

## ABSTRAK

Penelitian ini mengaji *strategic planning process* pada penyusunan Masterplan *Smart City (SC)* dan tantangannya di Kabupaten Sleman dan Kabupaten Gunungkidul. Desain penelitian kualitatif dengan metode deskriptif dan komparatif digunakan dalam penelitian ini. Analisis penelitian dibantu oleh alat analisis kualitatif *NVivo 12 Plus*. Pengodean awal dilakukan secara deduktif menggunakan 8 tahapan *strategic planning process* pada pendekatan *The Strategy Change Cycle (TSCC)* dan 6 tantangan dalam implementasi *strategic planning (planner capacity; mid-level manager capacity; availability data and information; local government's bargaining power; stakeholder engagement; dan political environment)*. Hasil analisis penelitian ini menunjukkan *strategic planning process* pada penyusunan Masterplan *SC* di kedua kabupaten ini sudah cukup sesuai dengan tahapan yang ada pada pendekatan *TSCC*, namun terdapat beberapa perbedaan penerapan di masing-masing kabupaten. Selain itu, penelitian ini menemukan bahwa tantangan-tantangan terkait aspek *planner capacity, availability data and information, leader or mid-level manager capacity, stakeholder engagement, dan local government's bargaining power* memengaruhi kedua kabupaten dengan cara yang berbeda, sedangkan tantangan terkait *political environment* hanya terjadi di Kabupaten Gunungkidul. Penelitian ini juga menemukan bahwa tantangan terbesar pada implementasi *strategic planning process* pada penyusunan Masterplan *SC* di Kabupaten Sleman berkaitan dengan aspek *leader or mid-level manager capacity*, sedangkan *planner capacity* menjadi tantangan utama di Kabupaten Gunungkidul.

**Kata Kunci:** *strategic planning, strategic planning process, strategic planning challenge, master plan, smart city.*

## ABSTRACT

*This study examines the strategic planning process in the preparation of the Smart City (SC) Masterplan and its challenges in Sleman Regency and Gunungkidul Regency. A qualitative research design employing descriptive and comparative methods was used in this study. Data analysis was facilitated by the qualitative analysis tool NVivo 12 Plus. Initial coding was conducted deductively based on the eight stages of the strategic planning process outlined in the Strategic Change Cycle (TSCC) approach and six challenges in strategic planning implementation: planner capacity, mid-level manager capacity, availability of data and information, local government's bargaining power, stakeholder engagement, and political environment. The findings indicate that the strategic planning process for the SC Masterplan in both regencies aligns reasonably well with the TSCC approach stages, though there are differences in implementation between the two regions. Furthermore, the study reveals that challenges related to planner capacity, availability of data and information, mid-level manager capacity, stakeholder engagement, and local government's bargaining power affect the two regencies differently, while challenges related to the political environment were observed only in Gunungkidul Regency. The study also identifies that the most significant challenge in implementing the strategic planning process for the SC Masterplan in Sleman Regency is mid-level manager capacity, whereas planner capacity poses the primary challenge in Gunungkidul Regency.*

**Keywords:** *strategic planning, strategic planning process, strategic planning challenge, master plan, smart city.*