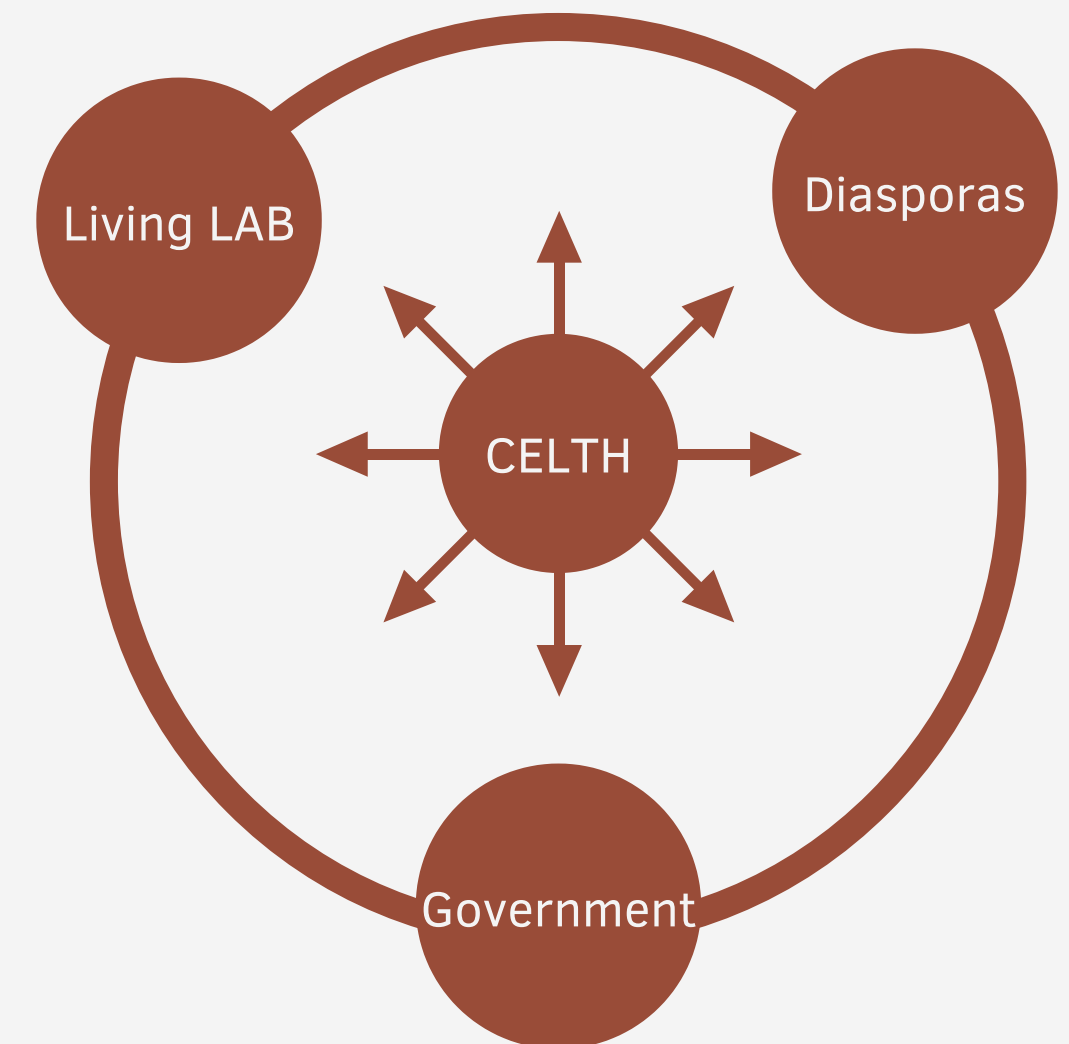
Tie the knot

Between the different Batak fractions and between the Diaspora and the local communities in Toba

"Tying the knot" represent the ceremony of getting married, in this case the meaning behind it is building meaningful, long lasting relationships. It's the symbolic reference of two entities being united under the same goals.

In this case the knot represent mutual commitment, shared values and planning a future. In other words, the diaspora have to go through a process of there own that focuses more on the common values and goals.

However, according to my research, although CELTH is hoping for more grass roots initiatives, CELTH still needs to be a temporary catalyst and bridge together the different Batak fractions and the Diaspora with the local communities in Toba. This will result a higher collaboration, thus it would be very successful to the Living Lab and the development of the communities in Lake Toba.



Important factors

To make sure the relationship is successful, the emergence of relationships should be based on these common values. According to my research, the mentioned factors were crucial to be able to get the community engaged. And this should be now transitioned between the diasporas and CELTH, and later on between diasporas themselves, and between them and their communities and government.

Although it might seem that this recommendation is more based on a soft approach related to relationships, rather than actual business oriented implementation. However, based on my research, investing the right time and effort to strengthen these relationships will eventually lead to the vision of CELTH initiative with the Living LAB.

OPEN & CLEAR
COMMUNICATION

TRANSPARENCY

MUTUAL TRUST

SHARE INTEREST
& KNOWLEDGE

RESPECT

SUPPORT

WORK AS A TEAM

ACTIVE LISTENING

Implementation

These implementation ideas are based on some of the ideas of the diasporas regarding the "how might we" questions that we co-created during the creative session

1 How might we build trust between diasporas and Lake Toba (government, leaders, controllers)?

Establish official institution or organization in Lake Toba (which in my opinion can be the living Lab itself) with official committee members. This organization is specifically tasked to communicate and get in touch with diasporas. The official institution or organization established will be responsible on following up with the diasporas. It can be funded through crowdfunding, diaspora communities, European foundations or companies, etc.

Where to start?

Initiate a diaspora Database, it can result from a collaboration between the Living Lab, the government and the diasporas. Develop an official online form that diasporas can fill themselves, while the government and the living Lab develop it and promote it. This will result in the possibility to reach out to a high number of diasporas through news letters and announcements.





2

How might we contribute to Lake Toba while abroad?

"Make a good workshop like today's event"

Although CELTH wants this to become a self organized effort, the need of guidance and support to get there is needed. These workshops will aim to transmit for the diasporas the concept of grass roots approach and how to take the lead themselves.

How to start?

CELTH to develop a clear module of follow up workshops, that guides the transition from hierarchical approach to a more collaborative approach. These workshop can be used as a prototype for later on. During the workshop participants can practice the first module resulting in an actual collaboration, action point and delegation of tasks. They can be handed some guidelines and tools that the can use by their own in a later stage. I would recommend to reach out first to the same group of participants that were engaged, by creating a WhatsApp group and following up with them. This will show commitment from CELTH and vice versa. The participant will also be able to work together as one entity, which will motivate the others in doing the same. I believe that this initiative will create a butterfly effect.



3

How might we promote and educate people about the culture?

"Creating online tool about culture and more activities and events"

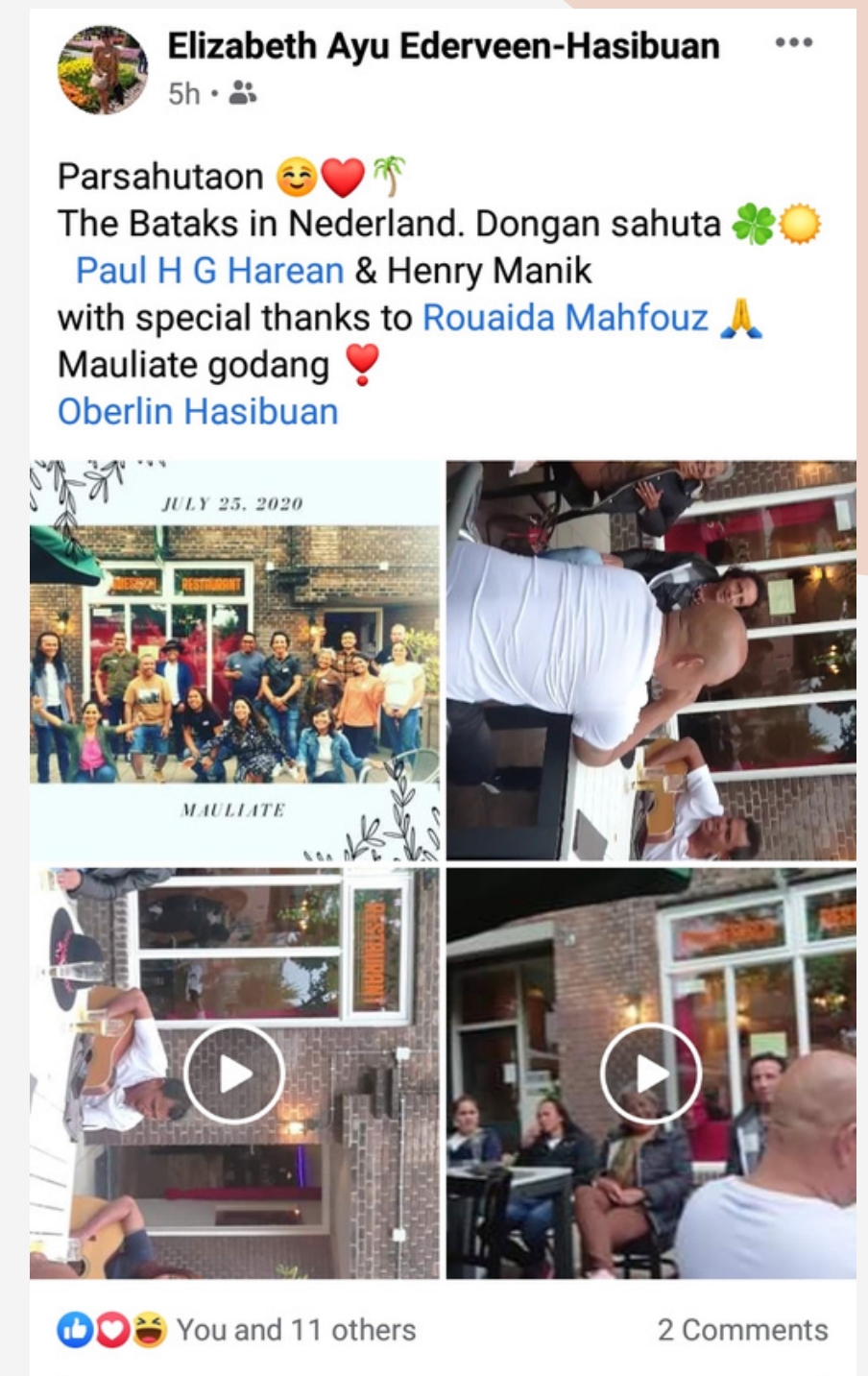
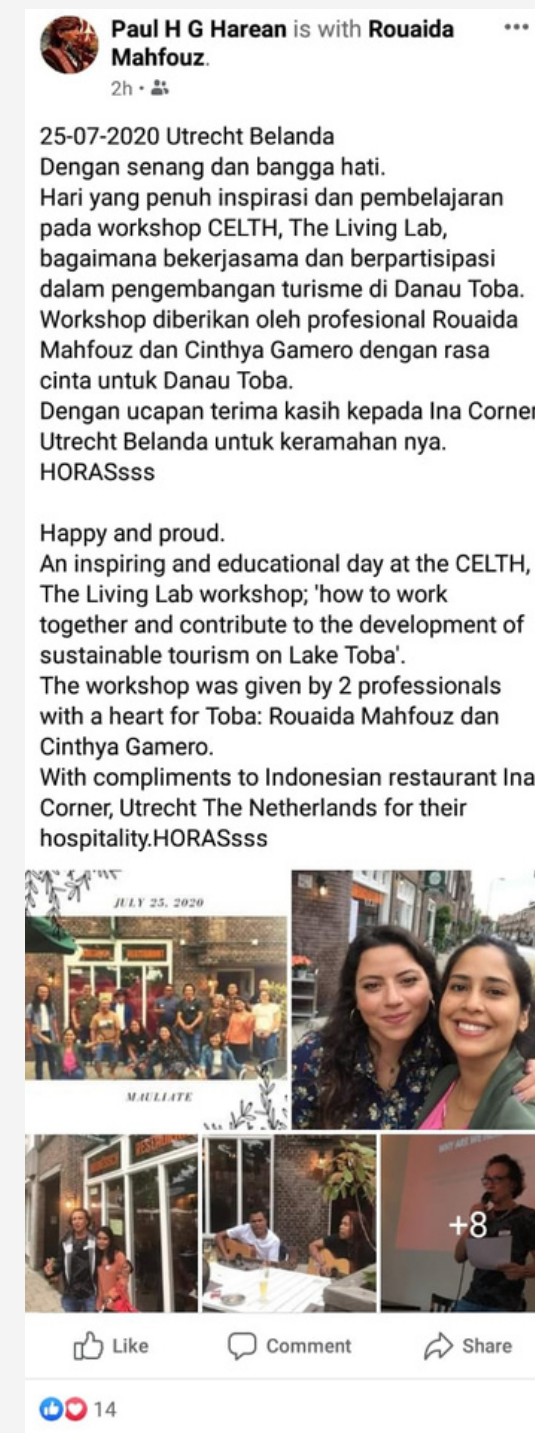
Develop an interactive official website for Toba, where everyone can share the knowledge or information or programs related to Toba on it.

The website contains information about the culture, history, interesting things, info about the boats and ferries, etc. And my opinion would be to involve the young generation in this process.

How to start?

Social media is everywhere, and young people use it everyday. They are already few initiatives going on for example Instagram accounts, like @Bataknesia. They aim to promote Toba and the Batak culture in Indonesia. Although a website is being developed, a good idea would be to involve "influencers" in the area in the process. They can rotate responsibility of posting and creating contents and even competitions that enhances engagement and awareness about the area. This will result in promoting the area more in getting more attention to it.

The after effect



Yudhistira Siahaan, a project officer at promotion for tourism products and events at the Ministry of Tourism and Creative Economy, Indonesia, asked me yesterday for a contact to connect to the Living LAB

Feedback

" On the findings: a new perspective on the BATAK culture. There is not one culture but under the umbrella are different specific cultures operational. They do have common traits but tend to want to distinguish themselves. the differences seem more important than the similarities. this seems to be mirrored in Lake Toba. So we need to keep this in mind when and how moving forward.

- The types of diasporas:

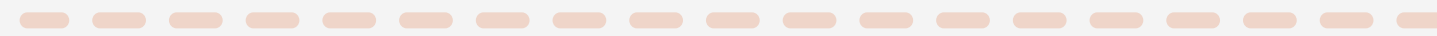
Seems a bit more important for your research than for CELTH. Any group will have some leaders, first followers, connectors and maybe not interested. As discussed this could be interesting to put in a stakeholder management perspective using e.g. a power/interest matrix. then we could decide when and how to communicate with each sub-group.

- Another finding or insight maybe is that although they don't trust government they look for government to take the lead. To start from a grassroots perspective will need quite some persuasion. Where we would start with the assumption of trust being there until proven not to be there, they seem to operate under the assumption of no-trust and it has to be "earned" first. Anyway we need to invest in a trustworthy relation between CELTH/Living Lab and the Diasporas.

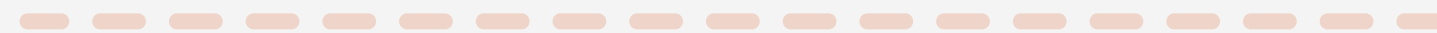
- I like the concept because it is multi-layered: The triangle LL>Diasporas>Batak>LL
- The choice on how to proceed is mainly from resources constraints.
- The theme will be "train the trainers in hospitality" to supplement World bank led development of overall hospitality skills. The budget might mean we can only start in one or a small number of places. There is an organization of hospitality leaders (Annette is the chair) which could/should become a partner.
- The ideas are fine for me. I am a bit hesitant if fun and social gathering always needs to be the glue to bring us together. At some point some other more internal motivation could step in. CELTH cannot "pay" for all incumbent cost all the time. Doing so to help your research makes sense, continuing to do so seems a bit over the top." - Guido Aerts, CELTH commissioner

Feedback

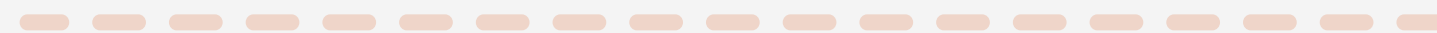
"Goedemorgen Rouaida, i've read the BIR.. To me it is excellent, represents what i have in mind of how the ecotourism in Toba lake should be developed and managed." - Elizabeth Hasibuan, diaspora



"Hi Rouaida its a good concept I think. Of course you always have peronal notes, accents and details and risks. We don't talked about risks or requirements to minimise risks. Like a business case. But I also understand the setting of Possibilitie thinking and imaginering. I think you caught the differences we talked about in ' different communities (...)
So my compliments." - Paul H G Harean, diaspora



"Hi Rouaida, sorry for getting back to you just now, I am currently traveling to another country. Having reviewed your BIR, I do not have any further comment. All things stated in the report have reflected my opinions and are also relevant. I will let you know if something comes to my mind." - Luciana Fransiska, diaspora



"Ho Rouaida, I'm okay with the content 😊" - Yudhistira Siahaan

Questions ?

Thank you



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